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Cognitive Cynicism and Affective Commitment in Universities in Kogi State: Mediating Role of Work-Related Quality of Life

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ABSTRACT

The study empirically examined work-related quality of life as the mediating role of the relationship between cognitive cynicism and staff affective commitment in selected universities in Kogi State, Nigeria. To achieve the objectives of the study, the population comprised of all staff of the four selected universities in Kogi (Federal University Lokoja, Confluence University of Science and Technology Osara, Prince Abubakar Audu University Anyigba,, and Salem University). Guilford and Fruchter (1973) formula was used to draw up approximately 357 sample size from the entire population. Following a reliability test, the structured questionnaire was administered to collect primary data. The responses were then analysed using descriptive statistics and regression analysis using SPSS version 26. It was discovered that the university staff exhibited noticeable levels of cognitive cynicism dimensions amongst staff of the universities in Kogi. The finding indicated an inverse correlation between employees' cognitive cynicism and their affective commitment of staff but, the quality of life revealed a significant positive relationship between the organizational cynicism and affective commitment of staff of universities in Kogi state. It was recommended that the management of the institutions should promote organizational transparency, improve quality of work-life, encourage staff participation, strengthen supportive leadership, provide timely recognition and fair reward systems. The study also recommends that, improvement in work quality of life reduces the effects of cynicism on affective commitment.

Keywords: Cognitive Cynicism, Affective Commitment, Work Quality of Life

1.0 INTRODUCTION

Organizational effectiveness is often achieved when employees relate to their jobs at an emotional level, a state known as organizational commitment. However, many organizations today face growing negative employee attitudes, prominently

organizational cynicism – this viewpoint is characterized by a cynical conviction that the organization acts without moral principles and honesty.

However, the primary challenge for many organisations is maintaining high employee commitment despite rising levels of negative workplace attitudes (Kavindi & Kularathne, 2024). According to Edogbanya and Momodu. (2019), cynicism is referred to as being negative and doubtful about others. An entire organization can be influenced by cynical employees and can hamper the organization from realizing its goals (Badran & Abou Zeid, 2021). Nuevo (2023) further reiterates the fact that high quality of work life, such as supportive leadership, fair workload, job autonomy, can instill a sense of dignity and purpose, even among staff facing organizational flaws.

In educational settings particularly in public and private universities in Nigeria, staff often faces systematic issues like inadequate infrastructure, late salaries, poor management, and job stress, which can increase organizational cynicism. High quality of work life through supportive supervisors, manageable workloads, and staff involvement, can help buffer the emotional toll of cynicism. In light of the above, this study empirically aims to examine the mediating role of quality of work life (QWL) on the relationship between cognitive cynicism and affective commitment amongst staff of selected universities in the Nigerian educational sector.

2.0 REVIEW OF RELATED LITERATURE

2.1 Cognitive Organisational Cynicism

The cognitive facet of organizational cynicism pertains to the perception that the organization lacks honesty, openness and fairness in its practices. Yoldash and Isac (2022) added that because cynics have the belief that organizations lack righteousness, they will not be able to display guiding behaviours to improve the prosperity of the organization, self-sacrifice, voluntariness and positive social behaviours in defending the organization. Cynics often believe there are hidden motives for actions; thus, they

expect to see deception rather than candour, and are unlikely to accept at face value the official rationale for organizational decisions (Dean et al., 1998).

2.2 Affective Commitment

The affective dimension indicates the attachment and desire of an employee to the organisation. Affective commitment refers to a positive work-related orientation characterized by emotional attachment and a sense of personal identification with the organisation. It is the relative strength of an individual's identification with and involvement in a particular organization (Kavindi & Kularathne, 2024).

