



Research Paper

Effect of Organizational Cynicism on Job Performance: Evidence from the Rubber Manufacturing Industry in Sri Lanka

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Abstract

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Human capital serves as a beacon of any organization in the 21st century. Organizational cynicism, a pervasive negative attitude towards one's workplace, has been recognized as a significant factor influencing employee behavior and outcomes. In the last two decades, the global market has embraced Sri Lanka's Rubber industry for its value-added products. Since the Sri Lankan context is obsessed with an empirical in exploring the organizational cynicism in the Rubber manufacturing sector, this research aims to examine the impact of organizational cynicism on the job performance of operational-level employees within the rubber manufacturing industry, focusing on Gampaha District. This study is deductive and quantitative, deploying a sample consisting of 170 operational level employees in the rubber manufacturing industry in the Gampaha District, selected through the stratified sampling technique. Data were collected using an online structured survey questionnaire and analyzed using SPSS (version 21). By deploying Pearson Correlation analysis and Multiple Regression Analysis, four hypotheses of the study were tested and three hypotheses were accepted. The thorough investigation of these hypotheses collectively confirms the detrimental influence of organizational cynicism on the job performance of operational-level employees in Sri Lankan Rubber manufacturing firms. Two facets of cynicism—cognitive, and behavioral—exerts a distinct yet interconnected role in mitigating job performance while the affective component was removed from the model. These revelations advocate for a paradigm shift in organizational strategies, urging managers to not only address the visible symptoms but also delve into the root causes of cynicism.

Keywords: Job performance, Organizational cynicism, Operational-level workforce, Rubber manufacturing sector

1. Introduction

Human resources play a crucial role in modern firms that want to obtain a competitive advantage in both the worldwide and domestic job markets (Kumar & Majid, 2020). The workforce is seen as a crucial asset in any organization for the development and execution of strategy (Dwivedi et al., 2021). Over the past few decades, the increasing intricacy of work, disparities between societal and personal demands, environmental factors, and challenges in time management have led to heightened anxiety and stress among employees in all organizations (Schulte, 2021). Organizations and researchers have long been intrigued by the study of employees' attitudes. The rationale behind this profound interest is self-evident, as these interests have a significant impact on both corporate success and people's conduct. The available literature demonstrates that job satisfaction and organizational commitment have been extensively researched, with researchers actively exploring and defining the concept and its underlying factors in many cultural and organizational contexts. Several scholars have examined various aspects of cynicism, with a particular focus on employees' attitudes that are beneficial to firms. The literature demonstrates a growing focus among researchers and organizational managers on employees' attitudes, which can have detrimental consequences for the entire organization.

Organizational cynicism is a very recent addition to these mindsets (Cronin et al., 2010). Bakker et al. (2023) define organizational cynicism as a detrimental employee attitude characterized by negativity towards the organization. They also defined it as a state of feebleness characterized by negativity. Organizational cynicism is commonly defined by researchers as a negative attitude towards one's own organization, stemming from the belief that the corporation consistently deceives its employees, lacks transparency, and makes decisions based on human biases rather than objective information. İnal (2023) defined it as a sentiment characterized by persons experiencing dissatisfaction, disruption, and despair towards an organization and its personnel. Additionally, they described it as the result of employees perceiving a lack of integrity within the firm. Put simply, the employees' expectations for justice, morality, and honesty are being disregarded. Organizational cynicism is an indicator of the extent of blockage present within a company. Researchers contended that these attitudes engendered adverse outcomes among the personnel, such as emotional fatigue. Some argue that negative consequences can result in counterproductive behaviors, intentions to comply with unethical requests, reduced commitment to change, badmouthing, and a lack of job satisfaction. It is evident from past literature among researchers and firm managers there has been an increased focus about attitudes of the employees which might have harmful effects on the overall organization (Arslan & Jamal Roudaki, 2018; Kuo et al., 2015). However, there have been few studies conducted to examine the effects on employee performance (Nafei, 2015; Panchali & Seneviratne, 2019; Dimgba et al., 2022; Yalçınsoy & Siğri, 2022; Özcan & Şen, 2022).

In today's organizations, job performance becomes one of the major concerns of managers. And correspondingly, it is a challenge for management to attract the right people

and keep them motivated to get the best out of them to achieve success in the market, and ultimately reach for high profit margins. Given the economic challenges and the need for foreign exchange stability, the rubber manufacturing industry in Sri Lanka emerges as a crucial sector warranting strategic attention. Analogous to the challenges faced by other industries, the rubber manufacturing sector confronts obstacles arising from negative workplace attitudes and various hurdles that can impede job performance and overall organizational effectiveness (Borman & Motowidlo, 1997).

The rubber manufacturing industry in holds paramount significance as a major contributor to Sri Lanka's foreign exchange earnings (Central Bank of Sri Lanka, 2022) There are rubber manufacturing factories all over Sri Lanka and several rubber manufacturing factories are also found in the Gampaha district. As the industry continues to grow, the performance and productivity of operational level employees within rubber manufacturing companies become crucial factors for sustained success. However, various challenges and negative workplace attitudes can hinder employee performance and affect overall organizational effectiveness. One such challenge is organizational cynicism, which refers to a negative attitude characterized by doubt, skepticism, and distrust towards the organization and its policies. Organizational cynicism can arise from factors such as perceived injustice, lack of transparency, poor communication, and ineffective leadership. When employees develop cynical attitudes, it can significantly impact their engagement, job satisfaction, and ultimately their performance.

