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Social Facility And Employee Cynicism Of Oil And Gas Firms In Rivers State, Nigeria

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ABSTRACT
This study examined the relationship between social facility and employee cynicism of oil and gas firms in Rivers State, Nigeria. The study adopted a cross sectional research design and the population of the study comprises a total of two hundred (200) employees selected from the top ten (10) registered and functional oil and gas firms in Rivers State, Nigeria. We adopted a simple random sampling technique to select the top ten oil and gas firms in Rivers State based on their operation spreads and Taro Yamen's formula (1973) was adopted to determine the sample size. Data was collected through the use of structured research questionnaire via face-to-face, online video conference and email posting. Two hundred (200) questionnaire were distributed and one hundred and twenty-eight (128) were returned. Out of the one hundred and twenty-eight (128) returned, ninety-six (96) were certified good, suitable after data sorting, classification and cleaning. We used tables, percentages, Spearman's Rank Order Correlation Coefficients with the aid of Statistical Package for Social Science (SPSS version 25) for data presentation, analysis and hypotheses testing to examine the relationship social facility and employee cynicism. The findings revealed that, the social facility is a powerful non-verbal communication tool that most employees utilized to decipher happenings in the organization's affairs through unspoken and unwritten words and actions of their managers in the workplace. Employees process and analyze nonverbal communication signals from their managers/leaders actions, reactions and behaviours to ascertain the state of things and their welfare concerns in their workplace. The study concluded that, favoritism, ethnic bigotry, secrecy, and promotion of personal interests above standard practice and lay down policies are the root cause of employee cynicism in the workplace. Therefore, the study recommended that managers and employees should recognize and appreciate the importance of social facility tools as essential communication channels, ensuring they are utilized objectively without bias. Managers should ensure regular engagement to keep employees abreast with developments in the workplace.
Keywords: Social facility, employee cynicism, oil and gas firms, cognitive cynicism, emotional cynicism and behavioural cynicism

INTRODUCTION
Employees are human beings employed in the oil and gas industry to provide services and earn a living in the form of salary or wages. As legitimate members of the firms, they have dreams, ambitions and aspirations to reach the pinnacle of their potentials and careers. This dream usually motivate and inspire

most of them to thrive for excellence and better results. It is important to understand that employees are crucial to the organization's success or failure because they transform the raw materials into products or services that the organizations exchange for profit and shareholders value. While they carry on their duties and responsibilities in the workplace, they are also concern about what is happening in the workplace. The happenings has tremendous influence and effect on their actions, reactions and behavior towards their roles, colleagues and the organization at large. According to Wobodo and Zeb-Obipi (2019), every day in our lives we try to understand what is going on in our immediate environment and by extension work environment. We do this specifically because we want know how that environment and the people in it influence our lives and support or impede our dreams.

As Maxwell succinctly put; "everything rises and falls on leadership" that means, the happenings in the work environment is depended on the unwritten, unspoken words, leadership styles and the personal work ethics of the managers especially from the top hierarchy. Employees observe, learn and interprets the written, unwritten and unspoken actions and words of the managers in the workplace. Some managers of oil and gas firms in Rivers state in particular and Nigeria in general are notorious for favoritism, ethnic bigotry and promoting personal interests above standard practice and lay down policies that would have engender equal opportunity and merit-based reward system for employees. Currently, there is high rate of work casualization and retrenchment in the oil and gas sector. Many of the oil and gas firms in the name of cost minimization, had embraced and engaged in work casualization in such unjustifiable dimension that is detrimental to the wellbeing and welfare of employees. Tamunomiebi and Bagshaw (2018) explained that, casualization comprises the strategic replacement of permanent staff with contract and/or agency labour. Casualization as a practice of labour involves a shift from a dominance of permanent and pensionable work to stages of non-pensionable contract work situations (Kazeem, 2004; Munn, 2004). According to Oyeshola (2008), this shift has remained principally ascribed to the rising demand of employers to reduce costs incurred by the organization and also embolden by the increase in the unemployment rate and uncertainties surrounding the oil and gas industry in the post-Covid-19 era. Casualization is gradually becoming a cankerworm in the flesh of the workforce in oil and gas industry in Nigeria. Employees in the oil and gas sector are not sure if they will ever fulfill their potentials and career goals given the high level of uncertainties, political maneuvering and favoritism in the workplace across board.

The consequences of this abnormal practices are numerous for the employees in particular and the society in general. Okafor (2007) noted that, the damages casual employees suffered include: appalling low wages, lack of job security, absence of medical allowances, no gratuity and other termination benefits, no death benefits neither is there any accident insurance scheme for employees. The injustice and unfair practices being perpetrated by managers in the oil and gas sector has resulted in employees' cynicism in the workplace. Employee cynicism is operationalized into cognitive, emotional and behavioural cynicism. Cognitive cynicism refers to an employee's belief and feelings that principles such as justice, credibility and sincerity are always sacrificed to achieve the interests of the managers (Atawi, 2012). While emotional cynicism is described as consisting of strong emotional reactions towards the organization such as anxiety, anger, silent disrespect, disappointment, boredom and emotional exhaustion (Roberts & Zigarmi, 2014). Emotional cynicism represents the affective and sentimental responses to dishonesty, insincerity and lack of credibility of the actions and practices of the managers (Ince & Turan, 2011). Behavioral cynicism refers to critical expressions and negative attitudes frequently exhibited in the workplace.

