

Organizational Cynicism and Job Performance in the Rubber Manufacturing Industry

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Abstract

Negative attitudes and mistrust of the organization are hallmarks of organizational cynicism, a common problem in the workplace. Employee behaviour and results have been found to be related to organizational cynicism. With an emphasis on the particular circumstances of the Seethawaka BOI Zone, this study attempts to investigate how organizational cynicism impacts the work performance of operational-level workers in the rubber manufacturing sector. The relationship between organizational cynicism and work performance in the Sri Lankan setting is not well understood, both empirically and theoretically. Thus, the study revolves around the research question of the impact of organizational cynicism on operational-level workers' job performance in the Seethawaka Zone rubber manufacturing industry. 170 operational level workers in the Seethawaka Zone rubber manufacturing sector make up the research sample. Data was gathered using standard questionnaires, and the SPSS 25 software package was used to analyze data. The analysis contributes to the body of knowledge about work performance and organizational cynicism, providing a basis for comprehending these concepts in the context of the rubber manufacturing industry. The characteristics of organizational cynicism that have the most effects on the work performance of operational-level employees who are essential to the manufacturing process. The results of this study provide managers and organizational leaders with useful information on what causes or lessens organizational cynicism in operational-level staff members. Furthermore, the study advances scholarly knowledge of the relationship between work performance and organizational attitudes in the context of the rubber manufacturing sector. The ultimate goal of this research is to provide guidance for strategies aimed at enhancing workplace culture, employee engagement, and, ultimately, job performance in the Seethawaka Zone rubber manufacturing industry. Organizations can improve employee productivity and general well-being by addressing the effects of organizational cynicism.

Keywords: *Job Performance, Manufacturing Industry, Operational Level Employees, Organizational Cynicism,*

Introduction

In the industrial sector, operational-level employees form the backbone of organizational productivity and success. The rubber manufacturing industry, a vital contributor to Sri Lanka's economy, heavily relies on the performance and commitment of these employees to meet both local and global market demands. The Seethawaka BOI Zone serves as a hub for rubber manufacturing, where operational-level employees must navigate challenging work environments characterized by demanding production schedules, resource constraints, and organizational policies.

Organizational cynicism, defined as a negative attitude encompassing beliefs about the lack of integrity within the organization, emotional frustration, and disdain toward organizational practices, is a critical factor influencing employee behavior and performance (Dean, Brandes, & Dharwadkar, 1998). Cynicism

has been shown to erode trust, commitment, and engagement, leading to detrimental outcomes such as reduced motivation, job dissatisfaction, and diminished job performance (Reichers, Wanous, & Austin, 1997; Abraham, 2000). Particularly in high-stress environments such as manufacturing, the effects of cynicism can cascade through operational processes, impacting overall organizational productivity (Cartwright & Holmes, 2006).

Job performance, especially among operational-level employees, is pivotal for achieving organizational goals. It is commonly evaluated in terms of task completion, adherence to quality standards, and efficiency in achieving desired outcomes (Campbell, McCloy, Oppler, & Sager, 1993). However, performance is often influenced by psychological and organizational factors, with organizational cynicism emerging as a significant predictor (Chiaburu, Peng, Oh, Banks, & Lomeli, 2013). Cynical employees are more likely to exhibit disengagement, resistance to organizational changes, and reduced effort, thereby impairing performance outcomes (Johnson & O’Leary-Kelly, 2003).

Research has identified several antecedents of organizational cynicism, including perceived organizational injustice, ineffective leadership, and lack of opportunities for growth (Nafei, 2015). Employees in the Sri Lankan rubber manufacturing industry often face such challenges due to resource constraints, rigid hierarchies, and high-pressure environments, which may amplify feelings of cynicism. Moreover, the manufacturing sector's demanding nature may further exacerbate these negative attitudes, as employees struggle to align their personal goals with organizational expectations (Fleming & Spicer, 2003).

Despite the relevance of organizational cynicism and its impact on job performance, there is limited research within the Sri Lankan context, particularly in the manufacturing sector. Studies in Western contexts have emphasized the need to address cynicism to enhance employee performance (Wilkerson, Evans, & Davis, 2008), but the unique cultural and economic dynamics of Sri Lanka warrant localized investigations. This study aims to bridge this gap by examining the relationship between organizational cynicism and job performance among operational-level employees in the Seethawaka BOI Zone, with a specific focus on effort as a mediating variable.