2.3 Quality of Work life (QWL)

According to Edogbanya et al. (2019), quality is about conducting oneself in a way that revolves around the individual and the organization's understanding of the basic inter-connectedness of structure, process and outcome. Quality of life is referred to the fulfillment of an individual aspects of life compared with his or her ideal life. Evaluating of quality of life rely on individuals' virtues or vices and on the collection of customs, beliefs and practices where he lives. Quality of life is the quality of content of relationship between employees and their total working environment with human dimensions added to the usual technical and economic ones (Dipankar, 2022). This study will consider two facets of quality of work life:

2.3.1 Adequate and Fair Compensation: The elemental pulling force for work is to earn a living, that is, human being work for a livelihood. Compensation and reward are the motivational factors for any employee and it is the fundamental to quality of work life (Francis & Fonceca, 2023).

2.3.2 Safe and Healthy Working Condition: According to Edogbanya et al. (2019), the hazards of the workplace stress are coupled with poor living conditions, poor socio-economic conditions, malnutrition, lack of medical facilities and violence at domestic

levels which can affect physical and mental health. It is widely accepted that employees should not be exposed to working conditions that can adversely affect their physical and mental health (Francis & Fonceca, 2023).

2.4 Empirical Review

Okonkwo et al. (2025) carried out a research examining occupational role stress and organizational cynicism in policing: the influence of resilience in Enugu metropolis, employing a two-phase (cluster and purposive) sampling approach. The results discovered that only the role boundary components of occupational role stress significantly predicted the three dimensions of organizational cynicism respectively. A positive moderating effect of residence was observed on the association between ambiguity component of occupational role stress and cognitive organisational cynicism. Based on this evidence, it is recommended that the Nigeria police force and other relevant bodies address occupational role stress, with particular attention to role boundary and role ambiguity, during recruitment exercises, to mitigate cynicism within the police workforce.

De Silva and Buddhika (2025) examined the influence of organisational cynicism on organisational commitment and the mediating role of job embeddedness: evidence from ABC organisation using a stratified random sampling with a sample size of 332. The results showed that job embeddedness positively influenced organisational commitment, whereas organisational cynicism negatively affected both commitment and embeddedness. These outcomes suggested that personnel within the ABC Military organisation demonstrate a positive link between affective organisational commitment and work embeddedness.

Agbo and Uzondu (2024) carried out a study on organizational trust and employee cynicism, the moderating role of commitment among civil servants in South-east Nigeria. The study discovered that factors which are frequently associated

with cynical behaviours such as employees' judgement of unfair treatment, organizational hypocrisy, and lack of transparency, were diminished by high organizational commitment, particular normative and affective dimensions. The study recommended that, to lessen negativity and strengthen commitment, there should be actions to improve organizational trust, shared values and employee voice.

Dimgba et al. (2022) examined organizational cynicism and employee performance of logistics companies in Southwest Nigeria using the Pearson Moment Correlations Co-efficient to analyse the data, with a sample size of 380 respondents. The findings revealed positively significant effects between workplace bullying and employee turnover. The study concluded that organizational cynicism has a positively significant relationship with employee performance and it was recommended that, a control measure should be put in place to control workplace bullying in order to reduce cynicism.

Asmaa et al. (2022) examined the effects of organizational cynicism on quality of work life and employee effectiveness among nursing Staff at Minia in Egypt, using a descriptive research design and a convenience sampling is used to collect the data. The participants of the study are 314 respondents from three hospitals. The findings of the study showed that organizational cynicism exhibited a negative correlation with both quality of work life and employee effectiveness, whereas quality of work life showed a positive correlation with employee effectiveness. It was recommended that nursing boards should create a friendly work environment by adopting an open-door policy.

Based on the preceding review, empirical investigations into the relationship between organizational cynicism and employee commitment of employees – particularly those incorporating a moderating role for work-related quality of life, have predominantly been undertaken in developed countries, with limited comparable

research conducted in Nigeria. To the researcher's knowledge, no such study has specifically examined the Nigerian university education sector, especially regarding the mediating role of work-related quality of life. Consequently, this study aims to address this research gap, by exploring the relationship between organizational cynicism and employee commitment within Nigerian university institutions, with work-related quality of life serving as a mediating variable.