Most of the actions of managers are well noticed and observed without memos and directives-social facility competence; employees just understand the position, action and the reality from their heads through their unspoken actions. The organization policy may say one thing while managers do another thing entirely different from what is written with arrogance and impurity without consequence. The industry is run by a cabal of heartless politicians, bank executives, industrial opportunists, current and retired military top hierarchy, senior lawyers and judges. The interests of the cabal is more paramount to industry standard and employees welfare. This reality has become the new normal in Nigeria's oil and gas sector. For employee who want to succeed in an environment like this has to leverage on social facility

competence to process and interpret actions and intelligently fix his/her dreams in-between. Social facility is non-verbal communication skill which is a higher dimension of body language that collects and analyze gestures, expressions and body movements. Social facility focuses on the use of synchrony, self-presentation, and influence to build on true fruitful social interactions.

There are limited empirical studies on employees' cynicism, however a few studies exist in recent times, e.g Fubara, Jaja and Gabriel (2022), Tamunomiebi and Fubara, (2021) and Amadi and Akani (2020). There are no empirical studies on social facility and employee cynicism of oil and gas firms in Rivers state, Nigeria. In view of this noticeable gap, the aim of this study was therefore to empirically examine the relationship between social facility and employee cynicism of oil and gas firms in River state, Nigeria

The specific objectives of this study are:

1. To examine the relationship between social-facility and cognitive cynicism of oil and gas firms in Rivers state, Nigeria
2. To determine the relationship between social-facility and emotional cynicism of oil and gas firms in Rivers state, Nigeria
3. To investigate the relationship between social-facility and behavioural cynicism of oil and gas firms in Rivers state, Nigeria

The research questions are as follows

1. Does social-facility relates to cognitive cynicism of oil and gas firms in Rivers state, Nigeria?
2. What is the relationship between social-facility and emotional cynicism of oil and gas firms in Rivers state, Nigeria?
3. What is the relationship between social-facility and behavioural cynicism of oil and gas firms in Rivers state, Nigeria?

LITERATURE REVIEW

Theoretical Foundation

There are several theories in the field of management and social sciences that a researcher can draw a body of intellectual thinking, knowledge and wisdom on any phenomenon of interest. Out of the pool of theories available for researchers to select from, we have chosen social learning theory which we deemed suitable and appropriate to situate this study on to explain social facility and employee cynicism of oil and gas firms in Rivers sate, Nigeria.

Social Learning Theory

The social learning theory was propounded by Albert Bandura in 1977. In explaining Bandura's position on social learning, White (2006) opined that, Bandura added a social element to the learning process by arguing that people learn new behaviors by watching other people within the environment they live or operate. After observing the behavior of others, people assimilate, imitate that behavior, and through interaction they imbibe and internalized the behavior particularly if the behavior is positive. According to Bandura (1977), imitation involves the actual reproduction of an observed action activities. This similar process happens in the workplace. Employees may observe how other employees carry out their work and may learn from them. Employees learn the unwritten and unspoken actions, activities and disposition of their managers. Inyang (2004) explained that, an individual can learn to do a job by observing another person doing the job. Secondly, employees learn from other colleagues through the mediums of interactions and observation. Social learning theory explains behavior in terms of continuous interaction between cognitive, emotional, behavioral and environmental determinants. Employee learns and constant learning promotes new ideas, innovation and creativity on the positive side while on the bad side, they learn corrupt practices, dishonesty, falsification of records, manipulation of attendance and crude workplace politics.

Ahiauzu and Asawo (2016) explains that, social learning theory is of prime importance to employee learning. But what are employee learning? The moves, styles, behavior, actions and reactions of their managers without written or spoken words will give them an idea of what is happening in the workplace. From observing and watching activities in the organization, grapevine and rumors become inevitable and those virtues are imitated and replicated. Managers and employees can leverage on social facility skills to

enhance positive communication engagement and avoid unnecessary grapevine syndrome and misinterpretation of unwritten, unspoken actions, reactions and direction of policies in the workplace. Learning this new concept-social facility and effectively utilizing same enhances communication flexibility, adaptability, robust engagement and involvement in decision making, strategic goal direction and excellence job performance for the benefit of both employees and the organizations.

CONCEPT OF SOCIAL FACILITY

The social facility is a subscale of Ssocial intelligence (SI) and it's a supplement to the SI social awareness subscale. It builds up self-image in order to have a significant effect in social interactions (Goleman, 2006). Social facility focuses on the use of synchrony, self-presentation, and influence to build on true fruitful social interactions. We define social facility as thus: 1. Social facility refers to non-verbal signals and emotional dispositions that suggests someone's perspective, position or alignment on issue of discourse. 2. Social facility as the ability to interpret and respond appropriately to non-verbal signals, emotional expressions and social cues enabling one to understand others perspectives, positions or alignment on an issue of discourse or concern through their unspoken actions, verbal support and emotional disposition. Social facility is simply the competence to read through someone's actions, moods and behavior to understand where they stand on an issue. Key words that make up our definition are; a. unspoken action-intentional silent or unpredictable reaction. b. emotional support and non-verbal signals c. open preference.