However, there is a lack of studies on organizational cynicism in the job performance of operational level employees in Sri Lanka's rubber manufacturing industry and it is an existing gap that needs to be filled. This is because managerial employees as well as non-managerial employees contribute significantly to organizational performance and efficiency. To fill the existing gap, the research problem addressed in this study is to investigate 'What is the effect of organizational cynicism on employee job performance of operational level employees in rubber manufacturing industry in Gampaha district?'

1.1. Research Objectives

- 1 To investigate impact of organizational cynicism on job performance of operational level employees in rubber manufacturing industry in Gampaha district.
- 2 To explore the impact of affective cynicism on job performance of operational level employees in rubber manufacturing industry in Gampaha district.
- 3 To investigate the impact of cognitive cynicism job performance of operational level employees in rubber manufacturing industry in Gampaha district.
- 4 To find out the impact of behavioral cynicism job performance of operational level employees in rubber manufacturing industry in Gampaha district.

2. Literature Review

2.1. Job Performance

"Performance" refers to the total financial and nonfinancial incentives a business receives as a result of its employees' efforts to fulfill both short-term and long-term objectives. Devoted individuals remain on the job longer, contribute more, and achieve greater success. Increasing staff passion is a foolproof strategy to boost performance and Return on investment (Fu & Deshpande, 2014). Research on organizational cynicism, conversely, is necessary to increase productivity. As a result of continuing performance management in an environment where they may freely discuss their accomplishments and failings, employees feel appreciated and respected. Additionally, it fosters the development of a worker's relationship with the company. If employees believe their manager and business partner actually care about their work and are committed to their success, they are more likely to remain with the company. According to (Rotundo, 2002), job performance is the individual's ability to complete tasks according to established criteria and standards. Job performance consists of the two main dimensions task performance and contextual performance.

2.2. Task Performance

Task performance refers to how well the employee performs the job-related duties assigned by his or her supervisor. Task performance is measured based upon how well an employee performs their assigned tasks. Task performance can be broken down into three categories including quality, quantity and duration (Diamantidis & Chatzoglou, 2019). The quality of the output produced by an employee is determined by how well they perform the given task. There are many different types of quality measures including skill level, time spent completing the task, accuracy, speed, and consistency. The According to (Jayasinghe & Mendis, 2017) employee results, whether financial or non-financial, characterize job performance. It also highlighted how a person's job success is the product of all of their behaviors and how their strength is affected by their abilities, talents, and role beliefs. Saraih et al. (2019) defined work performance as the extent to which an employee can successfully execute an assigned task within the normal restrictions given by the proper utilization of available resources. Conversely, job performance is defined as employees' participation in enhancing the organization's overall performance in order to better achieve its ultimate goals. (Perera (2019) present that this is done by planning, analyzing, and judging the work that employees do to reach these goals. The ultimate objective of this study is to shed light on the connection between organizational cynicism and workplace productivity (Borman & Motowidlo, 1997).

2.3. Contextual performance

Contextual performance measures the extent to which employees perform their jobs effectively and efficiently within the framework of their organization. Contextual performance refers to the type of behavior exhibited by an employee while performing a task. It includes things like being polite, courteous, respectful, etc. Contextual performance can be measured with surveys and interviews, although these methods may not be reliable (Groen et al., 2017). Some examples of contextual performance are respectfulness, organizational orientation and attention to detail. Respectfulness refers to the extent to

which an employee shows respect towards others throughout his or her day. Employees who exhibit good interpersonal skills tend to have higher levels of respectfulness. An employee's organizational orientation is defined by their willingness to help coworkers and fellow members of a team. The degree to which an employee pays close attention to details at work (Diamantidis & Chatzoglou, 2019). Contextual performance, also known as organizational citizenship behavior (OCB), is critical for an organization's smooth operation. It includes voluntary behaviors that contribute to the workplace's social and psychological environment (Sonnentag & Frese, 2002). Employees' willingness to engage in behaviors that go beyond their formal job duties may be influenced by organizational cynicism. This could include a reduction in activities that contribute to a positive workplace atmosphere, such as assisting colleagues or participating in organizational initiatives (Sonnentag & Frese, 2002).