By providing insights into the dynamics of cynicism, motivation, and effort, this research seeks to offer practical strategies for reducing the negative impact of organizational cynicism and fostering a productive work environment in Sri Lanka's rubber manufacturing industry.

Statement of Problem

Organizational cynicism, characterized by distrust, disillusionment, and a lack of faith in organizational values, has become a significant issue in Sri Lanka’s rubber manufacturing industry, particularly among operational-level employees in the Seethawaka BOI Zone. This problem is exacerbated by the high-pressure work environments, repetitive tasks, low wages, and limited career growth opportunities faced by employees in this critical sector. As operational employees form the backbone of production processes, their performance is crucial for maintaining productivity and competitiveness.

The rubber manufacturing industry contributes significantly to Sri Lanka’s economy, generating \$889 million in export revenue in 2022, making it the fourth-largest export sector (Export Development Board, 2023). The Seethawaka BOI Zone, a hub for rubber manufacturers, plays a vital role in this industry. However, this zone has reported a growing trend of workforce disengagement and performance decline,

which raises questions about the impact of organizational cynicism on employee productivity. Recent studies show that 63% of operational employees in Sri Lanka are manufacturing sector experience job dissatisfaction, with cynicism being a major contributing factor (Employers' Federation of Ceylon, 2023). Furthermore, turnover rates in the rubber manufacturing industry are as high as 18% annually, surpassing the national manufacturing sector average of 12% (Department of Census and Statistics, 2023).

Research on organizational cynicism has demonstrated its adverse effects on job performance, including reduced motivation, lack of commitment, and higher absenteeism (Dean et al., 1998). In Sri Lanka's context, a study by Fernando and Jayasuriya (2022) highlighted that cynical attitudes among operational employees in a leading rubber manufacturing firm led to a 12% decline in production efficiency over three years. These findings underline the critical need to address organizational cynicism to improve job performance and overall organizational effectiveness.

Despite its importance, there is a dearth of empirical research investigating the relationship between organizational cynicism and job performance in Sri Lanka's rubber manufacturing sector. Existing studies primarily focus on broader themes like leadership and organizational culture, overlooking the operational-level workforce that directly influences production outcomes. Additionally, the cultural and economic dynamics unique to Sri Lanka make it imperative to analyze this issue within a localized framework, as global models may not fully capture the nuances of the Sri Lankan context.

This research aims to bridge the gap by exploring how organizational cynicism impacts the job performance of operational employees in the Seethawaka BOI Zone's rubber manufacturing industry. It will examine the specific dimensions of cynicism, such as distrust in management, perceived inequity, and lack of organizational support, and their influence on employee productivity and workplace behavior. By employing both qualitative and quantitative methods, this study seeks to provide actionable insights for mitigating cynicism and fostering a more engaged and efficient workforce.

Addressing this issue is critical for the sustainability of Sri Lanka's rubber manufacturing industry, which faces increasing global competition and pressure to enhance productivity. The findings of this study are expected to provide valuable recommendations for industry leaders and policymakers to strengthen employee engagement and organizational effectiveness in one of the country's most vital sectors.

According to this research, researcher focuses on the problem of **“What is the impact of organizational cynicism on job performance of operational level employees in rubber manufacturing industry in seethawaka boi zone.”**

Objectives of the Research

The general objective of the study,

“To investigate the relationship between organizational cynicism and job performance of operational level employees in rubber manufacturing industry in Seethawaka BOI Zone.”

The specific objectives of this study,

- I. “To investigate the relationship between affective cynicism and job performance of operational level employees in rubber manufacturing industry in Seethawaka BOI Zone.”

- II. “To investigate the relationship between cognitive cynicism and job performance of operational level employees in rubber manufacturing industry in Seethawaka BOI Zone.”
- III. “To investigate the relationship between behavioral cynicism and job performance of operational level employees in rubber manufacturing industry in Seethawaka BOI Zone.”

Literature Review

Job Performance

According to Jayasinghe and 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) define 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).

