

Self-Awareness and Organizational Cynicism of oil and Gas Firms in South-South, Nigeria

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<https://doi.org/10.56201/jbae.vol.12.no9.2026.pg85.99>

Abstract

This paper investigated the relationship between self-awareness and organizational cynicism of oil and gas firms in South-South, Nigeria. The paper adopted a cross sectional research design. A total of one hundred and four management personnel comprises Human resource managers, Logistics/marketing managers, Operations managers and Account/finance managers were drawn from twenty-six selected oil and gas firms in the South-South, Nigeria constituted the population of the study. Census sampling method was adopted and the main data collection instrument for this study was structured questionnaire. A total of one hundred and four copies of the questionnaire were distributed, however ninety-six were retrieved while eight copies 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 self-awareness and organizational cynicism of oil and gas firms in South-South, Nigeria. The study discovered that there is positive and significant relationship between self-awareness and organizational cynicism. Managers need to consciously understand that people are move by feelings and certain events in the organization provoke certain behaviours either negative or positive. The study concluded that understanding the key factors that give rise to cynical dispositions and proactively addressing such factors early enough will reduce the occurrences of organizational cynicism in the oil and gas sector. The study therefore recommended that, the management of these oil and gas firms should promote a culture of open communication between the employees and management to discuss key and critical concerns that borders on equality, integrity, fairness in the distributions and allocation of favours and opportunities within the system in order to reduce cynicism in the workplace.

Keywords: *Self-awareness, Emotional cynicism, Cognitive cynicism and Behavioural cynicis*

Introduction

Tamunomiebi and Fubara (2021) explained that, every organization is established to achieve certain defined goals which might be profit-driven or service-oriented. Irrespective of the nature and type of goals the organization want to achieve, people are central and integral to the accomplishment of such goals. So, it suffices to say that, goals are achieved through and with people. The people who are central in the goal accomplishment quadrant, must have the required skills, motivation, expertise and the right attitudes. There are myriads of factors surrounding the workplace that could enhance employee productivity or impede productivity which attitude is one of them. Attitudes are evaluative statements-either favourable or unfavourable about people, events or an organization (Robbins et al., 2012). Attitudes reflect employee's inner most disposition towards the organization after carefully examining the happenings and occurrences of events within the organization. The events in this context typically exemplify management's treatment of employees, distribution of resources and favours in line with laid down rules and policies or otherwise. According to Tamunomiebi and Fubara (2021), these events are not referring to physical or social events but practices and attitudinal dispositions of managers. Employees may feel betrayed, frustrated and disloyal to their organization when they observe with facts that events within the organization seems to favour some people at the expense of others based on ethnic and religious affiliation, political party connection and other considerations outside the rules and policies of the organization. This scenario breeds cynicism in the workplace. Organizational cynicism is related to employees' negative feelings, such as despair, contempt and hopelessness when assessing their organization, its managers and other objects of the workplace (Cole et al., 2006). Organizational 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). Similarly, Dean et al., (1998) defined organizational cynicism as a negative attitude (negative attitude of aggravation) towards their work or organization. Cynicism is associated with negativity as a result of unfavourable treatment such as injustice, prejudice, denial, etc. The consequences of organizational cynicism are (1) organizational cynicism leads to fatigue, boredom and job burnout because the perception an employee holds directly or indirectly affect his/her productivity and commitment to work excellence and (2) This negative perception about the workplace may also lead to work stress, job dissatisfaction, lateness and gradual withdrawal of services.

Part of the drive to strengthen internal advantage and competitive edge is to ensure employees always perceive the organization to be honest, sincere and fair to all employees irrespective of their affiliation, ethnicity and social status by following best practices and implementing policies fairly. Managers may likely reduce cynicism in their organizations when they understand the key factors that breed cynical tendencies in the workplace early enough and address it. The key to knowing these factors that are capable of engineering cynicism is self-awareness. Self-awareness is the ability to read one's emotions and recognize their impact while using gut feelings to guide decision (Goleman 1998). Similarly, it is being aware of our emotion, understanding their cause and reflecting on the patterns of behaviour which we display as a consequence of that emotion (Garner & Associates 2009, Goleman 1995). Self-awareness deals with an individual's ability to identify one's emotions and analyze its impact. According to Fubara and Asawo (2020), emotional self-awareness has been said to be very important because it gives the opportunity to effectively manage feelings, motives and self-motivation that leads to achieving organizational goals.