2.4. Organizational Cynicism

Cynicism is discussed in many social sciences categories such as management, political science, philosophy and sociology. There are two main founders of cynicism in the past who are ancient philosophers named Diogenes of Sinope and Antisthenes (Dean, 1998). The most modern research related to cynicism has revealed that cynicism is not a stable character trait even though it is identified as a philosophy. While cynicism is directed towards the distinct dimension of an individual's environment, it is further created and impacted by the environment (Kim et al., 2009). A study of Bommer et al. (2005) defined the organizational cynicism (OC) as, it is linked with variety of negative undesirable behavioral consequences, including a higher likelihood of being absent from the organization, filing complaints, performing poorly. Another study done by (Kuo et al., 2015) defined employee cynicism in organizations has been linked to numerous negative outcomes, such as hopelessness, frustration, anger, and disappointment. Such negative feelings result to lower level of job performance, lower job satisfaction, and commitment to the organization, as well as a higher likelihood of quitting from the organization. The study of Borman and Motowidlo (1997) indicated that, having high level of manager's salary, poorer organization's performance would provoke the inconsistency in the organization. Unfavorable acts and expectations and inequality in financial aspects cause the employees to become cynic which they show negative behaviors towards the working place, which will lead to less job commitment and satisfaction (Dean, 1998).

Çınar et al. (2014) have taken a sociological approach to cynicism. They claim that *"cynicism is one way people cope with an unfriendly, unstable, and insecure world."* According to them, employees who are insecure about their jobs in an unstable economic environment develop self-protective defenses such as searching for ways to gain the advantage in their company, losing trust in management, and competing with their coworkers. In this point of view, cynicism is a coping strategy because it provides individuals with justification for their self-serving behavior. Evans et al. (2010) found whenever the managers and other higher authorities of an organization fail, and break their promises to their employees, then the outcome would be poor performance, a higher level of turnover and absenteeism happens in

the organizations. When an employee become cynic in an organization, he/she prejudice towards the management's honesty and goodwill (Risgiyanti & Hidayah, 2020). Another study indicated that motivations and actions are not natural personality features; rather it is a result of the life events such as superiors and poor leadership in the organization, role conflict, poor working situations such as longer working hours and higher workloads. Therefore, such unwanted and unwilling actions and situations negatively impact employees' efforts resulting will be to lower performance meanwhile they become reluctant to be committed within the organization (Risgiyanti & Hidayah, 2020). Cynicism in an organization happens when the employees lose their faith and confidence. Employees realize that the organization is unable to deliver them suitable expectations, thus such negative attitudes and tendencies effect negatively on itself organization at same time on employees' job performance and employee's organizational commitment (Abraham, 2000; Arslan & Jamal, 2018).

Dimensions of Organizational Cynicism

Organizational Cynicism mainly comprises three components; cognitive cynicism, affective cynicism, and behavioral cynicism, and those components are identified as different stages of organizational cynicism (Dean, 1998).

2.4.1 Cognitive Cynicism

In the first stage, cognitive cynicism is defined as an instance where employees tend to believe that the organization lacks justice, equity and honesty (Khalid, 2019). It is considered that all good principles are at the expense of self-interest. Here, employee performance is unpredictable, and employees make an effort to hide their true feelings toward firms. Hence, employees tend to perform the minimal performance in order to survive in the entity where they work. (Bernerth et al., 2007) discovered how worker perceptions of unfairness interact with cynicism in predicting organizational change initiatives' commitment.

2.4.2 Affective Cynicism

The second stage, the affective dimension is an emotional aspect of employee attitude towards the organization (Khalid, 2019). He highlights that employees have negative beliefs and hold certain types of negative emotions such as anger, disgust, anxiety, and depression (Rajapaksha & Kularathne, 2020) . This minimizes the motivation and inspiration towards the entity where they work. Several feelings make up the emotional dimension of the negative affectivity of cynics. For example, may have scorn for and resentment against their employer, when they think about their organization, they may feel dissatisfied, disgusted, and even ashamed. As a result, cynicism is linked to a wide range of negative emotions. Cynics conversely may secretly enjoy their dominance over the organization, which they have measured by their own standards. As a result, it is possible to conceptualize organizational cynicism as a combination of feelings and particular beliefs about one's organization (Abraham, 2000). In a broader sense, job performance expresses employee's good and negative emotional reaction to their work. In this case employee satisfaction can be linked to two different characteristics: the first consideration is a person's personality, sentiments, beliefs, desires, and

needs, as well as their strength; the physical and psychological circumstances of the work are the second-factor influencing job satisfaction (Durrah et al., 2019).

2.4.3 Behavioral Cynicism

The final stage of organizational cynicism is the behavioral dimension, employees tend to act explicitly showing their dissatisfaction towards the organization. These actions may criticize the organization, sarcasm about the organization, negative understanding, non-verbal behavior and interpretation of organizational decisions and events, and pessimistic forecasts about the organization (Khalid, 2019). Thus, employees with such negative tendencies show more negative aspects in their organizations, they show less job performance, less commitment, which also negatively aspects results to become employee's cynics and they brings inconsiderable results in overall organization's goals (Risgiyanti & Hidayah, 2020). Employees become more attentive to their personal wants and needs while giving less priority to job performance, perhaps, they tend to engage in cyberloafing behaviours, which is non-verbal negative behaviour (Kularathne & Senevirathne, 2021). Employees may occasionally exhibit behaviors such as complaining about the organization, making fun of them and criticizing them. In organizations, cynical behavior can also be demonstrated by nonverbal behavior. Meaningful gestures, sarcastic smiles, and disdainful laughing smiles can set an example for cynical behavior (Kökalan, 2019).