Some scholars called social facility as body language. The use of body language actually pre-dates any spoken or written language that have been created by humans. Body language is used in nearly every aspect of daily life, and observing someone's moods, reactions and actions towards situations, you can sometime decipher lot about how someone feels and what is on their mind.

Body language is a form of non-verbal communication, which includes actions and mannerisms such as: 1. Facial expressions 2. Gestures 3. Posture 4. Head movement 5. Eye contact. Also, body language is a form of non-verbal communication, which consists of body posture, gestures, facial expressions and eye movements. Employees send and interpret such signals almost entirely subconsciously and intentionally. According to Singh (2015), body language may provide clues as to the attitude or state of mind of a person, for example, it may indicate aggression, attentiveness, boredom, relaxed state, pleasure, amusement, and intoxication.

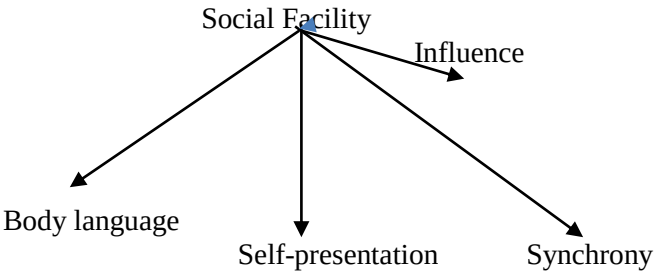
Facial expression, gesture, posture, head movement, smile and eye contacts are all properties of body language which send and process different kind of messages at different times. The face expression may show unhappiness, happiness, acceptance or desire to be alone. Gestures include actions such as waving, pointing, and even using hands convey messages as the occasion require. Head movement may indicates conformity, comfort, difficulty, desire to leave or disapproval as the case may be. Eye contact-the visual sense is an imperative type of non-verbal communication as you are able to see a lot through one's eyes, including honesty, hostility, attraction, and affection. Eye contact also plays an essential role in maintaining conversations, as they can show an individual empathy, concern, and even how engaged they are in the conversation. Singh (2015) explains that sometimes body language convey messages that words may not be able to convey; It has been seen in most of the people that many time they are not able to communicate the exact message what actually they want through their words in a personal interaction. This type of situation occurs when a person is highly emotional, may be with affection or love or anger.

According to Patel (2014), all of the properties of body language are non-verbal signals utilize by humans at all levels consciously or subconsciously to convey their thoughts and feelings towards countless things. In fact, body language is believed to constitute about half of what we are trying to communicate in real life. Research has shown that body language is vital for human cognitive functioning because it helps enhance the transferring of information and lexical retrieval Cheryl (2021) explained that, body language is the use of physical behaviour, expressions, and mannerisms to communicate non-verbally. Non-verbal behaviours can allow people to be at ease, build trust and connections with others. However, they can also confuse others, generate tension, and even create an uncomfortable environment. Body

language is both advantageous and dangerous depending on the side and situation the employee choose to focus his perspective.

The individual predisposition towards a particular event, situation or subject matter defines his or her social facility disposition. In an organization, leaders/managers maybe behaving in certain ways and for the fear of being tag any name, or seen to be disloyal to higher authorities, avoiding victimization, and employees could simply show displeasure and disapproval through their body language. In another vein, employees can show their happiness through body language as well. In certain organizations where power from above seems to directly interfere with smooth running of affairs within the organization, such as recruitment, appointment into higher positions, promotion, etc. due to the fear of being sacked or victimize for speaking out, people might show their displeasure over the happenings through body language or understand their happenings by leveraging on their social facility skills. In most instances, body language always become loud and potent enough for the authorities to understand the mind of the people.

Body language is a subset of social facility. Social facility is non-verbal communication skill which is a higher dimension of body language that collects and analyze gestures, expressions and body movements. Patel (2014) communication is carried out in two ways: verbal and non-verbal. The means of expression of non-verbal communication are the head, face, various parts of the body or the body itself as a whole.



Body language, which is the most basic element of nonverbal communication, is a form of communication with gestures, mimics and body movements (Ipek.2017). Non-verbal communication means the process of sending and receiving messages without using words, either spoken or written (Uzun, 2020), but through emotional expressions, actions and reactions. Employees leverage on social facility mechanism and competence to understand the unspoken and unwritten messages in their work environment, manager's style, philosophy and direction to follow in order to protect their jobs and safeguard their wellbeing. According to Goleman (2006), social facility focuses on the use of synchrony, self-presentation and influence to build on true and fruitful social interactions in the workplace

Synchrony: interacting smoothly at the nonverbal level, the foundation of social facility. The nonverbal signs of synchrony includes the range of harmoniously orchestrated interactions from smiling or nodding at just the right moment to simply orienting our body toward the other person. Those who fail to get in synch may instead, fidget nervously, freeze or simply be oblivious to their failure to keep step in the nonverbal duet.