The social exchange theory is adopted for this study, which has its origin linked to John W. Thibaut (1917-1986) because the universities staff will weigh the benefits they receive from the institution (high quality of work life) against their negative experiences (cynicism). Social exchange theory suggests that when organizations offer high quality work condition, employee may respond with higher commitment, even if they harbor some critical views. The central principle of the social exchange theory is that a high-quality relationship is based on the norm of reciprocity (Sandhu & Chanana, 2025). This means, when someone gives a thing, that person should expects something in return. A staff whose social exchange is harmed, re-evaluates the costs and benefits of sustaining the relationship. When he or she judges that the relationship will cost him or her much more than it would benefit, he or she displays withdrawal or cynical behaviours in order to minimize or end the relationship (Rehna et al., 2017). On the contrary, if employees believe that they are treated fairly, they exhibit higher level of commitment as suggested by social exchange theory.

2.4.1 The Conceptual Model

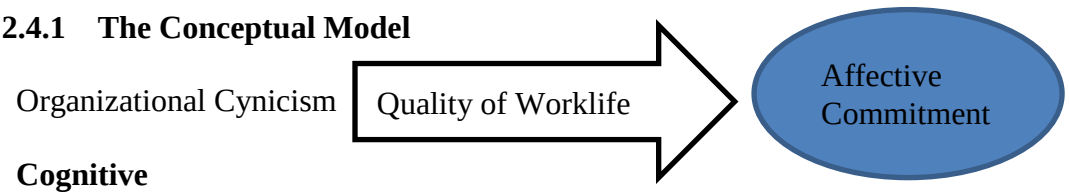


Figure 1: Conceptual model (The Researcher, 2025)

This model above was built by the researcher. It simply explains the relationships that exist between the organizational cynicism and employee commitment, with the mediating role of work-related quality of life. It shows how the facets of cynicism affect the commitment of employee. Quality of work life, as a mediating role is to identify its impacts in reducing cynical behaviours so as to increase employees' commitment.

3.0 METHODOLOGY

This study employed a cross-sectional research design and the instrument for collecting data is the questionnaire. The population interest for this study is made up of the educational sector of Nigeria. Geographically, Kogi state will be the subject of the research. All staff of four selected institutions (Federal University Lokoja, Prince Abubakar Audu University Anyigba, Confluence University of Science and Technology, and Salem University) made up for this study in Kogi State, Nigeria. These universities were chosen because they represent the three tiers of government presence (federal, state and private institutions) in Kogi state, Thus, the total study population is 3,286, with a sample size of 357 respondents across units/departments of the universities. The researcher employed the scale of Dean et al. (1998) for measuring cognitive cynicism, which comprised of five statements while Meyer and Allen (1997) organizational commitment scale to measure the affective commitment, comprising of eleven statements. The scale of Watson (1975) was utilized for quality of work-life, and two dimensions were considered. These two dimensions are chosen because compensation is a pulling force to earn a living, while the working conditions need to be safe and healthy to avoid or minimize work hazards. There are three and four items for adequate & fair compensation, and for safe and healthy work condition respectively. These scales were prepared based on five-point Likert-type (1=Strongly Disagree to 5=Strongly Agree). Some questionnaire were administered to staff to pre-test the research instrument to obtain the internal consistency of the questionnaire

items using Cronbach's Alpha reliability test. The Cronbach's Alpha results for cognitive cynicism is 0.685 while affective commitment is 0.902.

The main source of collecting data for this study is the use of primary data, which was analyzed using descriptive and inferential statistics as correlation analyses. The Statistical Package for Social Sciences (SPSS) version 27.0 and SmartPLS were used to conduct the necessary analysis.