In this sense, "job performance" refers to the monetary and non-monetary advantages an organization receives as a result of its employees' efforts in attaining both short term and long-term objectives. The effectiveness of an employee is determined by how well they carry out their obligations. According to Singh (2016), it is a subset of human resource management and industrial and organizational psychology. Evaluation of employee performance can assist in quantifying corporate outcomes and success. According to Diamantidis and Chatzoglou (2019), the job performance of each individual is a unique occurrence. A number of individuals have recommended using the overall benefits gained as a result of an employee's actions during a certain time period to determine work performance (Borman & Motowidlo, 1997). The primary objective of the study is to shed light on the connection between organizational cynicism and job performance. In this sense, "job 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.

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, Bateman, Gilbreath, & Andersson, 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. Some other research 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).

Cinar 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 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 fails, and broken their promises to their employees, then the outcome would be poor performance, 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 the motivations and actions are not a natural personality feature; rather it is a result of the life events such as superiors and poor leadership in organization, role conflict, poor working situations such as longer working hours and higher workloads. Therefore, such unwanted and unwilling actions and situations negatively impacts on employee's efforts results will be to lower performance meanwhile they become reluctant to be commitment within organization (Risgiyanti & Hidayah, 2020). Cynicism in 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 effects negatively on itself organization at same time on employee's job performance and employee's organizational commitment (Abraham, 2000; Arslan & Jamal Roudaki, 2018).

Dimensions of organizational cynicism

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

Cognitive cynicism

In the first stage, cognitive cynicism is defined as a instance where employees tend to believe that the organization lacks justice, equity and honesty (Khalid, 2019). It is considered that all the good principles are at expense of self-interest. Here, employee performance is unpredictable, and employees make an effort to hide their true feelings towards 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.

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. These minimize the motivation and inspiration towards the entity where they work.

Several feelings make up the emotional dimension of 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 into 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 on the work are the second factor influencing job satisfaction (Durrah et al, 2019).

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 higher tendencies show more negative aspects in their organizations, they show less job performance, less commitment, which also such negative aspects result to become employee's cynic and they brings inconsiderable results in overall organization's goals (Risgiyanti & Hidayah, 2020). 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).

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 the job performance. However some scholars argued that employees with cynic attitudes can cause a favorable impact in the organization by challenging ineffective policies and procedures (Khalid, 2019). Most of the studies conclude that cynical employees create negativity in their workplace and spreads 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 working 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).

Although several studies have addressed the research issue on organizational cynicism and employee job performance in various settings in diverse social fields, the extant literature uncovers mixed results in terms of the previous relationship. As per the previous literature, there is a notable dearth of published studies exploring the relationship between organizational cynicism and employee job performance within the rubber manufacturing industry. Therefore, this study contributes to the extant knowledge by bridging the above-mentioned empirical gap as it offers a broader viewpoint of the conception and analyses the effect of organizational cynicism on job performance in rubber manufacturing companies in Seethawaka BOI Zone, Sri Lanka.

The literature reviewed in this paper suggests that organizational cynicism has a negative impact on job performance of operational level employees in a selected rubber manufacturing companies in Seethawaka BOI Zone. The findings of this literature review highlight the importance of the effect of organizational cynicism in the rubber industry and the need for organizations to focus on creating a high performing workforce. Based on the previous findings, the first hypothesis can be developed as follows.

H1: There is a negative relationship between organizational cynicism and job performance of operational level employees in rubber manufacturing industry in Seethawaka BOI Zone.

The Impact of Cognitive Cynicism on Job Performance

Cognitive cynicism is rooted in a cognitive appraisal of organizational practices, leadership, and colleagues. In their study, 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 effects employee job performance.

The other research by Meyer and Herscovitch (2011) highlights that cognitive cynicism is linked to decreased organizational commitment. Employees who are cynical may become disengaged, leading to lower motivation and, consequently, lower job performance.

According to a study by Wang, et al. (2016), It is well-documented that cognitive cynicism can directly impact an individual's task performance. Sackett and DeVore (2001) 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 the 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 (Anderrsson, 2006; Neves, 2012). 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 can be developed as follows,

H1a: There is a negative relationship between cognitive cynicism and job performance of operational level employees in rubber manufacturing industry in Seethawaka BOI Zone .

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 (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 (Dudley et al., 2016). This, in turn, can negatively affect job performance.

Based on the above literatures, third hypothesis can be developed as follows.

H1b: There is a negative relationship between affective cynicism and job performance of operational level employees in rubber manufacturing industry in Seethawaka BOI Zone.