Self-presentation; presenting ourselves effectively. Charisma is one aspect of self-presentation. The charisma of a powerful speaker or a great leader, teacher comprises the ability to spark in us the emotions they exude, entraining us to that emotional spectrum. Charismatic people have flair for expressivity that engages others to come into synchrony with their rhythm and catch their feelings (Goleman, 2006). There are different verges we may look at self-presentation. First and foremost, a manager need to be refine, grace and effectively present policy issues for clear understanding and his personal actions and life style in the organization mustn't contradict the values and norms that are inherent in that policy. Clarity in communication is an important aspect of self-presentation.

Influence: shaping the outcome of social interactions. The ability to persuasively and non-forceful building consensus, opinion and agreement over policy decision and shaping an outcome of event.

Managers become influential through expertise, knowledge, leadership skills, formal position and personal attitudes that may endear him/her to the subordinates. Influence is the hallmark of effective and purposeful leadership in the workplace.

EMPLOYEE CYNICISM

The ill feelings, perspectives and emotional burnout an employee exhibit as a result of negative happenings and injustice in the workplace which manifest through their actions and attitude towards their leaders/managers, fellow employees and the organization. Certain policy and administrative issues invoke cynical feelings among employees in their organizations. This could be undemocratic leadership style of the CEO, Middle managers, lack of due and sincere consideration for employees' welfare and career growth, favoritism based on ethnic or political affiliation, etc. The consequences of this kind of scenario would be anger, frustration, distrust and burnout on the part of employee which invariably will stiffen his/her creativity, innovation and critical thinking to improve performance and enhance organizational productivity. Zeb-Obipi and Gabriel (2019) define employee cynicism as a specific attitude characterized with anger, hopelessness, disappointment and a tendency to distrust individuals, groups, leaders, ideologies, social abilities or institutions an employee exhibit). Similarly, Atalay (2012), employee cynicism is the belief that the workplace lacks integrity and transparency as exemplified in the processes, procedures and reward systems obtainable in the organization**.** Dean, Brandes and Dharwadkar (1998) defined employee cynicism as a negative attitude (negative attitude of aggravation) towards their work or organization. Aslan and Eren (2014) define organizational cynicism as a behavior that is formed with the employee believes that the organizations act only to get their own gains, things are done by selfish management to advance their cause and their allies while neglecting the concerns of employees.

From the above explanation, we discovered that, cynicism has its root in injustice, lack of integrity and transparency in the workplace. The oil and gas firms operating in Rivers state have been found guilty of these anomalies and atrocities against employees. Their operations and conducts are heaved in secrecy, lack of transparency, and lack of employee welfare consideration. This action has given to the many strike actions and demonstrations employees have carried out over the years due to poor welfare, casualization of jobs and quick retrenchment syndrome

MEASURES OF EMPLOYEE CYNICISM

Cognitive Cynicism

Dean, Brandes and Dharwadkar (1998) operationalized employee cynicism into cognitive, emotional and behavioural cynicism. Cognitive cynicism is the perspective and belief aspect of employee cynicism. This belief may be based on a variety of learning experiences, prejudices, injustice, misunderstanding and maltreatment over time (Fubara, *et al*, 2022). Bernerth, Armenakis, Field and Walker (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. The employees can abandon such values as sincerity, honesty, trustworthiness and hard work for the sake of self-interests, self-survival and self-preservation (Fubara *et al*, 2022). The cognitive dimension which is the belief emerges with negative emotions such as anger, superciliousness, and condemnation perceived toward the organization as being dishonest and unfair (Brandes & Das, 2006). The word cognitive simply means mindset, belief system, perception and framework of ideas that dominate the brain. People are products of their mindset and belief system. If someone belief that, no matter the efforts he/she display, the leadership of their organization wont value them, they will not go the extra-mile to advance their organization's goals. Managers will need to protect the cognitive disposition of their employees by doing the right things at the right time always. Upholding the standards and established procedure of the organization will inspire every member of the organization to thrive for excellence but an attempt to show attitudinal and administrative favours to some while others are treated differently, it will raise dust and invoke ill feelings among the victims of the power play in the organization.

Emotional Cynicism

Emotional cynicism is the aspect of cynicism that employees show their feelings and affective nature in direct proportion to the happenings in the workplace. Human beings are emotional beings and most times our emotional status negatively or positively affect our performance in all spheres of life. It is important to say that, most decisions we take arises from the inner most emotional cycle of our being hence we cannot rigmarole with our emotional wellness for a minutes. Outstanding employees who are emotionally unstable can cause accident in the workplace that may claim lives and property. Emotional cynicism represents the affective and sentimental responses to the state of awareness of dishonesty, insincerity and lack of credibility of the actions and practices of the organization (Ince & Turan, 2011). The key contributor to emotional cynicism in the workplace is the disposition of managers and happenings that negate equity, equality, justice and fairness. When all these negative happenings accumulates it raises the emotions of employees and a gloomy work environment become the reality (Fubara, *et al*, 2022). Currently, the practices in most of the organizations in the third world countries particularly, Nigeria has invoke conundrum of emotional reactions among employees ranging from late payment of salaries, wages, lack of merit framework for promotion and accountability. Unfortunately, employees must endure the injustices and accept to live with the reality they face because the high rate of unemployment and political maneuverings in the system has turn every known standard upside down with limited choices and options for employees.