Some scholars such as Goleman and Boyatzis (2008), Fubara and Asawo (2020), Çivilidağ et al., (2025) and Rajni et al., (2025) have emphasized the need for understanding people and improving their wellbeing through robust and productive interactions in the workplace and also examined organizational cynicism and counterproductive work behaviour. Interactions may be effective and productive when managers engage the skills of self-awareness to enable them understand their people and the factors within the environment and how these factors affect people internally positively or negatively. Despite the incontestable fact that self-awareness helps to reduce cynicism in the workplace when it is rightly applying, there seems to be pint-sized empirical investigations on the relationship between self-awareness and organizational cynicism of oil and gas in South-South, Nigeria. The purpose of this study was therefore to empirically examine the relationship between self-awareness and organizational cynicism of oil and gas firms in South-South, Nigeria.

The specific objectives of this study include.

1. To examine the relationship between self-awareness and cognitive cynicism of oil and gas firms in South-South, Nigeria
2. To determine the relationship between self-awareness and emotional cynicism of oil and gas firms in South-South, Nigeria
3. To investigate the relationship between self-awareness and behavioural cynicism of oil and gas firms in South-South, Nigeria

The research questions are as follows

- i. How does self-awareness relate to cognitive cynicism in oil and gas firms in South-South, Nigeria?
- ii. What is the relationship between self-awareness and emotional cynicism in oil and gas firms in South-South, Nigeria?
- iii. How does self-awareness relate to behavioural cynicism in oil and gas firms in South-South, Nigeria?

Literature Review

Theoretical Foundation

Social Identity Theory

This theory was developed by Tajfel and Turner in 1986. The theory postulates that people tend to classify themselves into social categories that have meaning for themselves and this category shapes the way individuals interact with others from their own identified groups and from other groups (Tajfel & Turner, 1986). The central propositions of this theory include: (i) People's desire to belong to groups that they enjoy distinct and positive identities (ii) Social identification with certain group leads to activities that are congruent with the group collective and individual aspirations (iii) Through social comparisons between the in-group and out-group; the in-group members will make effort to maintain superiority over an out-group members and this confer one of the reasons for identifying with people of like minds. Based on Tajfel and Turner (1986) theory, Social identity stems from categorization of individuals' distinctiveness and prestige of the group that comes with the group association. Self-awareness enables employees, managers to identify salient factors that may be critical and crucial to the employee wellbeing and the organization's growth and advancement respectively. People belongs to group for several reasons and one of such

reasons is the advocacy to improve their economic wellbeing and career progress in the workplace while managers may need to understand the informal group setting with a view to leverage on their strength for productive and effective performance to enhance the fortunes of the organization. They need to understand that employees identified and joined these groups for their own personal objectives. The study of groups is very crucial and significant to managers in organizations because of the fact that groups drive the achievement of set goals and it serve as a level of analysis providing information on the dynamic of the organizational life and its activities (Inyang, 2012). Identity of individuals in social categories provide the framework upon which every employee associate, relate and communicate. According to Ahiauzu and Asawo (2016) man is a social animal which always seek to interact and relate with other people. Relationship is very key in group bonding and goal accomplishment. Employees identify and belong to groups in the workplace to informally coordinate themselves and protect their interest collectively. The emphasis here is identification and belonging into groups to protect their interest. Understanding the behaviors of group members, their interactions, structure, processes, functions and the degree of their cohesiveness will help manager to know the best way to give directives, assuage them to work in unison for the achievement of the organizational goals.