2.5. *Hypotheses Development*

2.5.1. The Impact of Organizational Cynicism on Job Performance

Organizational cynicism is a complex psychological phenomenon that emerges when employees develop skepticism and distrust towards their organization, often in response to perceived injustice, unethical behavior, or broken promises (Risgiyanti et al., 2020). It manifests as a negative disposition that encompasses various cognitive, emotional, and behavioral components, including negative beliefs about the organization, emotional detachment, and reduced effort at work. From the theoretical viewpoint, organizational cynicism carries a negative relationship with job performance. However some scholars argue that employees with cynical attitudes can have a favorable impact on the organization by challenging ineffective policies and procedures (Khalid, 2019). Most of the studies conclude that cynical employees create negativity in their workplace and spread a negative image about the organization they are working for (Durrah et al., 2019; Khalid, 2019; Arslan, 2018). Some researchers found a positive relationship between Organizational Cynicism and job dissatisfaction and a negative relationship between Organizational Cynicism and employee commitment and performance (Abraham, 2000).

The study of Borman and Motowidlo (1997) indicated that employees who harbor cynical attitudes tend to be less satisfied with their jobs and are more likely to exhibit lower levels of commitment to their organization. This reduced engagement can lead to a decline in job performance as employees may become less motivated to put in their best effort. Mainly, researchers have found that when employees understand the company, their work is failing to meet the stakeholder expectations, they tend to feel embarrassed working in the company. Thus, employees start getting cynical attitudes and behaviors. A study conducted in a hotel in Turkey

found a negative significant association between mobbing and organizational cynicism (Pelit, 2014). Cynical employees often exhibit interpersonal difficulties and strained relationships with colleagues and supervisors. These strained relationships can lead to communication breakdowns and reduced collaboration, ultimately impacting teamwork and job performance. Employees who experience cynicism may be less likely to seek help or offer support to their co-workers, diminishing overall team effectiveness (Khalid, 2019). Based on the previous findings, the first hypothesis was developed as follows:

H₁: There is a significant negative impact of organizational cynicism on job performance of operational level employees in rubber manufacturing industry in Gampaha district.

2.5.2. The Impact of Cognitive Cynicism on Job Performance

Cognitive cynicism is rooted in a cognitive appraisal of organizational practices, leadership, and colleagues. The study of Mohammad et al. (2022) describe cognitive cynicism as a state of mind that arises when employees perceive a discrepancy between the stated values and actions of their organization or colleagues. It manifests as distrust, skepticism, and negativity towards the organization's motives and intentions. One study, conducted by Arslan (2018) found that Employees who are cynical about the authenticity of their organization's actions and values are more likely to experience job dissatisfaction, which can have a cascading effect on overall job performance. That study found that cognitive cynicism negatively affects employee job performance. The other research by Çınar et al. (2014) highlights that cognitive cynicism is linked to decreased organizational commitment. Cynical employees may become disengaged, leading to lower motivation and, consequently, lower job performance. According to the study by Li and Chen (2018), it is well-documented that cognitive cynicism can directly impact an individual's task performance. Further, Durrah et al., (2019) found that employees exhibiting high levels of cynicism are more likely to engage in counterproductive work behavior and may not put forth their best effort, thus reducing overall job performance.

Although cognitive cynicism suggests that employees having cynical behavior towards organizations have bad job performance however this influence is inconsistent with the empirical support. Some researchers suggest the inverse relationship between cognitive cynicism and employee performance (Arslan, 2018; Arslan & Jamal Roudaki, 2018; Kuo et al., 2015). Therefore, because most studies suggest a negative relationship between Cognitive Cynicism and employee performance so expect that each form of the cognitive cynicism will have a negative influence on both forms of employee performance. The second hypothesis was developed as follows:

H₂: There is a significant negative impact of cognitive cynicism on job performance of operational level employees in rubber manufacturing industry in Gampaha district.

2.5.3. The Impact of Affective Cynicism on Job Performance

Affective cynicism, often characterized by employees' negative emotions, such as resentment, frustration, and anger, toward their workplace and colleagues, is a noteworthy phenomenon in the realm of organizational psychology (Abraham, 2000). Nagarathinam (2022)

shows that affective cynicism in the workplace is associated with an emotional disconnection and negativity towards one's job and organization. Affective cynicism manifests as a lack of enthusiasm, a feeling of being undervalued, and general apathy toward work-related tasks. Affective cynicism is consistently linked to reduced job satisfaction (Borman & Motowidlo, 1997). Employees who experience affective cynicism often report lower levels of job satisfaction due to their negative emotional state, which can adversely affect overall job performance. Other research by Çınar et al. (2014) suggests that affective cynicism is associated with decreased work engagement. Employees who are emotionally detached from their work are less likely to be motivated, resulting in decreased job performance and productivity. Affective cynicism can strain interpersonal relationships in the workplace. Employees experiencing affective cynicism may exhibit reduced cooperation and communication with colleagues, leading to conflicts and hampering team dynamics (Durrah et al., 2023). This, in turn, can negatively affect job performance. Based on the above literatures, third hypothesis was developed as follows:

H₃: There is a significant negative impact of affective cynicism on job performance of operational level employees in rubber manufacturing industry in Gampaha district.