Behavioural Cynicism

Behavioural cynicism entails critical expressions and negative attitudes frequently exhibited in the organization to show displeasure over injustice, unfair treatment, and unethical disposition of top managers or colleagues in the workplace (Fubara, *et al*, 2022). Cynical employees have tendencies to negatively exhibit depreciatory behaviour such as jokes, sarcasm and pilferage against the organization (Dean *et al.,* 1998). These employees exhibit poor performance due to frustration and lack of confidence in the organization (Dean *et al*, 1998, Lynch, Eisenberger & Armeli, 1999 cited by Fubara, *et al*, 2022). Behavioural cynicism refers to critical expressions and negative attitudes frequently exhibited in the organization to show displeasure over injustice, unfair treatment, and unethical disposition of top manager or leaders (Fubara, 2022). Behavioural cynicism as the name suggests, is the aspect of employee cynicism that forces employees to express their grievances via actions. This action could result to stealing of organization's property, information, or damaging of organization's goodwill and reputation. It can also lead to high rate of employee turnover and mass exit from the organization. Organization are driven by people and people are the hallmark of any thriving and successful organization. How these people are treated and value matters a lot. When employee is effectively and properly treated, he/she goes beyond meeting primary obligations to achieving outstanding results out of his way to ensure the organization meet up with her targets and projections.

SOCIAL FACILITY AND EMPLOYEE CYNICISM OF ENERGY FIRMS IN RIVERS STATE, NIGERIA

According to Goleman (2006), simply sensing how another feels, or knowing what they think or intend, does not guarantee fruitful interactions, hence social facility builds on social awareness to allow for smooth and effective interactions. The spectrum of social facility includes Synchrony, self-presentation, influence and concern. When social facility are effective utilize, it reduces the emergence of organizational cynicism in the workplace because from body language, managers will understand employee feelings, craft and present decisions that concern their welfare and solve their problems (Fubara, *et al*, 2022). At all times, employees' are wired to look out for what makes them feel cool as they interact with others and do their jobs. This indicates that individual with situation awareness can work and interact pretty well with other people both individually and in group since they can easily deduce other's emotional swing (Wobodo & Zeb-Obipi, 2019). The behavioral dimension of employees overtly or covertly 'acting out' their cynicism is key to conceptualizations such as hostile impugning and vilification of motives (Turner & Valentine, 2001). Alienation and psychological exit and disengagement (O'Brien *et al*., 2004), a loss of faith in leaders of change (Reichers *et al*., 1997; Wanous *et al*., 2004), or as distrust of

a person, group, ideology, social convention or institution (Andersson, 1996; Andersson & Bateman, 1997; Turner & Valentine, 2001). Unmet or frustrated expectations as well as unexpected organizational characteristics or events are the key element of cynicism and managers owe the organization a duty to address issues of this magnitude at all times. Below is a presentation of selected empirical studies.

Fubara, Jaja and Gabriel (2022) carried out a study on self-awareness and organizational cynicism of oil and gas firms in south-south, Nigeria. 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 (104) management personnel comprises Human resource managers, Logistics/marketing managers, Operations managers and Account/finance managers of oil and gas firms in the South-South, Nigeria constituted the population of the study. Census sampling method was adopted due to the fact that the sample size was small. The main data collection instrument for this study was structured questionnaire. A total of one hundred and four (104) copies of the questionnaire were distributed and ninety six (96) were retrieved while eight (8) copies were not returned. Tables, percentages, Spearman's Rank Order Correlation Coefficients and Statistical Package for Social Science version 21 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. 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.

Tamunomiebi and Fubara (2021) and Kayii and Dagogo (2017) carried out a study on Leader's Authenticity and Workplace Cynicism of selected manufacturing firms in Rivers state. The paper investigated the relationship between leader's authenticity and workplace cynicism in manufacturing firms in Rivers State. The paper adopted a cross sectional research design. A total of one hundred and fifty (150) management personnel comprises managers and heads of departments of sixteen (16) functional manufacturing firms in Rivers State constituted the population of the study. We adopted a census method of sampling due to the fact sixteen (16) manufacturing firms is within the range for census sampling. The main data collection instrument for this study was structured questionnaire. A total of seventy-seven (77) copies of the questionnaire were distributed but seventy-two (72) were retrieved while five (5) were not returned. Tables, percentages, Spearman's Rank Order Correlation Coefficients and Statistical Package for Social Science version 23 were used for data presentation, analysis and testing of hypotheses to determine the relationship between leader's authenticity and workplace cynicism. The paper revealed that there is no relationship between leader's authenticity and workplace cynicism; that is to say, if the leader exhibits the characteristics and dispositions of authenticity in the workplace there will be no workplace cynicism rather there will be workplace climate that ensure peace and pursuit of excellence. Furthermore, the study revealed that, one of the major causes of workplace cynicism is when the leader begins to circumvent standard practices in a dishonest proportion to advanced self and sectional interests at the expense of others. The study concluded that workplace cynicism leads to boredom and frustration because the perception an employee holds directly or indirectly affect his/her productivity and commitment to work. The study therefore recommended that Leader's should exhibit high moral, honest and equity values in the workplace as regarding the administration of policies and procedures because their actions and dispositions impact on the perception and reactions of employees in the workplace which will in turn negatively or positively affect their performance