Concept of Self-awareness

Contemporary organizational study describes self-awareness as involving awareness of one's internal states, awareness of how others perceive one's behaviour and the capacity for continuous self-reflection and personal development (Chon & Sitkin, 2021). Fubara and Asawo (2020) opined that, self-awareness is being aware of personal emotion, behavioural pattern and understanding the cause of such emotional state and reflecting on the patterns of behaviour which you display as a consequence of that emotion. Goleman (1998) noted that, self-awareness is the ability to read one's emotions and recognize their impact while using gut feelings to guide decision. It can also be seen as the ability to recognize one's own emotions, strengths, weakness, values and norms and understanding their impact on your behaviour. Self-awareness helps a manager to understand the emotions, reactions, strength, weakness, thoughts, beliefs and motivation that exist in the workplace among employees and how these emotions affect their performance either positively or negatively. Certain things inspire and motivate people but all people are not motivated by certain things all the time hence managers need to consciously understand that people are not the same and feelings provoke certain behaviours. Certain practices and behaviour have the capability to engineer strife and frustration among employees which eventually leads to cynical disposition against the organization. Certain factors help to minimize organizational cynicism in the workplace. According to Tamunomiebi and Fubara (2021), some of those factors are the leader's disposition and style, the reward system, work procedures and processes, training and career advancement prospects, good remuneration and welfare package, role clarity 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 which determines employees' attitudes towards the organization with their associated behaviours. Manager need to understand those key factors within the employees that promotes effective performance and loyalty to the organization and this may possible when the managers engage self-awareness skills.

Concept of Organizational Cynicism

The word cynicism originated from the ancient Greek word “kyon” which mean “dog”, a study carried out by Nazir et al. (2016) indicates that cynicism probably comes from the word “cynosarges” which later metamorphosed into an institute of cynics outside Athens, the capital of Greece. The term cynicism was often used by ancient Greeks to describe the beliefs of skepticism, disbelief, pessimism, disappointment and scorn (Anderson, 1996). The same is corroborated by Delken (2005) when he stated that, the earliest Greek cynics were used to criticizing their institutions and state based on unfair administration of public goods and opportunities.

The nature of work in recent time and the apparent and deliberate violation of organizational rules, policies and practices by managers to confer certain advantages to some people have given rise to organizational cynicism in this contemporary era. Zeb-Obipi and Gabriel (2019) and Wnuk et al. (2025) opined that, organizational cynicism has been conceptualized from the perspective of environment and situation rather than trait, emphasizing that it's situation-specific rather than personality specific. Thus, emphasizing that the levels of organizational cynicism changes across situations as well as events playing out in the environment. Cynicism is an attitude that is learned as a result of unpleasant experiences or unfavourable happenings in the workplace. Pate (2000) noted that, the changing nature of work and work organizations particularly the type that breach and violates psychological contract is believed to have engendered a rise in employee cynicism and mistrust towards the organization. Organizational cynicism is described as a negative disposition of frustration, disillusionment, contempt and distrust towards one's organization. Anderson (1996) describes cynicism as general or specific attitude defined by despair and disillusion towards a person, a group, an ideology or institutions. According to Atalay (2012), organizational cynicism is the belief that the workplace lacks integrity and transparency as exemplified in the processes, procedures and reward systems obtainable in the organization. Organizational 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). Injustice, unfair treatment of employees and neglects in the schemes of things are some of the causes of organizational cynicism. When certain persons are favored and conferred with undue advantages over others, it creates rooms for frustration and mutual blackmail and sabotage against the organization.. Although the concept has long been recognized in organizational behaviour literature, recent studies emphasize that organizational cynicism continues to be a significant challenge because it undermines employee trust, engagement, and organizational effectiveness (Rajni et al., 2025).

Measures of Organizational Cynicism

Cognitive Cynicism

Cognitive cynicism refers to lacks of sincerity, honesty, and justice in the workplace. Cognitive cynicism entails the belief that the organizational practices lack honesty, justice, and sincerity and it cannot be trusted. Cognitive cynicism arises when employees feel that their organization does not value their contributions, sacrifice, endeavors or care about their welfare and therefore they likely withhold their best efforts (Rehan et al., 2017). Due to this belief, they expect that the organization would deceive them anytime and whenever especially as it concerns their welfare (Urbany, 2005). When action of managers consistently shows betrayal of employee cause and welfare, they find it pretty difficult to trust such system or management.