4.0 DATA PRESENTATION, ANALYSIS AND DISCUSSION

4.1 Description of Respondents' Demographics characteristics

The gender of the respondents showed that the majority were males. This category of respondents amounted for 66.4% (225) of the total number of respondents, while 33.6% (114) of the respondents were females. This specifies that the male percentage are higher compared to their female counterpart. From the age distribution, most of the respondents were between ages 41 and 50. This group of respondents amounted for 41.9% (142) of the respondents' total number, whereas the least category are respondents under the ages of 30, accounting for 7.7% (27) of the total respondents. This shows that there are active and stable young women and men, capable enough to take up the rigorous educational activities. Likewise, a majority of the respondents attained postgraduate degrees as their highest educational qualification. This group of respondents is responsible for 62.3% (211) of the total respondents, followed by respondents with HND/BSC amounting to 91 (26.8%) of the total respondents. This is an indication that the respondents are educated to understand and fill the questionnaire correctly. Also, most of the respondents worked in their institutions for between five to ten years. This group of respondents represented 49.9% (169) of the total respondents. This means that the employees have stayed long to understand the school policies. Also, the finding reveals a majority of non-teaching staff. This class of respondents amounted for 60.8% (206) of the total respondents. This is indicating that the institution employed more of the non-teaching personnel. Lastly, concerning the

respondents' institution, a majority of 39.2% (133) of the total respondents were staff in Federal University Lokoja (FUL), while the Salem University accounted for least, with 3.8% (13) of the total respondents.

4.2 Description of Research Variable

Table 1: Statistics (Cognitive Organizational Cynicism)

		I believe that my institution says one thing and does another.	When my institution says it's going to do something, I wonder if it will really happen.	My institution's policies, goals and practices seem to have little in common.	I see little similarity between what my institution says it will do and what it actually does.	My institution expects one thing of its staff, but rewards another.
N	Valid	339	339	339	339	339
	issing	0	0	0	0	0
Mean		2.5959	2.6490	2.7345	2.6342	2.3481
Std. Deviation		1.30728	1.19569	1.18684	1.29934	1.32223

Source: Field Survey, 2025.

The results in the statistics table 1 above present respondents' perceptions of cognitive cynicism toward their institution. All items revealed mean values above the mid-point (2.50) of the 4-point rating scale, representing a general tendency toward agreement with cognitively cynical statements. The values of standard deviation (ranging approximately from 1.1868 to 1.3222) indicate a considerable dispersion of responses, implying that while respondents generally share similar views, there are some variations in individual perceptions. This pattern reflects a belief that institutional policies and communications lack sincerity and coherence, which may negatively influence employees' trust and psychological attachment to the organization.

Table 2: Description of Affective Commitment

Statistics

		I am very happy being a member of my institution.	I enjoy discussing about my institution with people outside it.	I really feel the problems of this institution are mine.	I think that I could easily become as attached to another institution as I am to this one.	I do feel like part of the family at my institution.	I feel emotionally attached to my institution.	This institution has a great deal of personal meaning for me.	I feel a strong sense of belonging to my institution.	I worry about the loss of investment I have made in this institution.	My life will be highly confused if I decided to leave work at my institution now.	I am loyal to my institution because I have invested a lot in it, emotionally, socially and economically.
N	Valid	339	339	339	339	339	339	334	339	339	339	339
	issing	0	0	0	0	0	0	5	0	0	0	0
Mean		.2389	.0560	.6106	.8673	.0088	.7109	.9910	.1445	.4366	2.2242	3.1298
Std. Deviation		.31406	.22104	.19739	.13969	.22713	.13010	.19430	.11195	.13756	1.28367	1.20439

Source: Field Survey, 2025.

The scores of mean across the affective commitment items range approximately from 2.2 and 3.2, indicating moderate but fragile levels of affective commitment among respondents. This suggests that while staff show some emotional attachment to their institutions, this attachment is not particularly strong or deeply rooted. In other words, while staff members maintain a level of positive feeling towards their institutions, emotional bonds are not deep enough to guarantee long-term loyalty or strong organizational identification.