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

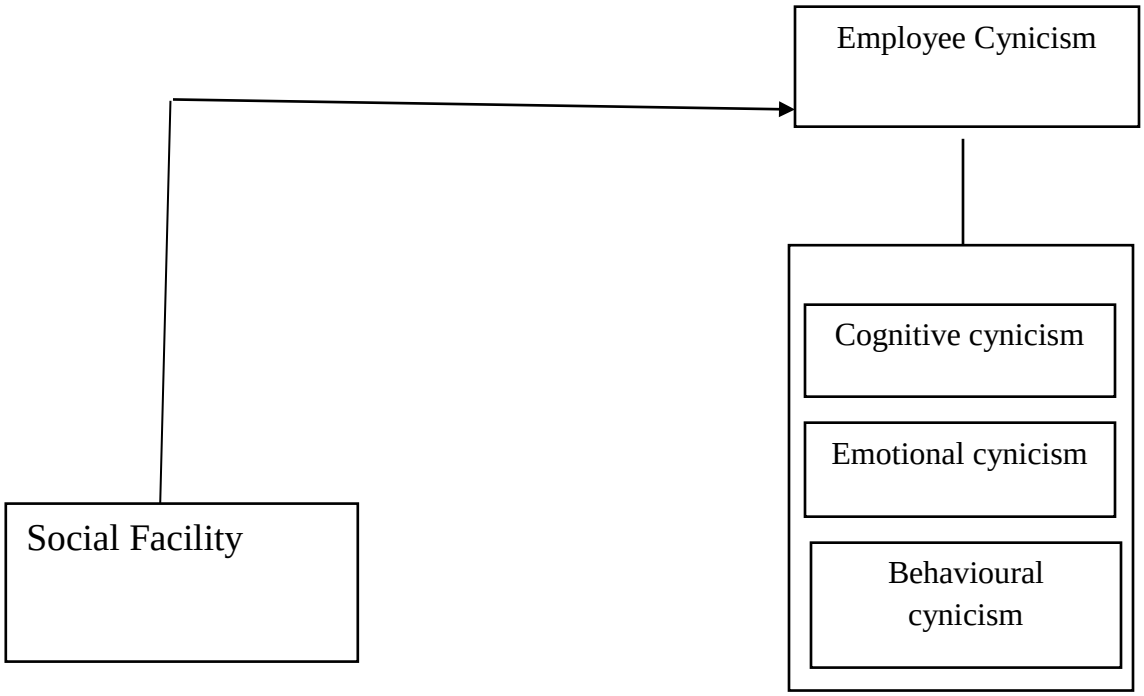
Harcourt, Nigeria. A review of theoretical and empirical studies was undertaken with particular reference to cognitive cynicism and employee commitment, characterized in specific variables like cognitive cynicism, affective commitment, normative commitment and continuance commitment. The reviews show 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.

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

Ho_1: There is no relationship between social facility and cognitive cynicism of oil and gas firms in Rivers state, Nigeria

Ho_2: There is no relationship between social facility and emotional cynicism of oil and gas firms in Rivers state, Nigeria

Ho_3: There is no relationship between social facility and behavioural cynicism of oil and gas firms in Rivers state, Nigeria



Source: (Goleman, 2006; Dean, Brandes & Dharwadkar, 1998)

Fig. 1: Conceptual framework for the hypothesized relationship between social-facility and employee cynicism of oil and gas firms in Rivers State, Nigeria

METHODOLOGY

The purpose of this study was to investigate the relationship between social-facility and employee cynicism of oil and gas firms in Rivers state, Nigeria. The study adopted a cross sectional research design. The population of the study comprises a total of two hundred (200) employees selected from the top ten (10) registered and functional oil and gas firms in Rivers State, Nigeria. We adopted a simple random sampling technique to select the top ten oil and gas firms in Rivers State and Taro Yamen's formula

(1973) was adopted to determine the sample size from the population. Data was collected through the use of structured research questionnaire via face-face, online video conference and email posting. Two hundred (200) questionnaire were distributed and one hundred and twenty-eight (128) were returned. Out of the one hundred and twenty-eight (128) returned, ninety-six (96) were certified good, suitable after data sorting, classification and cleaning. We used tables, percentages, Spearman's Rank Order Correlation Coefficients with the aid of Statistical Package for Social Science (SPSS version 25) for data presentation, analysis and hypotheses testing to examine the relationship between social facility and employee cynicism of oil and gas firms in Rivers State, Nigeria