Cognitive cynicism begins with personal experience or observation of what seems to be unfair and unjust in the workplace. People are born with certain attitude of cynical disposition but this attitude become a reality when obvious facts suggest that there is bias and unequal treatment for persons in some places. As a consequence of distrust, these people would frequently display anger in their emotions and behaviours to individuals and organizations. According to Ike et al., (2020), the cognitive domain of organizational cynicism refers to the negative belief and perception employee has as a result of experience that the organization lacks certain values and sincerity that encourage employees to grow. Such workers exhibiting cognitive cynicism think that principles are often sacrificed for expedience, favoritism, sectional interest as against the interest of all (Rehan et al., 2017). Bernerth et al., (2007) found that employees' perceptions of cognitive cynicism are negatively associated with organizational activities especially as it relate to how events unfold in the workplace. The consequences of cognitive cynicism are many. Cognitive cynicism reduces employee performance and organization productivity in general (Abraham, 2000) and it causes employees to have negative feelings that may not help their creativity, innovation and initiative to contribute optimally to the organization's achievement of goals. Cynical employees believe that their organizations are not fair, honest, and sincere, and they don't trust their organizations (Brandes & Das, 2006) but managers can reduce these feelings and beliefs when policies, rules and procedures are followed and adhered to fairly and equitably for the good of all members of the organization.

Emotional Cynicism

Emotional cynicism refers to emotional reaction as a result of accumulated injustice and maltreatment against certain members of the organization. Roberts and Zigarimi (2014) described emotional cynicism as consisting of strong emotional reactions towards the organization such as anxiety, anger, disrespect, disappointment, boredom and emotional exhaustion. It manifests in so many ways such as boredom, emotional withdrawal, anger, lack of interest in one's job, willingness to quit and disrespect for rules and procedures. Some people wake up on Monday morning and just realize that the push for work is dying off, that is as result of emotional cynicism. Emotional cynicism most often results in emotional exhaustion. Emotional exhaustion is a persistent condition of feeling emotionally worn-out resulting from an excessive job, inability to meet personal demands, frustration and accumulated stress (Wright & Cropanzano, 1998) while Nair and Kamalanabhan (2010) opined emotional exhaustion refers to the feelings of being mentally depleted as result of unfair treatment. Whereas Gabriel (2012) noted that, emotional exhaustion could be referring to the feelings of being emotionally consumed and feelings of extreme tiredness resulting from the chronic burden placed on someone without commensurate rewards. Certain things are crucial to employees' organizational life which they look up to their organizations for fulfilment. When these things are denied, it causes emotional tiredness, and its indicators involve lack of vitality, trouble sleeping, irrational anger, apathy, sense of dread, increased pessimism, and an increase in drug or drinking abuse.

Behavioural Cynicism

Behavioral cynicism refers to critical expressions and negative attitudes employees exhibit in the workplace. Behavioral cynicism consists of the sarcastical expressions, 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 et al., 2017).

Similarly, Kidwell and Robie (2003) noted that, behavior of cynical employees includes humorous attitudes and bad mouthing towards their organization, in addition, employees who ridicule their organization and their leaders may decide not to put more efforts to help achieve organizational goals. Employees observe 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 specially outside laid down rules and procedure, 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 et al., 1998). Behavioral cynicism also refers to an employee's negative tendency and mainly degrading attitudes towards the organization for the perceived wrong they have witnessed. This kind of cynicism covers severe criticism for the organization such as verbal abuse, mocking, ridicule and condescension (Turner & Valentine, 2001). For instance, in a football club where behavioural cynicism exist, if the players don't want a particular coach, the players would deliberately play to lose matches so that the coach would be sacked. They do this to show displeasure over happenings in the club or the leadership style of the manager. Behavioural cynicism entails critical expressions and negative attitudes frequently exhibited in the organization to show displeasure over injustice, unfair treatment, unethical disposition of top managers or colleagues. But this may be overcome if managers are conscious of their dealings particularly sharp practices that are incongruent with laid down rules and policies that govern their organizations.