Table 3: Description of Work Quality of life (QWL)

		Being paid according to individual capabilities, knowledge, and experience	Extra benefit	The facility of contributory provident fund
N	Valid	339	339	339
	Missing	0	0	0
Mean		2.1563	2.2625	2.3186
Std. Deviation		1.12623	1.08463	1.16354

Source: Field Survey, 2025.

The table 3 above presents the descriptive statistics for respondents' perceptions of compensation and benefit-related aspects of Quality of Work life among staff of the selected universities in Kogi state.

4.3 Regression Analysis

The regression analysis was performed to establish relationship between organizational cynicism and affective commitment. Below are tables presenting the output of the regression analysis.

Table 4: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	448[a]	.201	.051	8.58916	
2	942[b]	887	847	3.44957	2.048

a. Predictors: (Constant), Behavioural Cynicism, Cognitive Cynicism, Affective Cynicism

b. Predictors: (Constant), Behavioural Cynicism, Cognitive Cynicism, Affective Cynicism, Working Condition QWL, Compensation QWL

c. Dependent Variable: Affective Commitment

Table 4 (model 1) above examined the combined effect of behavioural, cognitive and affective cynicism on staff affective commitment. This model produced a moderate correlation of 44.8% (R = 0.448) which indicates a moderate positive linear relationship between predictors and the dependent variables; and a coefficient of determination (R^2) value of 0.201, which indicated that organizational cynicism (cognitive, affective and behavioural) explains 20.1% of the variation in affective commitment. This means that the staff's negative beliefs, emotions, and behaviours towards the institution are meaningfully related to their emotional attachment, even though the effect was not statistically significant at this stage. The figure further reduced to 5.1% when the R^2 was adjusted suggesting the model may include

unnecessary variables. This means that other factors are responsible for staff commitment other than cynicism.

Standard error of the estimation revealed a value of 8.58916, showing the typical prediction error, with observed values averaging about 8.59 units away from model predictions.

In Model 2, facets of work life quality (working conditions and compensation) were introduced as a moderating variable, alongside the cynicism variables. Correlation increased substantially (R = 0.942), and the R Square value also increased to 0.887, meaning the model explains 88.7% of the change in affective commitment. The adjusted R Square of 0.847 confirms strong explanatory power even after adjusting for additional predictors. The standard error of estimate reduced from 8.59 to 3.45, indicating improved prediction accuracy.

Table 5: ANOVA

	Model	Sum of Squares	D.f	Mean-Square	F	Sig.
1	Regression	296.171	3	98.724	1.338	297[b]
	Residual	1180.379	16	73.774		
	Total	1476.550	19			
2	Regression	1309.957	5	261.991	22.017	000[c]
	Residual	166.593	14	11.900		
	Total	1476.550	19			

a. Dependent Variable: Affective Commitment

b. Predictors: (Constant), Behavioural Cynicism, Cognitive Cynicism, Affective Cynicism

c. Predictors: (Constant), Behavioural Cynicism, Cognitive Cynicism, Affective Cynicism, Working Condition QWL, Compensation QWL

From table 5 (model 1) above, the regression result with an F-statistic of 1.338 and p-value of 0.297 is not statistically significant at 0.05 level, which indicate that there is no statistically significant relationship between cognitive cynicism and affective commitment. This suggests that cynicism alone does not significantly predict staff's emotional attachment to the institution.

On the other hand, model 2 which incorporates the mediating role of work life quality produced F-statistics of 22.017 with 0.000 p=value ($p < 0.001$), which is, statistically significant at 0.05 level of significant.