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 higher tendencies show more negative aspects in their organizations, they show less job performance, less commitment, which also such negative aspects result to become employee's cynic and they brings inconsiderable results in overall organization's goals (Risgiyanti & Hidayah, 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 & Davis, 2010).

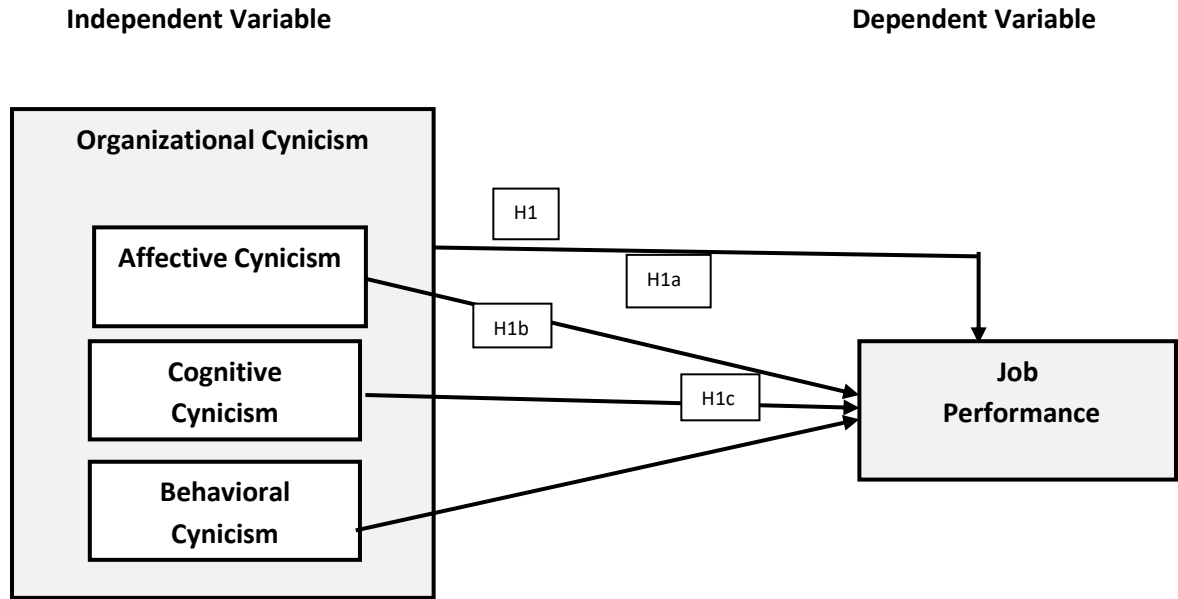
Additionally, the study of Mohammad et al.,(2022) shows that behavioral cynicism can negatively affect teamwork and collaboration. Employees who exhibit counterproductive behaviors or engage in workplace incivility can disrupt group dynamics, reducing the effectiveness of teams and, subsequently, affecting overall job performance.

Based on the previous findings, the fourth hypothesis can be developed as follows.

H1c: There is a negative relationship between behavioral cynicism and job performance of operational level employees in rubber manufacturing industry in Seethawaka BOI Zone.

The conceptual framework of this study was designed with independent variables and dependent variables.

Figure 1: Conceptual Framework



Source: Authors' Development

Population and Sampling

Researcher selected operational level employees working at the rubber manufacturing companies in Seethawaka BOI Zone as the population. As per the researcher's convenience, this study is being conducted with only three selected rubber manufacturing companies in Seethawaka BOI Zone s. The population was taken to be 310 operational level employees working in selected rubber manufacturing companies in Seethawaka BOI Zone. According to the purpose of the study, with feasibility to the samples, 170 of the total population is being considered to select the sample size. The sampling technique used in this study is convenience sampling. This nonprobability sampling method is based on the judgment of the researcher, and it involves selecting participants because they are convenient and readily available.

Data Analysis

Analysis of the demographic profile of the respondents is as follows.

Table 01: 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

The demographic profile of the study participants reveals a balanced gender distribution, with 51.2% males and 48.8% females. In terms of age, the majority fall within the 31-40 age range (41.2%), followed by those aged 41-50 (23.5%), 20-30 (21.2%), and above 50 years (14.1%). 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 41.2% having 1-5 years of service, 23.5% with 6-10 years, 21.2% with less than 1 year, and 14.1% with more than 10 years of service.

Reliability Statistics

Table 02: Reliability Test

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

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.