Self-Awareness and Organizational Cynicism

Khalid (2019) opined that, people are the most dynamic of all the organizational resources and to achieve goals these people need motivation and attention from management in such a manner that help them meet their personal needs and the needs of their organization simultaneously. This is predicated on the relationship and contract that exist between management and the employees. Relationships between employees and the management in the workplace are burn out of effective interaction that premise on mutual benefits. Ahiauzu and Asawo (2016) and Sapru (2013) argued that organizations have to understand the need for productive relationships in the workplace in order to maximize the skills of its workforce for effective and efficient performance while employees' needs are given priority attention. Self-awareness is the most potent tool to identify cynical dispositions and practices that most likely give rise to cynicism in the workplace and then proactively addressed them. Fubara and Asawo (2020) carried out a study on Self Awareness and Organizational Innovativeness of Manufacturing Firms in Rivers State. This study investigated the relationship between self-awareness and organizational innovativeness in the manufacturing sector in Rivers State. The study adopted a cross sectional research design. A total of ninety-seven (97) management personnel comprises Chief Executive Officers and heads of departments of the twenty (20) registered and functional manufacturing firms in Rivers State constituted the population of the research. Census sampling method was adopted due to the fact that the sample size was small. The main data collection instrument for the study was structured questionnaire. A total of ninety-seven (97) copies of the questionnaire were distributed and ninety-one (91) was retrieved while six (6) 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 self-awareness and organizational innovativeness. The study revealed that there was positive and significant

relationship between self-awareness and organizational innovativeness. The study concluded that understanding one's emotional stability, feelings of others as it relates to their job performance and awareness of organizational processes, skills and product performance could spur the organizations to be innovative, produce goods and services that meet customers' satisfaction at profit. The study therefore recommended that top managers should develop the skills to understand what drives their employees in the workplace, initiate and drive innovativeness with input from employees to create that sense of belongingness. Amadi and Akani (2020) carried out a study on Cognitive cynicism and Employee commitment in Foods, Beverages and Tobacco Firms in Rivers State, Nigeria. The paper examined the relationship between cognitive cynicism and employee commitment in the foods, beverages and tobacco companies in Port Harcourt, Nigeria. A review of theoretical and empirical studies was undertaken with particular reference to cognitive cynicism and employee commitment, characterized in specific variables like cognitive cynicism, affective commitment, normative commitment and continuance commitment. The reviews show that much of the works that was done in this area of study connoted a negative and significant influence. The study adopted the correlational research design and a total of 270 workers were sampled using the stratified sampling technique. A total of 14 foods, beverages and tobacco companies were investigated. The studies revealed that cognitive cynicism influences affective, normative and continuance commitments negatively and significantly. These findings gave the following recommendations, that; the foods, beverages and tobacco companies in Port Harcourt, Nigeria should make some infractions into the current cognitive cynicism avoidance system as this will increase employees' commitment. Organizations should create a commitment score card for herself as a role model for the establishment of a committed workforce in order to achieve organizational objectives easily. Khalid (2019) carried out a study on organizational cynicism and employee performance: the moderating effect of occupational self-efficacy in Pakistan. Data was collected from 751 respondents while the study adopted Cronbach's alpha coefficient and likert scale for data analysis. This research analyzes the influence of employee's occupational self-efficacy on the relationship between organizational cynicism and employee performance (Task/Contextual) in Pakistan. The finding indicates that in both sectors of manufacturing and services occupational self-efficacy had a significant impact on the relationships between organizational cynicism and employee performance. The study concluded that in manufacturing sector occupational self-efficacy strongly moderate the relationship between cognitive cynicism and employee task performance while within service sector occupational self-efficacy strongly moderate the relationship between both cognitive and behavioral cynicism and employee task performance. The study provides evidence that in the manufacturing sector occupational self-efficacy and forms of organizational cynicism have a moderate influence on employee contextual performance while within service sector occupational self-efficacy has strongly moderated the relationship between behavioral cynicism and employee contextual performance. The findings provide better understanding to the practitioners and policymakers regarding existence of these negative behaviors and its implications.

In view of the foregoing argument, the following hypotheses were drawn.

H₀₁: There is no relationship between self-awareness and cognitive cynicism of oil and gas firms in South-South, Nigeria

H₀₂: There is no relationship between self-awareness and emotional cynicism of oil and gas firms in South-South, Nigeria

H₀₃: There is no relationship between self-awareness and behavioural cynicism of oil and gas firms in South-South, Nigeria