2.5.4. The Impact of Behavioral Cynicism on Job Performance

Behavioral cynicism among employees refers to the display of negative behaviors, such as reduced effort, shirking of responsibilities, or engaging in counterproductive actions, which can significantly impact an organization's overall performance (Yoldash & Isac, 2022). Thus, employees with such negative tendencies show more negative aspects in their organizations, they show less job performance, and less commitment, which also such negatively aspects results to become employees's cynics and they bring inconsiderable results in overall organization's goals (Risgiyanti et al., 2020). A study by (Bommer et al., 2005) found that behavioral cynicism can have various adverse effects on employee performance, as it directly influences an employee's engagement, task completion, and overall contribution to the organization. Other Research by (Risgiyanti et al., 2020) found that employees displaying behavioral cynicism are more likely to engage in counterproductive work behaviors, such as tardiness, absenteeism, or sabotaging colleagues' efforts. These behaviors impair an individual's performance as well as the organization's ability to operate as a whole. Moreover, behavioral cynicism can lead to decreased commitment to the organization, as employees disengage from their roles and may not fully invest their time and effort. Employees who feel disengaged are less likely to go the extra mile or show discretionary effort in their work, which can lead to suboptimal job performance (Evans et al., 2010). Additionally, the study of (Mohammad et al., 2022) shows that behavioral cynicism can negatively affect teamwork and collaboration. Employees who exhibit counterproductive behaviors or engage in workplace incivility can disrupt group dynamics, reducing the effectiveness of teams and, subsequently, affecting overall job performance. Based on the previous findings, the fourth hypothesis was developed as follows:

H₄: There is a significant negative impact of behavioral cynicism on the job performance of operational level employees in the rubber manufacturing industry in the Gampaha district.

3. Methodology

3.1 Conceptual Framework

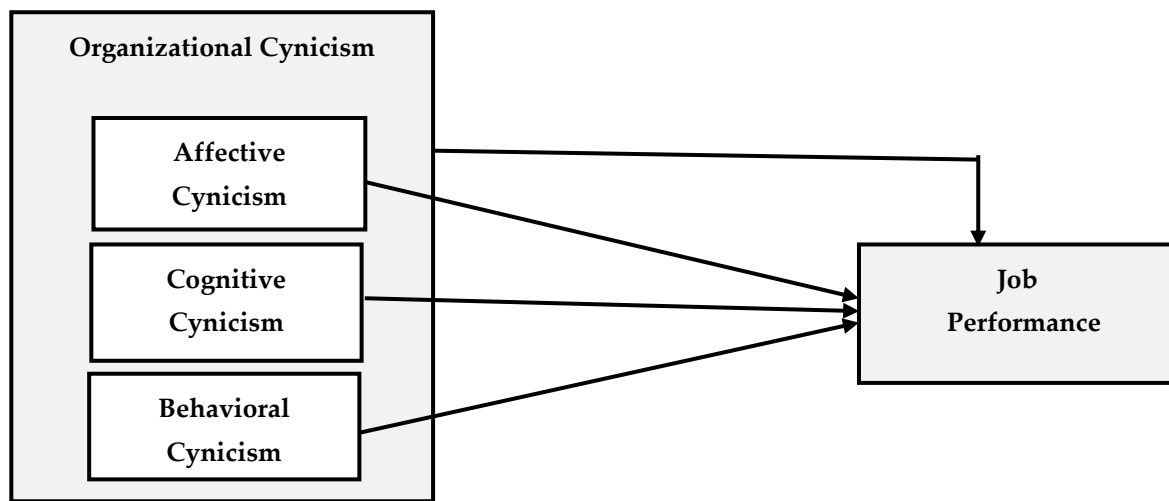


Figure 1. Conceptual Framework
Source: Authors Developed (2024)

3.2 Research Design

This study is positivistic where the settings of the study can be controlled and manipulated by the authors; deductive where the study was supposed to test an existing phenomenon; and quantitative where the study planned to test hypotheses using numerical data analysis. The research strategy was Survey strategy since the data were collected using a survey questionnaire, adopting the mono method. The time horizon of the study was cross-sectional since the data were gathered only at one time.

The researcher selected operational level employees working at the rubber manufacturing companies in Gampaha District as the population. As per the researcher's convenience, this study is being conducted with only three selected rubber manufacturing companies in the Gampaha districts. The population was taken to be 310 operational level employees working in selected rubber manufacturing companies in Gampaha District. According to the purpose of the study, with the feasibility of the samples, 170 of the total population is being considered to select the sample size based on the Morgan table (Krejcie & Morgan, 1970). As a result, a total of 170 operational level employees from three selected companies were considered for the sample selection of this research by using the proportionate stratified random sampling method.