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 03: 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

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.

Normality

The following analysis 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 04: 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					

The standard error values associated with each variable provide insights into the variability of the estimates—for instance, the Std. The error for Cognitive Cynicism is 6.180, reflecting the degree of uncertainty or variability in the estimated skewness. Overall, the combination of mean, skewness, kurtosis, and standard error provides a comprehensive picture of the distributional characteristics of the variables.

Notably, the analysis is based on a valid dataset, considering all 170 cases in a listwise manner. This implies that no cases were excluded based on missing values, contributing to the robustness of the subsequent analyses. In conclusion, the provided descriptive statistics suggest that the variables under consideration exhibit characteristics of normal distribution, as evidenced by skewness and kurtosis values within an acceptable range. This supports the assumption of normality, a crucial condition for reliable multivariate analyses.

Correlation Analysis

The following Table 05 depicts the correlation analysis results of the study.

Table 05: Correlation

Correlations

		Job Performan ce	Cognitive Cynicism	Affective Cynicism	Behaviora l Cynicism	Organizati onal Cynicism
Job Performance	Pearson Correlation	1	-.709**	-.555**	-.732**	-.712**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	170	170	170	170	170
Cognitive Cynicism	Pearson Correlation	-.709**	1	-.695**	-.759**	-.884**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	170	170	170	170	170
Affective Cynicism	Pearson Correlation	-.555**	-.695**	1	-.806**	-.932**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	170	170	170	170	170
Behavioral Cynicism	Pearson Correlation	-.732**	-.759**	-.806**	1	-.923**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	170	170	170	170	170
Organizational Cynicism	Pearson Correlation	-.712**	-.884**	-.932**	-.923**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	170	170	170	170	170

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

The comprehensive correlation analysis provides a detailed insight into the negative associations between Job Performance and each dimension of cynicism. This underscores the intricate dynamics between cognitive, affective, behavioural, and organizational cynicism and their impact on the job performance of operational-level employees within the rubber manufacturing industry in the Seethawaka BOI Zone. The findings contribute valuable knowledge for understanding and addressing potential challenges in the workplace related to cynicism and job performance.

Hypothesis Testing

The summary of the hypothesis testing is depicted in Table 06.

Table 06: Hypothesis

Hypothesis	Null Hypothesis (H0)	Alternative Hypothesis (H1)	Statistical Significance Level (α)
H1	There is no negative relationship between organizational Cynicism and the job performance of operational-level employees in the rubber manufacturing industry in Seethawaka BOI Zone.	There is a negative relationship between organizational Cynicism and the job performance of operational-level employees in the rubber manufacturing industry in the Seethawaka BOI Zone.	$\alpha = 0.05$
H1a	There is no negative relationship between cognitive Cynicism and the job performance of operational-level employees in the rubber manufacturing industry in Seethawaka BOI Zone.	There is a negative relationship between cognitive Cynicism and the job performance of operational-level employees in the rubber manufacturing industry in Seethawaka BOI Zone.	$\alpha = 0.05$
H1b	There is no negative relationship between affective Cynicism and the job performance of operational-level employees in the rubber manufacturing industry in the Seethawaka BOI Zone.	There is a negative relationship between affective Cynicism and the job performance of operational-level employees in the rubber manufacturing industry in the Seethawaka BOI Zone.	$\alpha = 0.05$
H1c	There is no negative relationship between behavioral Cynicism and the job performance of operational-level employees in the rubber manufacturing industry in the Seethawaka BOI Zone.	There is a negative relationship between behavioral Cynicism and the job performance of operational-level employees in the rubber manufacturing industry in the Seethawaka BOI Zone.	$\alpha = 0.05$

Discussion and Analysis

Upon scrutinizing the influence of organizational cynicism on job performance, a significant negative correlation was unveiled. Elevated levels of organizational cynicism were identified as having a detrimental impact on the job performance of operational-level employees. The intricate interplay between skepticism, mistrust, and organizational outcomes underscores the necessity for strategic interventions. This discovery emphasizes the need for a holistic approach to mitigate organizational cynicism, recognizing its pervasive influence on employee 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 and

Hidayah, 2020). Extensive literature reviews suggest that organizational cynicism is a phenomenon not confined to a specific industry or region (Arslan and Roudaki, 2019). Various countries have implemented different practices to tackle this issue, emphasizing the global relevance of the problem (Simha, F. Elloy and Huang, 2014). Strategies range from fostering transparent communication and building trust to implementing organizational reforms that address the root causes of cynicism (Gkorezis, Georgiou and Theodorou, 2018).

