

## **Impact of Rumors Prevalence and Workplace Ostracism on Organizational Cynicism and Psychological Contract Violation**

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**ABSTRACT:** *Why do rumors make it difficult for subordinates to follow their bosses' orders? How do managers keep rumors from having a negative impact? Are workplace ostracism and psychological contract violations breaches motivated by organizational cynicism and/ or negative rumors? Is there a connection between optimistic rumors and the fulfillment of psychological contracts? a sample of (327) academics from Egypt's private universities were surveyed. 'a four-part questionnaire that evaluates the study' axes (workplace ostracism, positive and/ or negative rumors prevalence, organizational cynicism and psychological contract violation).*

**KEYWORDS:** Rumors prevalence, psychological contract, organizational cynicism, workplace ostracism, psychological contract violation, bibliometric analysis.

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### **INTRODUCTION**

Negative rumors represent a dangerous phenomenon and have dangerous effects related to the ideology of dismantling and destroying the individual, the family, the organization and society. Rumors build a state of suspicion, tension, perceptual confusion, psychological frustration, destabilization, and the destruction of the internal peace of the organization and society. Rumors harm religious belief and harm the economy and societal security. Rumors are an ideological strategic depth of self-destruction, distrust, lack of commitment, and psychological and moral discipline. Rumors collapse of the system of values and morals. Shattering morale, weak innovation, and poor productivity. Additionally, organizational cynicism (OC) and workplace ostracism (WOS) This results in many negative and potentially influential and dangerous side effects on individuals' drain; that lead to psychological contract violation (PCV) (e.g., DiFonzo & Bordia, 2002; Galford & Drapeau, 2003; Zhu & Smith, 2016; Zhu & Liao, 2012). Consequently, this study covers the research gap related to the impact of positive /or negative rumors prevalence, organizational cynicism (behavioral, cognitive and affective) and workplace ostracism on psychological contract violation.

## LITERATURE REVIEW

### **The negative Rumors effect on the ideology of individual' coherence**

Rumors are unverified, ambiguous, and suspicious knowledge about something that may be true or false, kindly or negative, and that is prevalence by social media, e-mail, oral contact, or a various type of communication. The rumors are Information or ideas that people transmit without being based on a reliable source that certifies their validity, or is the distribution of false knowledge. it is an Information that is neither verified nor verified from its source, and is published by word of mouth. The rumors are the news that is spread without being proven (e.g., Allport & Postman, 1946; 1947; Rosnow, 1991; Kapferer, 1992; DiFonzo & Bordia, 2002; Ohuchi et al., 2008; Matsuda, 2011). Risky impact of negative rumors on employees, organization, and society is as follows: employees' distrust of one another, doubts, and ambiguity spread, which results risky effects on the community and the organization workplace. Psychological dissatisfaction can take many forms, including self-doubt, the breakdown of group relationships, and the phenomenon of psychological frustration. Individuals and community are preoccupied by pointless things and bogus news, endangering the organization's and society's wellbeing, as well as family disintegration. Failure to achieve goals and weak results Internal organizational cohesion is harmed by functional conflict, which contributes to psychological marginalization. False comments and reporting do injury to certain people. Moreover, the risky impact from perspective of psychology insight and the rumors prevalence rate (e.g., Sudbury, 1985; Watson, 1987; Bordia & Rosnow, 1998; Cornwel & Hobbs, 1992; Bordia & DiFonzo, 2002; 2004; Zhu & Liao, 2012; Trpevski, 2010). Types of rumors: The creeping rumors (slow), the rapid rumors (the rapid appearing and the quick to disappear), the backward rumors (appearing and disappearing, and then appearing again), rumors of accusation (attack), exploratory rumors, the rumors of justification, the spread of expectation, and the spread of fear and hatred (e.g., Sekiya, 2003; Kapferer 1990; 1992; Ohuchi et al., 2008; Kamins et al., 1997; Yoshino, 2012; Zhu & Liao, 2012).

### **Workplace ostracism (WOS) as an ethical issue**

Workplace ostracism is an ethical issue, it is a negative morals behavior that expresses the exclusion and disregard of individuals from work and refusal, includes harmful behaviors such as refusal to communicate, silent dealings, lack of response, denial, and exclusion. Ostracism is a social rejection and exclusion of the individual. It is a negative social context that occurs in the workplace that has a negative impact on the individual and the organization and causes organizational deviations, deviations between people, low performance indicators, low job performance contributions, and disturbances in the functional performance of individuals and the organization (e.g., Grandey & Cropanzano, 1999; Hobfoll, 1989; 2001; Williams & Anderson, 1991; Sundstrom et al., 2000; Williams, 1997, 2001,2007; Podsakoff et al., 2000; Heaphy & Dutton, 2008; Ferris et al., 2008; Stock et al., 2015; Choi, 2020).