Primary data are collected for this study through a self-structured questionnaire which had three sections namely, Part One: Demographics of respondents; Part Two: Data relevant to Organizational Cynicism; and Part Three: Data relevant to Job Performance. The flow of the questions was designed in order to check the awareness as well as the effects of organizational cynicism on job performance of operational level employees in rubber manufacturing companies in Gampaha District. For part one and two, the study used one of the ordinal measures called Likert's five-point scale which allows the respondents to order their answers. Respondents might be offered a choice of five pre-coded responses with the

neutral point being neither agree nor disagree. In its final form, the Likert Scale is a five-point scale which is used to allow the individual to express how much they agree or disagree with a particular statement. It included five boxes ranging from strongly agree to strongly disagree and the questionnaire was administered among the respondents to mark their options regarding the statement in the questionnaire. For the purpose of quantification of qualitative variables, the following numerical values were given. The scaling rangers were as, 1= Strongly Disagree, 2= Disagree, 3= Neutral, 4= Agree and 5= Strongly agree. In this study researchers used SPSS (statistical package for social science) to analyze and summarize the gathered data. Through this statistical package it tested the Pearson correlation, Descriptives, and Multiple Regression to measure the study hypotheses.

4. Results

4.1 Normality

Table 1 provides normality and descriptive statistics for four key variables—cognitive cynicism, affective cynicism, behavioral cynicism, and job performance. The mean values for cognitive cynicism, affective cynicism, behavioral cynicism, and job performance are 4.3691, 4.0376, 4.2118, and 4.3466, respectively. Skewness and kurtosis values are important indicators of the distribution shape. For instance, the skewness of cognitive cynicism is -1.751, suggesting a slight leftward skewness, while a kurtosis of 0.186 indicates a relatively normal distribution. Similar assessments are made for the other variables, with all skewness and kurtosis values evaluated against the backdrop of a normal distribution.

Table 1. Normality Statistics

Descriptive Statistics						
	N	Mean	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
Cognitive Cynicism	170	4.3691	-1.751	.186	6.180	.370
Affective Cynicism	170	4.0376	-.836	.186	.271	.370
Behavioral Cynicism	170	4.2118	-.141	.186	-.820	.370
Job Performance	170	4.3466	-.870	.186	.722	.370
Valid N (listwise)	170					

Source: Survey Data (2024)

4.2 Reliability

Table 2. Reliability

Dimension	Cronbach alpha	Number of questions
Cognitive Cynicism	0.923	04
Affective Cynicism	0.905	05
Behavioral Cynicism	0.700	04
Job Performance	0.961	15

Source: Survey Data (2024)

According to the above analysis, The overall instrument reveals strong reliability, with Cronbach's Alpha values surpassing the commonly accepted threshold of 0.7 for internal consistency. Notably, cognitive and affective cynicism dimensions exhibit particularly high reliability, contributing to the credibility of the measurements. While behavioral cynicism demonstrates moderate reliability, it remains acceptable for research purposes. The remarkable internal consistency of the job performance dimension underscores the effectiveness of the 15 questions in capturing the multifaceted nature of job performance. These findings collectively enhance the validity and reliability of the research instrument, reinforcing the credibility of the study's outcomes.

4.3 Univariate Analysis

4.3.1 Demographic Profile of the Respondents

Table 3. Demographic Profile of the Respondents

		Frequency	Percent (%)
Gender	Male	87	51.2
	Female	83	48.8
Age	20-30	36	21.2
	31-40	70	41.2
	41-50	40	23.5
	Above 50 years	24	14.1
Civil Status	Married	87	51
	Unmarried	83	48
Length of Service	Less than 1 year	36	21.2
	1 - 5 years	70	41.2
	6 - 10 years	40	23.5
	More than 10 years	24	14.1

Source: Survey Data (2024)

The demographic profile of the study participants reveals a balanced gender distribution, with 51% males and 49% females. In terms of age, the majority fall within the 31-40 age range (41%), followed by those aged 41-50 (23%), 20-30 (21%), and above 50 years (14%). Regarding civil status, an equal proportion of participants are married (51%) and unmarried (48%). Exploring the length of service, the distribution is spread across various categories, with 41% having 1-5 years of service, 24% with 6-10 years, 21% with less than 1 year, and 14% with more than 10 years of service.

4.3.2 Descriptive Analysis

The following analysis provides a comprehensive overview of the key characteristics of the variables under consideration: Cognitive Cynicism, Affective Cynicism, Behavioral Cynicism, and Job Performance. These statistics offer valuable insights into the data's central tendencies, variability, and distributional shape.

Table 4. Descriptive Analysis

Statistics					
		Cognitive Cynicism	Affective Cynicism	Behavioural Cynicism	Job Performance
N	Valid	170	170	170	170
	Missing	0	0	0	0
Mean		4.3691	4.0376	4.2118	4.3466
Median		4.5000	4.2000	4.2500	4.4000
Mode		5.00	5.00	4.00	5.00
Std. Deviation		.66629	.88136	.56919	.56122
Variance		.444	.777	.324	.315
Minimum		1.00	1.00	2.75	2.20
Maximum		5.00	5.00	5.00	5.00

Source: Survey Data (2024)

Examining the statistics for Cognitive Cynicism reveals a mean of 4.3691, indicating that, on average, respondents express a relatively high level of cognitive Cynicism. The median of 4.5000 and the mode of 5.00 further emphasize the prevalence of higher scores in this dimension. The standard deviation (0.66629) and variance (0.444) quantify the degree of variability, while the minimum (1.00) and maximum (5.00) values delineate the range of responses.