In contrast to the null hypothesis, the quantitative analysis revealed a compelling and adverse impact of cognitive cynicism on job performance. Strong correlations, substantiated by both correlation and regression analyses, illuminated the tangible consequences of cognitive cynicism within the organizational context. These findings align with the expanding body of literature that underscores the pivotal role of the cognitive dimension in shaping workplace dynamics. The insights gleaned from this analysis underscore the importance of addressing cognitive cynicism as a critical factor influencing job performance.

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 and Senthilmurugan, 2021; Soomro, Saraih and Tunku Ahmad, 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, 2018).

The investigation into affective cynicism revealed a significant and pronounced negative correlation with job performance. This suggests that the emotional strain associated with cynicism contributes to a decline in job performance. This finding underscores the intricate interplay between affective experiences and organizational outcomes, emphasizing the substantial influence of employees' emotional states on their work effectiveness.

Organizational cynicism practices in other countries enhance our understanding of the challenges and potential strategies for managing effective cynicism. (Arslan, 2018). 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.

The examination of behavioral cynicism produced significant findings, revealing a substantial negative association with job performance. As behavioral cynicism increased, a parallel decline in job performance became evident, highlighting the tangible consequences of cynical behavioral patterns within the workplace. This underscores the importance of interventions targeting attitudes, emotions, and observable workplace behaviors.

When considering these findings in the context of the broader literature, practices from other countries contribute valuable insights. Existing literature reviews reveal that behavioral cynicism transcends geographical boundaries, impacting organizations globally (Abubakar, Megeirhi and Shneikat, 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 and 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 and 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.

Conclusion

In conclusion, this comprehensive examination underscores the profound and interconnected nature of organizational cynicism, showcasing its pervasive influence on the job performance of operational-level employees in the rubber manufacturing industry in the Seethawaka BOI Zone. The triad of cognitive, affective, and behavioral facets of cynicism collectively shape the work dynamics, urging a paradigm shift in organizational strategies. The meticulous use of rigorous quantitative methodologies, coupled with thoughtful questionnaire design and insightful data analysis, establishes a robust foundation for understanding and addressing the root causes of cynicism. These findings not only contribute to the academic discourse on organizational behavior but also hold practical implications for leaders and human resource practitioners. By fostering a positive organizational culture, re-evaluating existing practices, and implementing targeted interventions, stakeholders can create a workplace conducive to optimal job performance, thereby enhancing overall organizational effectiveness. This research serves as a clarion call for proactive measures that prioritize employee well-being, trust, and positivity, paving the way for a transformative and resilient organizational landscape.

Recommendations and Suggestions

Based on the findings and limitations of this study, several recommendations emerge for both future research endeavors and practical interventions in organizational settings. Firstly, it is advisable to diversify the industry and geographic scope of similar studies to enhance the generalizability of results, recognizing that the dynamics of organizational cynicism may vary across different contexts. Secondly, researchers should consider incorporating qualitative methods alongside quantitative approaches, such as interviews or focus groups, to delve deeper into the nuances of employees' experiences with cynicism. Exploring organizational cynicism across various hierarchical levels is also crucial, providing a more holistic understanding of its impact on job performance.

Additionally, researchers should explore additional variables that may contribute to or mitigate organizational cynicism, such as leadership styles, communication practices, and aspects of the work environment. Longitudinal research designs are recommended to uncover the temporal dynamics and causal relationships between cynicism and job performance. Practical interventions should be designed to reduce organizational cynicism and enhance employee well-being, with a focus on leadership training programs that emphasize positive organizational culture and trust-building.

Moreover, initiatives to promote employee engagement, involvement, and feedback mechanisms can contribute to a more positive workplace environment. Regular organizational assessments, including surveys and feedback sessions, are essential to proactively identify and address issues related to cynicism. Finally, knowledge transfer and training sessions should be implemented to disseminate insights gained from research, empowering organizational leaders and practitioners with the tools to create supportive work environments. By addressing these recommendations, future research and organizational practices

can collaboratively contribute to a more comprehensive and actionable understanding of organizational cynicism and its implications for job performance.

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