4.4 Test of Hypotheses

Table 6: Coefficients

Model.		Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
		Beta	Standard Error	Beta	t.	Sig.	Tolerance	IF
1	(Constant).	13.540	8.272		.637	121		
	Cognitive Cynicism	1.591	1.110	.594	.433	171	.291	.438
	Affective Cynicism	-.108	.992	-.056	-.109	.915	.189	5.297
	Behavioural Cynicism	-.405	.677	-.217	-.597	.559	.379	.637

a. Dependent Variable: Affective Commitment

Hypothesis 1: Cognitive cynicism does not have a significant effect on affective commitment amongst staff of universities in Kogi. The regression coefficients, t and *P-value* corresponding to the effect of cognitive cynicism on affective commitment are given in Table 6 above. The standardized coefficients (beta) of 0.594 with a t-value of 1.433 confirmed that cognitive cynicism is a key predictor of affective commitment. The p-value is 0.171 in the regression result which is higher than 0.05. Hence, the null hypothesis (H_0) that states that cognitive cynicism does not have a significant effect on affective commitment amongst staff of universities in Kogi, will not be rejected. This study reveals that cognitive cynicism shows a positively, non-significant relationship with affective commitment. This implies that staff's beliefs about lack of organizational integrity do not significantly influence emotional attachment.

4.5 Mediation Analysis Report (SmartPLS)

This report presents analysis examining the mediating roles of AFCQwl (adequate and fair compensation) and SWCQWL (safe and healthy working condition) on the relationships between Cognitive cynicisn and affective Commitment. **Path-a** represents effect of the independent variable on the mediator while **Path-**b represents effect of the mediator on the dependent variable.

Table 7: Summary of the Mediation Report

Mediator	Predictor	Path-a	Path-b	Direct Effect	Indirect Effect	95% CI Low	95% CI High
AFCQwl	CogCyn	0.114	1657	0.1761	-0.2418	-0.4044	-0.0682
AFCQwl	AffCyn	0.157	2.1657	0.3638	03	67	35
AFCQwl	BehCyn	-0.1827	57	0.4188	0.405	-0.63	-0.1951
SWCQWL	CogCyn	-0.0182	1.4778	-0.0438	-0.0243	-0.1888	0.1253
SWCQWL	AffCyn	0.2492	1.4778	-0.392	0.3643	0.1804	0.5517
SWCQWL	BehCyn	-0.269	1.4778	0.4208	-0.4015	-0.5754	-0.243

The mediation analysis indicates the extent to which AFCQwl and SWCQWL transmit the effects of cognitive cynicism (CogCyn) on affective commitment (AffCom). Indirect effects with confidence intervals not crossing zero suggest significant mediation. The mediation report explains how **AFCQwl** and **SWCQWL** act as intervening (mediating) variables between the independent variables (**CogCyn**) and the dependent variable (**AffCom**).

Hypothesis 2: Adequate & fair compensation do not have a significant effect on affective commitment amongst staff of universities in Kogi.

4.5.1 With AFCQwl as Mediator:

For CogCyn → AFCQwl → AffCom, the mediation analysis report shows Path a = −0.1140, Path b = 2.1657, Indirect Effect = −0.2418, CI = (−0.4044, −0.0682). This revealed that Cognitive cynicism negatively affects AFCQwl. Since AFCQwl positively influences affective commitment, the overall indirect effect becomes negative. Because the confidence interval does not cross zero, the mediation is statistically significant, meaning employees with higher cognitive cynicism tend to experience lower AFCQwl, which reduces their affective commitment.

This indicates that adequate and fair compensation is significantly associated with affective commitment among the staff of the universities. This demonstrated that staff who perceive better work-life quality tend to exhibit higher affective commitment.

Hypothesis 3: Safe & healthy conditions do not have a significant effect on affective commitment amongst staff of universities in Kogi.

4.5.2 With SWCQWL as Mediator

For CogCyn → SWCQWL → AffCom**,** the mediation analysis report shows Path a = −0.0182, Path b = 1.4778, Indirect Effect = −0.0243, CI = (−0.1888, 0.1253), which confirmed that the confidence interval crosses zero. Therefore, mediation is NOT statistically significant, meaning SWCQWL does not significantly explain how cognitive cynicism affects affective commitment.