### **Organizational cynicism (OC) as an organizational obstacle**

The level of disruption within a company is revealed by organizational cynicism (OC); which has three dimensions: behavioral cynicism, cognitive cynicism, and affective cynicism (e.g., Davis &



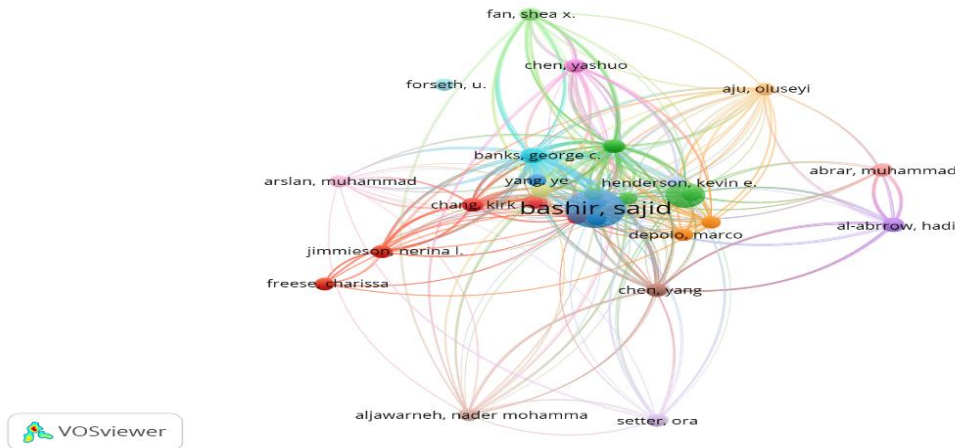


Fig. 1: WOS, OC and PCV bibliography data analysis

**FRAMEWORK AND HYPOTHESES**

Based on previous related literature reviews, a research methodology developed to examine impact of positive rumors prevalence (PRP) and (WOS) on (OC) and (PCV). (Fig.2). illustrates the proposed research structure model.

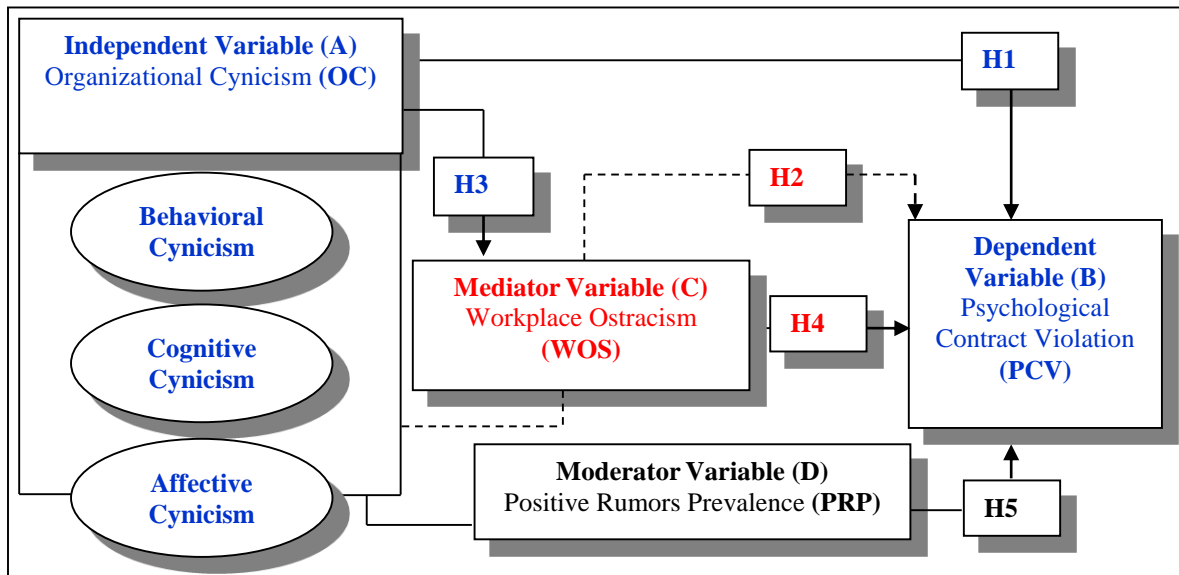


Fig. 2 - Proposed Research Framework

The following hypotheses have been established in order to examine the effect of Organizational Cynicism, Workplace Ostracism, and Positive-Rumors Prevalence (PRP) on Psychological Contract Violation:

- ▶ (H1): (OC) has a direct positive effect on (PCV).
- ▶ (H2): (OC) an indirect and positive effect on (PCV) through (WOS).
- ▶ (H3): (OC) has a direct positive effect on (WOS).
- ▶ (H4): (WOS) has a direct positive effect on (PCV).
- ▶ (H5): Positive-Rumors Prevalence (PRP) has moderated the relationship between (OC) and (PCV).

## RESEARCH METHODOLOGY

### Research Design

To examine the data and assess the relationship and direct/indirect correlation between the study's variables and hypotheses (Byrne, 2016). Through the quantitative analysis method of the (AMOS) statistical program and by relying on the Structure equation modeling (SEM) method by developing a questionnaire to measure organizational cynicism (OC), workplace ostracism (WOS), positive rumors prevalence (PRP) and psychological contract violation (PCV).

### Data Collection

To collect data, we relied on Questionnaire as an appropriate tool to measuring opinions of research population, The target population totally of (350) academics staff of Egypt's private universities, were surveyed and (23) subjects were rejected upon completion of data. Overall, (327) responses were usable for the data analysis for a completion rate of (93.4%).

### Questionnaire Development

Questionnaire have two axes: (1) general data concerning demographic aspects of respondents and (2) rating of 38 questions, upon 5-points Likert scale "strongly disagree = (1)" to "strongly agree = (5)". rating scale elements were derived from a study of related variables in current hypotheses and empirical research' results (Table.1). (OC)-scale developed by (Brandes et al., 1999). Other researchers have acknowledged and used this scale (Polatcan & Titrek, 2014; Mete, 2013). The scale has thirteen (30) elements and three subscales: behavioral cynicism (4- items), cognitive (5-items) and affective (4- items). Cronbach's alpha for this measure was (0.96). (WOS) is a mediator variable that is viewed as a one-dimensional variable based on a ten-item scale defined by (Ferris et al., 2008). that assesses coworker rejection, both perceived and actual. This measurement had a Cronbach's alpha of 0.92. based on a ten-item scale established by (Omara, 2017), the (PR) is a moderator variable that is considered as a one-dimensional variable: the source (Bordia & Rosnow, 1995; Back et al., 1950), reason (Yoshino, 2012; Ohuchi et al., 2008; Sekiya, 2003), types (Zhu et al., 2012; Kapferer, 1992; Kamins et al., 1997), size (Trpevski, D. 2010; Bordia & DiFonzo, 2002; Sudbury, 1985), effect (Fine & Heath, 2009; Bordia et al., 1999), ambiguity (Wert & Salovey, 2004; Turner, 1993; Prasad, 1935), Importance (Cane, 1966), continuity (Pendleton, 1998; Morin,

1971), timing (Ohuchi et al., 2008; Rosnow, 1988, 1991; Rosnow & Foster, 2005). and credence (Rosnow, 2001; DiFonzo & Bordia, 1997), This metric had a Cronbach's alpha of 0.94. The (PCV) measures for usage in the workplace are as follows: duration, tangibility, scope, stability, and contract level are five items on a five-item scale devised by-(Robinson & Morrison, 2000; Turnley & Feldman, 2000; Sels & Van, 2004). Because it is the most relevant and appropriate for this investigation, the researcher relied on it. Cronbach's alpha for this measure was (0.92).

### **Pre-test Analysis**

The questionnaires were validated in two stages to increase the quality of the data collection: (1) To determine the relevance and validity of the questions, three researchers looked at their content validity, including latent factors. According to (Turner & Carlson, 2003), Index of (IOC) of (Rovinelli & Hambleton,1977) suggested (IOC) ranging from [0.67-1.00] to suitable responses. (2) measuring reliability by Cronbach's alpha (Cronbach, 1951). with results ranging from (0.7 to 0.902) for study variables.