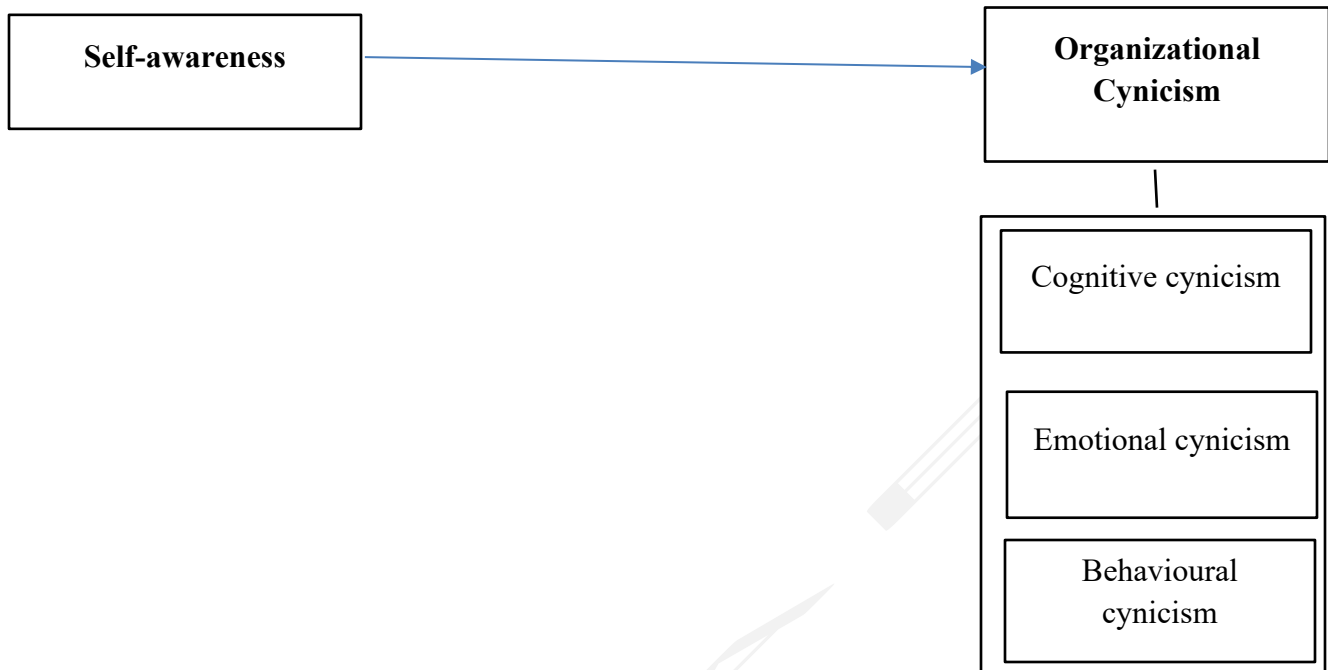


Fig. 1: Conceptual framework for the hypothesized relationship between self-awareness and organizational cynicism of oil and gas firms in South-South, Nigeria.

Source: (Goleman, 2006; Dean et al., 1998)

Methodology

Baridam (2001) and Ahiauzu and Asawo (2016) opined that, research design is the framework that is adopted as a template to assist in collecting and analyzing data for a study. Research design should be able to outline the type of research, unit of analysis and the time frame for the study (Ahiauzu, 2006). For the purpose of this study, the study adopted a cross sectional research design. The population of the study comprises a total of one hundred and four (104) management personnel such as Human Resource managers, Logistics/marketing managers, Operations managers and Account/finance managers of oil and gas firms in the South-South, Nigeria. Census sampling method was adopted given the fact that the sample size was small and the main data collection instrument for the study was questionnaire. A total of One hundred and four (104) copies of questionnaire were distributed and ninety-six (96) were retrieved, while eight (8) questionnaire were not returned. Tables, percentages, Spearman's Rank Order Correlation Coefficients and Statistical Package for Social Science (SPSS version 23) were used for data presentation and analysis and hypotheses were tested to determine the relationship between self-awareness and organizational cynicism.

Table 1: Reliability Coefficients of Variables

S/No.	Variables	Number of items	Number of cases	Cronbach's Alpha
1.	Self-Awarenes	4	40	0.968
2.	Cognitive Cynicism	4	40	0.943
3.	Emotional Cynicism	4	40	0.965
4.	Behavioural Cynicism	4	40	0.975

Source: (Research Data, 2026)

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 H_{01} , H_{02} and H_{03} which are bivariate and all stated in the null form. We tested hypotheses by using the Spearman's Rank (ρ) correlation and 0.005 significance level was adopted as the basis for accepting or rejecting the null hypotheses at ($p < 0.005$).