Affective Cynicism is characterized by a mean of 4.0376, with a median of 4.2000 and a mode of 5.00. The higher standard deviation (0.88136) and variance (0.777) suggest greater variability than Cognitive Cynicism. The minimum and maximum values mirror a broad range of responses, from 1.00 to 5.00.

Behavioral Cynicism exhibits a mean of 4.2118, a median of 4.2500, and a mode of 4.00. The standard deviation (0.56919) and variance (0.324) indicate moderate variability. The range spans from 2.75 to 5.00, reflecting diverse responses among the participants.

Turning to Job Performance, the mean of 4.3466, the median of 4.4000, and the mode of 5.00 collectively suggest a positive perception of job performance among respondents. The standard deviation (0.56122) and variance (0.315) portray relatively less variability than the cynicism dimensions. The minimum and maximum values, ranging from 2.20 to 5.00, highlight a narrower spread of responses.

4.4 Bivariate Analysis

4.4.1 Pearson Correlation Analysis

Table 5. Correlation

		Job Performance
Cognitive Cynicism	Pearson Correlation	-.709**
	Sig. (2-tailed)	.000
Affective Cynicism	Pearson Correlation	-.555**
	Sig. (2-tailed)	.000
Behavioral Cynicism	Pearson Correlation	-.732**
	Sig. (2-tailed)	.000
Organizational Cynicism	Pearson Correlation	-.712**
	Sig. (2-tailed)	.000

** Correlations are significant at 0.05 level.

Source: Survey Data (2024)

As per the results of table 5, a strong negative correlation was identified between Job Performance and Cognitive Cynicism (Pearson Correlation = $-.709^{**}$, $p < .01$, 2-tailed). The analysis uncovers a negative correlation between Job Performance and Affective Cynicism, characterized by a Pearson Correlation coefficient of $-.555^{**}$ ($p < .01$, 2-tailed). A notably strong negative correlation is identified between Job Performance and Behavioral Cynicism, reflected in a Pearson Correlation coefficient of $-.732^{**}$ ($p < .01$, 2-tailed). Further, the correlation between Job Performance and Organizational Cynicism exhibits a strong negative association, evidenced by a Pearson Correlation coefficient of $-.712^{**}$ ($p < .01$, 2-tailed). These findings signify that as Organizational Cynicism intensifies, Job Performance experiences a concurrent decrease. The statistical significance underscores the detrimental sway of organizational cynicism on job performance, emphasizing the overarching organizational influence on individual work outcomes.

4.5 Multivariate Analysis

4.5.1 Multiple Regression Analysis and Hypothesis Testing

The multiple regression analysis suggests that cognitive cynicism, behavioral cynicism, and organizational cynicism collectively contribute significantly to the variability in job performance among operational-level employees.

Table 6. Multiple Regression - Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.777 ^a	.604	.597	.35647
a. Predictors: (Constant), Organizational Cynicism, Cognitive Cynicism, Behavioral Cynicism				

Source: Survey Data (2024)

The model's overall performance is captured by the Model Summary. The R Square of .604 implies that approximately 60.4% of the variability in Job Performance can be explained by the predictors—organizational cynicism, cognitive cynicism, and behavioral cynicism. The Adjusted R Square of .597 considers the number of predictors and suggests a reliable fit for the model.

Table 7. Multiple Regression - ANOVA

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	32.135	3	10.712	84.297	.000 ^b
	Residual	21.094	166	.127		
	Total	53.229	169			
a. Dependent Variable: Job Performance						
b. Predictors: (Constant), Organizational Cynicism, Cognitive Cynicism, Behavioral Cynicism						

Source: Survey Data (2024)

The ANOVA table provides insights into the statistical significance of the regression model. The F-statistic of 84.297 ($p < .001$) indicates that the model is statistically significant. This implies that at least one of the predictors significantly contributes to the variability in job performance.

Table 8. Multiple Regression - Coefficients

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.946	.221		4.273	.000
	Cognitive Cynicism	-.462	.093	.548	4.983	.000
	Behavioral Cynicism	-.699	.131	.709	5.313	.000
	Organizational Cynicism	-.371	.162	-.426	-2.295	.023
a. Dependent Variable: Job Performance						

Source: Survey Data (2024)

The coefficients table reveals the contribution of each predictor to the model. The intercept is .946, representing the expected value of job performance when all predictors are zero. The multiple regression analysis results indicate a significant impact on organizational cynicism and job performance ($\beta = -0.371$, $p = 0.023$). As the p-value is less than the significance level of 0.05, we reject the null hypothesis. A one-unit increase in Organizational Cynicism is associated with a -.371 unit decrease in Job Performance, indicating a negative impact. Therefore the first hypothesis (H1) that organizational cynicism has a negative impact on job performance was proved acceptable through the testing.