## **RESULTS**

### **Analysis of the Measurement Model**

The (CFA) displayed by (SEM) structural equation modeling to evaluate proposed model's general fit data and to detect correlations among these components (AMOS). Using two-step methodology proposed upon first evaluated measuring model to evaluated instrument's reliability, convergent validity, and discriminate validity, and then check structural model to evaluated research hypotheses (Anderson & Gerbing, 1988). The system's reliability and validity, as well as its convergent and discriminate validity, were evaluated (CFA). In the research framework that has been suggested, the following is presented: organizational cynicism (OC), workplace ostracism (WOS), positive rumors prevalence (PRP), psychological contract violations (PCV). (Table.1) shows that all structures' (CR-values) are within permissible range of [0.70]. (Bagozzi & Yi, 1988). This indicates that the data is highly consistent internally. Create the second-order model that will be tested first. Make the second-order model, which will be the first to be tested. [(Chi-square)  $(\text{Chi})^2 = 89.94$ ,  $df = 46$ ,  $\text{CMIN}/df = 1.856$ ,  $\text{GFI} = 0.962$ ,  $\text{CFI} = 0.871$ ;  $\text{NFI} = 0.892$ ,  $\text{RMSEA} = 0.0357$ ] were results of the 2<sup>nd</sup> order analysis. All of fit indices were bigger than suggested values. which suggests that model and data fit each other well [(BA)=0.786, (BS)=0.792, (PQ)=0.502 and (BL)=0.534] are the standardized factor loadings. These findings show that BE was introduced as a cause of four first-order effects (BA, PQ, BS, and BL), which measured by four reflective 4-items. Another way to review the four (4-factors) were via (BE). Measurement model was validated using two (2-types) of validities: convergent and discriminate validities. (Table.1) displays the AMOS outputs results for measurement model's internal consistency, as measured by composite reliability (CR).

**Table.1- Confirm the validity of the survey instrument using factor analysis**

Factor	Item	Standardized loading	T-value	AVE	CR
<b>(OC)-Behavioral Cynicism</b>	BC1	0.698	18.236	<b>0.589</b>	<b>0.854</b>
	BC2	0.793	21.008		
	BC3	0.581	18.624		
	BC4	0.772	19.334		
<b>(OC)-Cognitive Cynicism</b>	CC1	0.843	21.112	<b>0.556</b>	<b>0.857</b>
	CC2	0.642	19.486		
	CC3	0.579	18.239		
	CC4	0.742	21.287		
	CC5	0.788	21.511		
<b>(OC)-Affective Cynicism</b>	AC1	0.792	19.337	<b>0.577</b>	<b>0.861</b>
	AC2	0.745	20.045		
	AC3	0.766	21.431		
	AC4	0.662	18.901		
<b>Workplace Ostracism (WOS)</b>	WOS1	0.597	18.867	<b>0.602</b>	<b>0.872</b>
	WOS2	0.571	20.119		
	WOS3	0.832	19.241		
	WOS4	0.819	22.309		
	WOS5	0.707	19.204		
	WOS6	0.813	21.728		
	WOS7	0.593	19.442		
	WOS8	0.808	19.623		
	WOS9	0.685	21.101		
	WOS10	0.778	18.412		
<b>Rumors Prevalence (RP)</b>	RP1	0.799	19.210	<b>0.552</b>	<b>0.786</b>
	RP2	0.589	18.136		
	RP3	0.780	20.356		
	RP4	0.655	21.101		
	RP5	0.829	19.722		
	RP6	0.761	18.309		
	RP7	0.587	20.768		
	RP8	0.694	18.225		
	RP9	0.846	19.805		
	RP10	0.782	21.123		
<b>Psychological Contract Violation (PCV)</b>	PCV1	0.584	19.416	<b>0.596</b>	<b>0.869</b>
	PCV2	0.698	21.423		
	PCV3	0.891	19.725		
	PCV4	0.596	18.198		
	PCV5	0.763	20.266		

Source: based upon AMOS analysis

First of all, AVE recognizes and finds useful for one index factor loading, distinct validity, and convergent validity (e.g., Hair et al., 2010; Fornell & Larcker, 1981). when the value is more than 0.5 but lower than 0.7. Second 2<sup>nd</sup>, when it reaches 0.5 and is equal to or greater than 0.7, the AVE

value should be higher > than the industry-standard cut-off of 0.50. This law is the primary cause of variance. The fact that AVE exceeds the range of values between [0.578 and 0.742] that are considered to be the maximum allowed value demonstrates the validity of the survey instrument.