5.0 DISCUSSION OF FINDINGS

This study specifically investigated the effects of cognitive cynicism on affective commitment amongst staff of four selected universities in Kogi state; a mediating role of work-related quality of life

5.1 Discussion of Descriptive Findings on Cognitive Cynicism

The findings of the descriptive analysis of cognitive cynicism revealed a moderate value of mean = 2.59234, S.D = 1.262276). At the cognitive level, respondents generally agreed that there is a lack of alignment between what the institution says and what it actually does. Employees perceived institutional policies, goals, and practices as inconsistent and difficult to reconcile, suggesting skepticism and distrust toward organizational intentions.

5.2 Discussion of Descriptive Findings on Affective Commitment

The mean scores across the affective commitment items reveals a considerable moderate but fragile level of affective commitment among staff. This suggests that while staff show some emotional attachment to their institutions, this attachment is not particularly strong or deeply rooted. In other words, while staff members maintain a level of positive feeling towards their institutions, emotional bonds are not deep enough to guarantee long-term loyalty or strong organizational identification.

5.3 Discussion of Descriptive Findings on Work Quality of Life

The descriptive analysis revealed generally unfavourable observation of work quality of life among employees, particularly concerning compensation, welfare benefits, workload, safety, and productivity-supportive work conditions. These findings support the study's conceptual framework, which positions Work Quality of Life as a critical mediating mechanism through which cognitive cynicism influences affective commitment. This study also supports the results of Nuevo (2023) who confirmed that when an individual is satisfied with their job, it is likely that they also experience a better quality of life.

5.4 Discussions on Regression Analysis

The study revealed a negative relationship between cognitive of cynicism and affective commitment: Cognitive Cynicism showed a negative relationship but was not statistically significant ($p = 0.171$), which contradicted the findings of Dimgba et al. (2022) who studied organizational cynicism and employee performance of logistics companies in South West, Nigeria where it was concluded that cognitive cynicism have a significant positive relationship with employee performance.

5.5 Discussions on Mediation Analysis Report

QWL factors were strong predictors of affective commitment: AFCQwl is a stronger mediator because cognitive cynicism showed significant mediation through it while cognitive cynicism did not significantly influence affective commitment through SWCQWL. QWL was found to partially mediate the relationship. While cynicism reduces commitment, the improvement of work quality of life significantly mitigates this negative impact, acting as a buffer for the emotional toll of cynicism. The findings are consistent with Nuevo (2023), suggesting that improving employees' quality of work life and emotional workplace experiences may reduce the harmful effects of cynicism on organizational commitment

6.0 CONCLUSION AND RECOMMENDATIONS

In summary, the study underscores the importance of addressing both negative staff attitudes and structural workplace conditions. University institutions that fail to manage organizational cynicism and neglect staff's quality of work life risk reduced commitment, which may ultimately affect staff performance and service delivery. It was concluded based on the findings, that organisational cynicism negatively affects affective commitment among universities staff, while Quality of Work Life helps explain and reduce this negative effect.

Based on the conclusions and the study's findings, the study recommends that the principal officers of institutions ought to promote organizational transparency, improve quality of work-life, encourage staff participation, strengthen supportive leadership, provide timely recognition and fair reward systems. The study also recommends that, improvement in quality of work life reduces the effects of cynicism on affective commitment.

AUTHORS' CONTRIBUTION

This work was carried out in collaboration among the three authors. The main manuscript was prepared by V.O. Edogbanya, under the thorough supervision of Author A.A. Ameh. Though, the work was sent to all Authors for their professional inputs; necessary corrections were done by Author A.A. Ameh on the analysis interpretation while Author D. O. Oluwade made review on the methodology. In summary, all the three authors read and approve this work.

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