A significant effect of cognitive cynicism on job performance was revealed ($\beta = -0.462$, $p < 0.001$). Given that the p-value is less than 0.05, we reject the null hypothesis. This provides evidence for a significant negative impact of cognitive cynicism on the job performance of operational-level employees in the rubber manufacturing industry in the Gampaha district. The second hypothesis (H2) was that cognition cynicism has a negative impact on job performance was also proved acceptable through the testing.

Finally, a significant impact of behavioral cynicism on job performance was found ($\beta = 0.709$, $p < 0.001$). As the p-value is less than 0.05, we reject the null hypothesis. This suggests a significant negative impact of behavioral cynicism on the job performance of operational-level employees in the rubber manufacturing industry in the Gampaha district. The fourth hypothesis (H4) was that behavioral cynicism has a negative impact on job performance was also proved acceptable through the testing.

The variable "affective cynicism" was excluded from the multiple regression model, possibly due to collinearity issues. Consequently, a definitive conclusion regarding the impact of affective cynicism on job performance cannot be drawn based on the current analysis. It is advisable to conduct further investigation into collinearity concerns for a more thorough understanding of the impact of affective cynicism on job performance.

Table 9. Multiple Regression - Excluded Variables

Excluded Variables ^a						
Model		Beta In	t	Sig.	Partial Correlation	Collinearity Statistics
						Tolerance
1	Affective Cynicism	. ^b000
a. Dependent Variable: Job Performance						
b. Predictors in the Model: (Constant), Organizational Cynicism, Cognitive Cynicism, Behavioral Cynicism						

Source: Survey Data (2024)

5. Discussion

The study found that organizational cynicism (Cognitive and behavioural) negatively impacts on the job performance, When contextualizing these findings within the broader literature, practices in other countries further illuminate the challenges and potential strategies for managing organizational cynicism (Risgiyanti & Hidayah, 2020). Extensive literature reviews suggest that organizational cynicism is a phenomenon not confined to a specific industry or region (Arslan & Roudaki, 2019). Various countries have implemented different practices to tackle this issue, emphasizing the global relevance of the problem (Simha et al., 2014). Strategies range from fostering transparent communication and building trust to implementing organizational reforms that address the root causes of cynicism (Gkorezis et al., 2018).

Existing literature reviews across various regions indicate a shared concern for the impact of cognitive cynicism on organizational performance. Countries have adopted diverse strategies, ranging from targeted training programs to enhance cognitive flexibility and resilience to organizational initiatives promoting a positive cognitive climate (Aishwarya, Aarthy & Senthilmurugan, 2021; Soomro et al., 2022). Understanding these varied approaches from a global standpoint enriches the comprehension of effective interventions, offering valuable guidance for organizations striving to navigate the complexities of cognitive cynicism and its repercussions on job performance worldwide (Arslan, 2018c).

Existing literature reviews reveal that behavioral cynicism transcends geographical boundaries, impacting organizations globally (Abubakar et al., 2018). Countries have implemented diverse practices to address behavioral cynicism, from fostering a positive organizational culture to providing training programs to enhance interpersonal skills (Bang & Reio Jr, 2017). Understanding these varied approaches provides a nuanced perspective on effective interventions, enabling organizations to tailor strategies that align with their unique cultural and organizational contexts (Aishwarya, Aarthy & Senthilmurugan, 2021). Incorporating global practices into the discourse enriches the understanding of behavioral cynicism's impact on job performance and informs the development of comprehensive strategies for its mitigation.

Based on the findings, affective cynicism was removed from the model, and organizational cynicism practices in other countries enhance our understanding of the challenges and potential strategies for managing effective cynicism. (Arslan, 2018c). Research indicates that affective cynicism is prevalent in various cultural and organizational contexts. Different countries have implemented diverse practices, including employee support programs, mental health initiatives, and fostering a supportive work culture to mitigate the impact of affective cynicism on job performance (Nafei, 2015). This global perspective on practices provides valuable insights for organizations seeking to enhance emotional well-being and, consequently, job performance among their employees.

6. Conclusion

The thorough examination of four (04) hypotheses collectively confirms the detrimental influence of organizational cynicism on the job performance of operational-level employees. Two facet of cynicism—cognitive, and behavioral—exerts a distinct yet interconnected role in shaping job performance while affective component was removed from the model. These revelations advocate for a paradigm shift in organizational strategies, urging leaders to not only address the visible symptoms but also delve into the root causes of cynicism. The study found that organizational cynicism, regardless of its cognitive, affective, or behavioral manifestations, has a significant negative impact on job performance among operational-level employees in the rubber manufacturing industry in the Gampaha district. This discovery is crucial for organizational leaders, human resource practitioners, and scholars as it offers valuable insights into the intricacies of cynicism within this industry context. This study's significance lies in its

potential to inform practical interventions that foster a positive organizational culture conducive to improved job performance. With the nuanced insights gained through quantitative analysis, organizational leaders can strategically address the root causes of cynicism, promote employee well-being, and enhance overall organizational effectiveness.

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