Table 2: Relationship between Self-Awareness and Cognitive Cynicism

Spearman's rho	Self-Awareness	Correlation Coefficient Sig. (2-tailed) N	Self-Awareness	Cognitive Cynicism
			1.000	.933**
			.	.000
	Cognitive Cynicism	Correlation Coefficient Sig. (2-tailed) N	.933**	1.000
			.000	.
			96	96

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

Source: (Research Data, 2026)

Table 2 showed the relationship between Self-awareness and Cognitive Cynicism of Oil and Gas Firms in South-South, Nigeria. The correlation coefficient shows that there is a very strong relationship between Self-awareness and Cognitive cynicism of oil and gas firms in South-South, Nigeria. The *correlation coefficient of 0.933* confirms the magnitude and strength of this relationship and it is statistically significant at ($\rho = 0.01 < 0.05$). The correlation coefficient represents a very strong correlation between the variables. Therefore, based on the empirical findings the null hypothesis **H_{01}** : There is no relationship between self-awareness and Cognitive Cynicism in Oil and Gas Firms in South-South, Nigeria earlier stated is hereby rejected and the alternate hypothesis accepted. Thus, there is a strong relationship between Self-Awareness and Cognitive Cynicism of Oil and Gas Firms in South-South, Nigeria

Table 3: Relationship between Self Awareness and Emotional Cynicism

Spearman's rho	Self Awareness	Correlation Coefficient	Self Awareness	Emotional Cynicism
		Sig. (2-tailed)	1.000	.890**
		N	.	.000
	Emotional Cynicism	Correlation Coefficient	.890**	1.000
		Sig. (2-tailed)	.000	.
		N	96	96

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

Source: (Research Data, 2026)

Table 3 showed the relationship between Self-awareness and Emotional Cynicism of Oil and Gas Firms in South-South, Nigeria. The correlation coefficient shows that there is a very strong relationship between Self-awareness and Emotional Cynicism of Oil and Gas Firms in South-South, Nigeria. The *correlation coefficient of 0.890* confirms the magnitude and strength of this relationship and it is statistically significant at ($\rho = 0.01 < 0.05$). The correlation coefficient represents a very strong correlation between the variables. Therefore, based on the empirical findings the null hypothesis **H₀₂**: There is no relationship between self-awareness and emotional cynicism in Oil and Gas firms in South-South, Nigeria earlier stated is hereby rejected and the alternate hypothesis accepted. Thus, there is a strong relationship between self-awareness and emotional cynicism of oil and gas firms in South-South, Nigeria.

Table 4: Relationship between Self Awareness and Behavioral Cynicism

Spearman's rho	Self Awareness	Correlation Coefficient	Self Awareness	Behavioral Cynicism
		Sig. (2-tailed)	1.000	.877**
		N	.	.000
	Behavioral Cynicism	Correlation Coefficient	.877**	1.000
		Sig. (2-tailed)	.000	.
		N	96	96

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

Source: (Research Data, 2026)

Table 4 showed the relationship between Self Awareness and Behavioral Cynicism of Oil and Gas Firms in South-South, Nigeria. The correlation coefficient shows that there is a very strong relationship between Self-awareness and Behavioural Cynicism of Oil and Gas Firms in South-South, Nigeria. The *correlation coefficient of 0.877* confirms the magnitude and strength of this relationship and it is statistically significant at ($\rho = 0.01 < 0.05$). The correlation coefficient represents a very strong correlation between the variables. Therefore, based on the empirical

findings the null hypothesis **H₀₃**: There is no relationship between Self-awareness and Behavioural cynicism in Oil and Gas Firms in South-South, Nigeria earlier stated is hereby rejected and the alternate hypothesis accepted. Thus, there is a strong relationship between Self-Awareness and Behavioural cynicism of Oil and Gas Firms in South-South, Nigeria

Discussion of Findings

The analysis showed that there is a significant and positive relationship between Self-awareness and Organizational cynicism of Oil and Gas firms in South-South, Nigeria. Hypothesis one tested the relationship between Self Awareness and Cognitive Cynicism. The Correlation significance between Self Awareness and Cognitive Cynicism was ($r = 0.933$) above the average of correlations coefficient of ($r = 0.5$). The probability of correlation was significant at ($p = 0.01 < 0.05$). This showed that there is significant and strong positive relationship between Self Awareness and Cognitive Cynicism of Oil and Gas Firms in South-South, Nigeria. Cognitive cynicism, the first dimension of the organizational cynicism, includes all manner of knowledge, experiment, belief and thoughts (Çivilidağ et al., 2025). This entails that employees understand their feelings as regard the happenings and events in the organization.