Table 1.0 Names of Oil and Gas firms, Respondents and Addresses

S/N	NAME	NO. OF RESPONDENTS	ADDRESSES
1	NESTOIL	20	ABA ROAD, PH
2	OANDO NIG PLC	20	ABA ROAD, PH
3	TOTAL NIG LTD	20	OMOUKU, ONELGA RS
4	A.Y. SHAFA	20	IKWERRE ROAD, PH
5	HERITAGE OIL	20	IWOFE ROAD, PH
6	JEHOVA CUMI	20	AKER ROAD, PH
7	GREENVILLE ENERGY LTD	20	EAST-WEST ROAD, RS
8	RAINOIL	20	ABA ROAD, PH
9	NNPC LTD	20	LAGOS BUST STOP, PH
10	NNLG LTD	20	BONNY, RS
	TOTAL	**200**	

Source: Research Data, 2025

Table 1.1 Administration of Questionnaire

S/N	NAME	NO DISTRIBUTED	NO. RETURNED	% RETURNED	NO NOT RETURNED	% NOT RETURNED	TOTAL
1	NESTOIL	20	12	60	8	40	100
2	OANDO NIG PLC	20	15	75	5	25	100
3	TOTAL NIG LTD	20	9	45	11	55	100
4	A.Y. SHAFA	20	10	50	10	50	100
5	HERITAGE OIL	20	19	95	1	5	100
6	JEHOVA CUMI	20	18	90	2	10	100
7	GREENVILLE ENERGY LTD	20	15	75	5	25	100
8	RAINOIL	20	12	60	8	40	100
9	NNPC LTD	20	8	40	12	60	100
10	NNLG LTD	20	10	50	10	50	100
	TOTAL	200	128				

Source: Research Data, 2025

Table 1:2 Reliability Coefficients of Variables

S/No.	Variables	Number of items	Number of cases	Cronbach's Alpha
1.	Social Facility	4	40	0.889
2.	Cognitive Cynicism	4	40	0.943
3.	Emotional Cynicism	4	40	0.965
4.	Behavioural Cynicism	4	40	0.975

Source: ***Research Data, 2025***

DATA ANALYSIS AND RESULTS

Bivariate Analysis

This research adopted the Spearman's Rank Order Correlation Coefficient tool at 95% confident level for the data analysis. The tests covered hypotheses Ho_1, Ho_2 and Ho_3 which are bivariate and all stated in the null form. We tested hypotheses by using the Spearman's Rank (rho) Correlation and 0.005 significance level was adopted as the basis for accepting or rejecting the null hypotheses at (p0.005)

Table 1.3: Relationship between Social Facility and Employee Cognitive Cynicism

			Social Facility	Cognitive Cynicism
Spearman's rho	Social Facility	Correlation Coefficient	1.000	0.542**
		Sig. (2-tailed)	.	0.000
		N	96	96
	Cognitive Cynicism	Correlation Coefficient	0.542**	1.000
		Sig. (2-tailed)	0.000	.
		N	96	96

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

Source: Research Data, 2025

Ho_1: There is no significant relationship between social facility and employee cognitive cynicism of oil and gas firms in Rivers State, Nigeria

The table above showed that, the correlation co-efficient (rho) between Social facility and Cognitive Cynicism of oil and gas firms in Rivers state, Nigeria with result of ($r = 0.542$) indicates a positive but moderate relationship and it is statistically significant at ($\rho = 0.01<0.05$). The correlation coefficient represents a moderate relationship between the variables-social facility and cognitive cynicism. Therefore, based on the empirical findings, the null hypothesis stated earlier **Ho_1**: There is no relationship between Social-facility and Cognitive cynicism of Oil and Gas Firms in Rivers State, Nigeria is hereby rejected and the alternate hypothesis accepted. Thus, there is a positive but moderate relationship between Social-facility and Cognitive cynicism of Oil and Gas Firms in Rivers state, Nigeria. This explained that, from body language and nonverbal communication signs, the reality may promotes employees cynical thinking, perception and feelings about the oil and gas firms.

Table 1.4: Relationship between Social Facility and Emotional Cynicism

			Social Facility	Emotional Cynicism
Spearman's rho	Social Facility	Correlation Coefficient	1.000	0.551**
		Sig. (2-tailed)	.	0.000
		N	96	96
	Emotional Cynicism	Correlation Coefficient	0.551**	1.000
		Sig. (2-tailed)	0.000	.
		N	96	96

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

Source: Research data, 2025

Ho_2: There is no significant relationship between social facility and employee emotional cynicism of oil and gas firms in Rivers State, Nigeria

From the table above, the results indicates that, the correlation co-efficient (rho) between Social facility and emotional Cynicism of oil and gas firms in Rivers state, Nigeria yielded (r = 0.551) which indicates a positive but moderate relationship between the variables and it is statistically significant at (ρ = 0.01<0.05). The correlation coefficient represents a moderate relationship between social facility and emotional cynicism. Therefore, based on the empirical findings, the null hypothesis stated earlier **Ho_2**: There is no relationship between Social-facility and emotional cynicism of Oil and Gas Firms in Rivers State, Nigeria is hereby rejected and the alternate hypothesis accepted. Thus, there is a positive and significant moderate relationship between Social-facility and emotional cynicism of oil and gas firms in Rivers state, Nigeria. This explained that, employees express their emotional displeasure and disapproval over ill happenings and unpleasant treated melted when they occur.