**Table.2- The squared root estimation of AVE and the factor correlation coefficients**

Variables	BC	CC	AC	WOS	RP	PCV
BC	<b>0.782</b>					
CC	0.573	<b>0.765</b>				
AC	0.481	0.571	<b>0.754</b>			
WOS	0.677	0.665	0.681	<b>0.732</b>		
RP	0.638	0.497	0.612	<b>0.698</b>	<b>0.749</b>	
PCV	<b>0.529</b>	<b>0.722</b>	<b>0.643</b>	<b>0.651</b>	<b>0.651</b>	<b>0.753</b>

Note: the squared root estimate of AVE is represented by the diagonal values.

Consequently, discriminate validity requirement also suitable for (CFA) model, indicating measurement scales are adequate. The cross-loading on other factors was higher for each item than the loading on its related factor. Therefore, a structural equation model (SEM) with implicit variables was tested using the CFA model. Finally, ( $R^2$ ) values across observed variables were less than < (0.9), indicating that Multicollinearity was suitable issue.

### Structural Path Model's Analysis

The structural models' route coefficients were calculated. to do a path analysis and test model hypotheses, AMOS was employed. SEM requires a survey of about 200 cases, or at least 5 or 10 cases for each variable. according to (Kline, 2015). This study had a sufficient sample size of (327) participants. (Fig.2) depicts the outcome. (Table.3) shows the actual and recommended values of model suitable indices. The study model's goodness-of-fit metrics as follows: [Chi-square = 275.12; df = 134; GFI = 0.892; CMIN/df = 2.275; NFI = 0.968; RMSEA = 0.0543; CFI = 0.972]. Upon table findings which confirmed that suitable between statical model and data in structural which reliant. (Table.3) displays hypotheses, T-values and path coefficients.



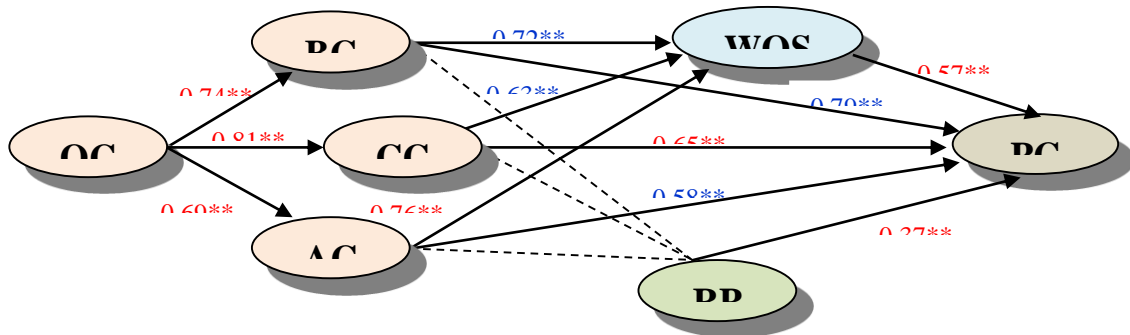


Figure 3. Structural model's findings

Notes: [*\*p* < 0.05; *\*\*p* < 0.01; *\*\*\*p* < 0.001; Fit indices: Chi-square = 275.12; *df* = 134; *GFI* = 0.892; *CMIN/df* = 2.275; *NFI* = 0.968; *RMSEA* = 0.0543; *CFI* = 0.973].

Table.3- Fit indices suggested and actual values

Appropriate Indicator	CMIN/df	GFI/Path h	NFI/Path	RMSEA	CFI/Path	P-value	
Suggested Value	< 4	> 0.89	> 0.89	< 0.12	> 0.89	0.0 sig	
Reality Value	2.324	0.972	0.947	0.0613	0.928	0.0 sig	
Dependent Variables (DV)	Independent Variables (IV)					-	
	R <sup>2</sup>	OC	WOS	RP	S. Es/Path	P-value	
	WOS	0.782	0.534	-	0.421	0.419	0.0 sig
	PRP	0.816	0.667	0.457	-	0.606	0.0 sig
PCV	0.698	0.569	0.572	0.485	0.518	0.0 sig	
Hypotheses			β	T-value	Conclusion	P-value	
H1: OC has a direct positive effect on PCV.			0.822	15.65**	Approved	0.0 sig	
H2: OC has an indirect positive effect on PCV through WOS.			0.265	8.47**	Approved	0.0 sig	
H3: OC has a direct positive effect on WOS.			0.773	18.10**	Approved	0.0 sig	
H4: WOS has a direct positive effect on PCV.			0.321	7.891**	Approved	0.0 sig	
H5: PRP has moderated the relationship between OC and PCV.			0.454	12.62**	Approved	0.0 sig	