Hypothesis two tested the relationship between Self-awareness and Emotional cynicism of Oil and Gas Firms in South-South, Nigeria. The Correlation significance between Self-awareness and Emotional cynicism was ($r = 0.890$) above the average of correlations coefficient of ($r = 0.5$). The probability of correlation was significant at ($p = 0.01 < 0.05$). This showed that there is significant and strong positive relationship between Self-awareness and Emotional cynicism of Oil and Gas Firms in South-South, Nigeria. Hypothesis three tested the relationship between Self-awareness and Behavioral cynicism of Oil and Gas Firms in South-South, Nigeria. The Correlation significance between Self-awareness and Behavioral cynicism yielded ($r = 0.877$) above the average of correlations coefficient of ($r = 0.5$). The probability of correlation was significant at ($p = 0.01 < 0.05$). This showed that there is significant and strong positive relationship between Self-awareness and Behavioral cynicism of Oil and Gas Firms in South-South, Nigeria.

These results are in line with Rajni et al., (2025) and Fubara and Asawo (2020) who opined that, self-awareness is being aware of personal emotion, behavioural pattern and understanding their cause and reflecting on the patterns of behaviour which you display as a consequence of that emotion. Certain things inspire and motivate some people but all people are not motivated by the same things. Managers need to consciously understand that people are not the same and feelings provoke certain behaviours. Certain practices and behaviour have the capability to engineer strife and frustration among employees and vice versa. The research showed that organizations that practices honesty, justice, and sincerity have the tendency to boost employees' moral and increase their commitment and loyalty to the organization while reducing the factors capable of breeding cynicism. It is natural for every human being, to feel motivated, inspired and strive to achieve more in a workplace they believe that the organization would carry them along in the process of critical decision making and they will be rewarded fairly on the basis of their contribution to advance the fortunes of the organization (Urbany, 2005). However, when action of managers consistently shows betrayal of employee cause and welfare, they find it pretty difficult to trust such system or management. So, it is the responsibility and duty of managers to sincerely uphold a good sense of practice and justice in distribution of organization's advantages and fortunes.

Conclusion and Recommendations

Self-awareness is being aware of personal emotion, behavioural pattern and understanding their cause and reflecting on the patterns of behaviour which you or others display as a consequence of that emotion. Certain things inspire and motivate some people but everybody is not motivated by the same things. Managers need to consciously understand that people are move by feelings and certain events in the organization provoke certain behaviours and reactions that could impact on their perceptions about the organization. Certain practices and behaviour have the capability to engineer frustration, hopelessness, emotional tiredness among employees and then invoke cynical disposition against the organization. The first step in minimizing the occurrence of cynicism is the understanding of the internal moods, dynamics and events in the workplace that are capable of raising cynical mind-set and then proactively putting measures to curtail it. The study concluded that fairness in implementation of policies, procedures and in the distribution of favours will reduce cynicism and enhance employee loyalty to the organization

From the findings, we make the following recommendations:

- i. The management of these oil and gas firms should promote a culture of open communication between the employees and management to discuss key and critical concerns that borders on equality, integrity, fairness in the distributions and allocation of favours and opportunities within the system in order to reduce cynicism in the workplace
- ii. Managers should regularly engage in self-awareness endeavours with a view to understand the social dynamic factors capable of influencing employees' attitude in the workplace and respond swiftly in terms of good policy implementation to address their concerns
- iii. Managers of oil and gas firms should adhere to laid down rules and regulations and be fair to all in their dealings
- iv. Managers of oil and gas firms should treat employees both foreign and indigenous on the basis of their contributions to the advancement of the organization instead of color.

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