Table 1.5: Relationship between Social Facility and Behavioral Cynicism

			Social Facility	Behavioral Cynicism
Spearman's rho	Social Facility	Correlation Coefficient	1.000	0.934**
		Sig. (2-tailed)	.	0.000
		N	96	96
	Behavioral Cynicism	Correlation Coefficient	0.934**	1.000
		Sig. (2-tailed)	0.000	.
		N	96	96

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

Source: Research Data, 2025

Ho_3: There is no significant relationship between social facility and employee behavioural cynicism of oil and gas firms in Rivers State, Nigeria

From the table above, the results shows that, the correlation co-efficient (rho) between Social facility and behavioural cynicism of oil and gas firms in Rivers state, Nigeria yielded (r = 0.934) which indicates a positive and high significant relationship between social facility and behavioural cynicism and it is statistically significant at (ρ = 0.01<0.05). The correlation coefficient represents a high relationship between social facility and behavioural cynicism. Therefore, based on the empirical findings, the null hypothesis stated earlier **Ho_3**: There is no relationship between Social-facility and behavioural cynicism of oil and gas firms in Rivers State, Nigeria is hereby rejected and the alternate hypothesis accepted. Thus, there is a positive and significant relationship between Social-facility and behavioural cynicism of oil and gas firms in Rivers state, Nigeria. This explained that, body language has the tendency to invoke certain characteristics manifestation from employee in direct response to happenings in the organization, treatment and career related matters.

FINDINGS

i. The body language is a powerful communication tool that most employees observe in their leaders/managers to decipher happenings in the organization's affairs
ii. Most times, action of managers/leaders speaks volume of what is going on without official memos, orders or instructions in the workplace
iii. Employees process and analyze nonverbal communication signals from their managers/leaders actions, reactions and behaviours to ascertain the state of things in their workplace
iv. Managers' actions against laid down policies, standard practices and fair treatment has created uncertainties in the oil and gas sector in Rivers state.

DISCUSSION OF FINDINGS

Taking a calculatory and analytical observation of the study variables, the study shows that, there is a significant and positive relationship between social facility and employee cynicism of oil and gas firms in Rivers State, Nigeria, using Spearman's order correlation co-efficient and at 95% confident interval. The finding of this study confirmed that social facility which some scholars misconstrue as body language is a powerful communication tool that enhances employees ability to observe, process and analyze the happenings in their organization through the use of their managers/leaders body language and disposition towards laid down policies, structures, policy making, implementation and management philosophy. From the results of hypotheses 1, 2 and 3 indicated on tables 3-5 shows that there is a significant and positive relationship between social facility and employee cynicism of oil and gas firms in Rivers State, Nigeria. The correlation co-efficient of 0.542, 0.551 and 0.934 respectively showed the positive relationships and this entails that social facility and its proper application in the workplace is important for both managers and employees. Social facility could be both positive and negative at the same time depending on the perspective one stand.

Nonverbal communication signs, the reality could promotes employees cynical thinking, perception and feelings towards their firms. The employees can abandon such values as sincerity, honesty, trustworthiness and hard work for the sake of self-interests, self-survival and self-preservation (Fubara *et al*, 2022). Non-verbal communication means the process of sending and receiving messages without using words, either spoken or written (Uzun, 2020), but through emotional expressions, actions and reactions. Patel (2014) communication is carried out in two ways: verbal and non-verbal. The means of expression of non-verbal communication are the head, face, various parts of the body or the body itself as a whole. Body language, which is the most basic element of nonverbal communication, is a form of communication with gestures, mimics and body movements (Ipek, 2017) while social facility is the higher dimension of body language. Tamunomiebi and Fubara (2021), opined that, if the leader exhibits the characteristics and dispositions of authenticity in the workplace there will be no workplace cynicism rather there will be workplace climate that ensure peace and pursuit of excellence, but one of the major causes of workplace cynicism is when the leader begins to circumvent standard practices in a dishonest proportion to advanced self and sectional interests at the expense of others. They concluded that workplace cynicism leads to boredom and frustration because the perception an employee holds directly or indirectly affect his/her productivity and commitment to work.

CONCLUSION AND RECOMMENDATIONS

Employee cynicism has become a major threat employee excellence performance and extra role behavior. Employees observe, learn and interprets the written, unwritten and unspoken actions and words of the managers in the workplace. Favoritism, ethnic bigotry, secrecy, and promotion of personal interests above standard practice and lay down policies has cause more damage than good in the workplace. Equal opportunity and merit-based reward system for employees no longer exist and casualization has become the new ideal practice in the industry.

In view of the above, the following recommendations are made:

i. Managers and employees should recognize and appreciate the importance of social facility tools as essential communication channels, ensuring they are utilized objectively without bias
ii. Managers should demonstrates clarity and conformity to laid down policies and standards in order to avoid emotional misinterpretation of actions and reactions
iii. Managers should uphold best labour practices and operational standards to give a clear focus to all employees
iv. Managers should be fair, just and strictly adhere to laid down policies and should there be a change to the rules, effective communication and engagement with employees has to be carry out
v. Social facility tools should be integrated as part of crucial communication channels in the organization.
vi. The body language of employees should be given due recognition because it could suggest their frustration, hopelessness and anger over certain happenings in the workplace.

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