The variations of (WOS, PRP, and PCV) were explained by squared multiple correlations of [0.782, 0.816, and 0.698] respectively. The significance of each hypothesis can be determined using the T-statistical value. As shown, the model has sufficient predictive ability for the size of dependent variables. The whole research model accounts for 69.8% of the variation in (PCV). Upon path analysis findings (OC and WOS) have positive sig linking with (PCV) [ $\beta = 0.822$ , T-value = 15.651 and  $\beta = 0.321$ , T-value = 7.891, sig < 0.001] for (OC to PCV) and (WOS to PCV), respectively. Therefore, (H1 and H4) are approved. (H3) hypothesized that (OC) has a direct positive impact on (WOS) has also approved by findings [H3:  $\beta = 0.773$ , T-value = 18.109, sig < 0.001]. Furthermore, previously (Table.3) indicated results of direct/indirect, and total effect tests, (OC) has an indirect and positive influence on readiness via (WOS) (H2). As a result, (H2) was approves. The total effects on (PCV) for (OC and WOS) were (0.569 and 0.572), respectively. Upon results, organizational cynicism (OC) has an indirect and positive impact on (PCV) via (WOS). As a result, one of the keys to increasing workplace ostracism and general psychological contract violation is organizational cynicism. Consequently, previously (Table.3) indicated the results of direct, indirect, and total effect tests, the (OC) has an indirect and positive influence on readiness via (PRP) (H5). As a result, H5 is supported. Total effects on (PCV) for (OC and PRP) were [0.667 and 0.485], respectively. Organizational cynicism (OC) has an indirect and favorable effect on (PCV) via (PRP), according to the findings. As a result, positive rumors prevalence is one of the keys to moderate workplace ostracism and general psychological contract violation (PCV).

## DISCUSSION AND CONCLUSION

Consequently, this research is examining linking (PRP), (WOS), (OC) and (PCV) in academics from private universities context in Egypt. Although prior research has studied relationship between (OC and PCV), upon literature review there no any study checking impact of positive rumors prevalence (PRP) in the context on (WOS and PCV) violation/fulfillment business platform. This study is one of first attempts to extend the literature by examining the impact of negative/positive rumors prevalence on organizational and business platform. The results prove the positive impact of the (OC) on the workplace ostracism and (PCV) context. The findings correspond to those of a prior field survey (e.g., Choi, 2020; Sels, et al., 2004; Aditya, et al., 2014). The outcomes of this study also back up the concept that (PRP) and (WOS) have an impact on (OC) and (PCV) infractions by Egyptian private university staff. Negative rumors harm academic staff at private universities, causing (OC) and psychological contract violations, whereas workplace ostracism enhances the impact of organizational cynicism on psychological contract violations. This requires reducing negative rumors prevalence through positive-rumors prevalence (PRP) approach and avoiding the (WOS) because of their clear impact on organizational cynicism and violation of psychological contract. (OC) has a direct positive effect on (PCV). (WOS) has a direct positive effect on (PCV). Additionally, (OC) has a direct positive effect on (WOS). (OC) an indirect and positive impact on (PCV) through (WOS). (PRP) moderate relationship between (OC) and (PCV). Impact of (PRP) on (PCV) is bigger than the impact of (PRP) on (OC), and impact of (OC) is bigger than the impact of (WOS) on the (PCV). Additionally, positive-rumors prevalence

(PRP) moderating relationship between (OC) and (PCV) by (0.454), This means that the manager can adopt the approach of positive-rumors prevalence (PRP) about the employee and about the work, which reduces workplace ostracism (WOS), Organizational cynicism (OC) and reduces psychological contract violation (PCV).

## **FUTURE RESEARCH DIRECTIONS**

Despite the detrimental impacts of (OC) and (RP) on academic staff (PCV), this could be a future research opportunity. Given that the data was obtained at Egyptian private universities, the study's findings should be used with caution in other countries. The researcher also developed a single structure of the (OC), while the division of this structure into sub-categories of the (OC) and negative rumors can be adopted and deeper into positive-rumors prevalence (PRP) and their impact on other categories, and other potential research can adopt the fulfillment of the psychological contract and the factors affecting it and the extent to which it is affected by organizational cynicism and workplace ostracism in different environments and other application areas.

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