

The Mediating - Moderating Model of Organizational Cynicism and Workplace Deviant Behavior: (Evidence from Banking Sector in Pakistan)

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Abstract: Organizational cynicism and workplace deviant behavior are two major themes in organizational behavior literature. The purpose of this study is thus to investigate whether there is an association between organizational cynicism and workplace deviant behavior and if so, to determine the route of this relationship. Furthermore the influence of burnout as mediating variable and negative affectivity as moderating variable were also explored in the study. We propose that negative affectivity strengthens the relationship between burnout and deviant behavior and that burnout mediates between organizational cynicism and deviant behavior. Data were collected through self-administered questionnaire from 332 employees working at different positions in private sector banks from Islamabad/Rawalpindi area of Pakistan. Results from the survey showed that there is a significant positive relationship between organizational cynicism and workplace deviant behavior and the relationship between organizational cynicism and workplace deviant behavior was partially mediated by burnout and negative affectivity moderates the relationship between burnout and workplace deviant behavior. The important limitations of the study are the sample used, which is mainly from the banking sector and from Rawalpindi/Islamabad area. This study contributes to the knowledge on workplace deviance and cynicism an area of research that is almost unexplored in Pakistan. Secondly this study aims to test the relationship which has never been explored before.

Key words: Organizational cynicism • Burnout • Negative affectivity • Workplace deviant behavior

INTRODUCTION

Organizational Cynicism is an attitude that involves unfriendliness oneself from the organization due to a confidence that the organization lacks honesty and will always attempt to fool its employees [1]. According to Rusbult and Mainous [2], the impact of cynicism on employees at workplace is more on the wish to quit, experience burnout syndrome and workplace deviance. Organizational cynicism is an individual negative feelings, such as disturbance, dissatisfaction and hopelessness about the staff and organization [3]. Cynics may feel embarrassment, hatred and even dishonor when they think about their organizations. Business ethics is a system, principles, codes or values, which provide guidelines for morally right behavior and honesty in specific situations [4]. The underpinning theory of organizational cynicism is Adam's equity theory. According to Adams [5], employees evaluate their inputs

(effort, knowledge, status, intelligence) and out puts (praise, admiration, pay, promotions) to that of related others, at this point, to that of related others mean colleagues, if employees experience inequality at workplace, then it will lead towards workplace deviance.

Workplace deviant behavior is defined as actions by employees that harms an organization or its members [6] and includes acts such as theft, sabotage, verbal abuse and refusing to help. Workplace deviant behavior can have a great negative impact on organizations in terms of lost effectiveness and lost or damaged property [7]. Employee deviance turn out organizational losses expected to range from \$6 to \$200 billion annually [8]. Almost every day there are media reports of workplace deviance whether it is dishonesty, robbery, damage or harassment. Researchers report that 75 percent of employees have stolen from their employees at least once [9]. 20 percent of corporations taking part in an American Management Association survey reported they had

experienced workplace aggression and 33 percent of a population of 500 human resource professionals reported threats of violence in their workplace [10]. It is estimated that between 33 and 75 percent of all employees have engaged in other violent behaviors such as robbery, fraud, sabotage and damage [11]. According to the social exchange theory Cropanzano and Mitchell [12], the opinion that managers have of how top management cares for them influences their manners and feelings. If managers recognize their top managers as being cynical, they are going to respond with a more cynical attitude and with behavior that may possibly be harmful for the organization.

A number of authorities make indecent remarks, insult, ignore and put down their subordinates. Research and media reports suggest that becoming a sufferer of leader's insensitive dealing is a negative experience for employees. Mistreatment by leaders has been referred to in many ways, including interpersonal injustice, inequity and abusive supervision [13]. It may perhaps come with little shock then that badly treated employees react negatively to leader mistreatment and are more likely to engage in deviant behavior [14]. Taper *et al.* [15] establish a positive association between abusive supervision and deviant behavior and this association was stronger when employees had a higher intent to quit.

The study will facilitate banks to be familiar with the reality that employees are showing different problems which can have negative effects on their performance in the form of increased anxiety and uncooperative behavior. The job of bank employees is considered demanding and frequently recognized with intense workloads, plentiful targets, stress, time restrictions, conflicting demands, unnecessary paper work and repeatedly customer dealings. The study will also argue certain guiding principle which will assist banks in developing strategies to reduce cynicism and workplace deviance among bank employees. In Pakistan, workplace deviance dilemmas have been given a great deal of debate. This is obvious from the numbers of reports in the newspapers and media.

Literature Review

Organizational Cynicism: Organizational cynicism takes place when employees think that their organization is lacking integrity [16]. Organizational cynicism is a negative mind-set toward one's employing organization, comprising three portions: (1) a self-belief that the organization lacks honesty; (2) discouraging concern toward the organization; and (3) tendency to negative and

tense behaviors toward the organization [17]. When employees experience that the organization is concerned with the wellbeing of its workers, they are less likely to experience, or engage in deviance [18, 19] and conversely, the organizations in which individuals were primarily concerned with caring their own wellbeing were more likely to suffer from deviance [20]. It is observable that organizations and employees face numerous problems due to cynicism, which is defined as individual's having negative feelings about the organization, such as irritation, dissatisfaction, depression and the negative feelings incorporated by experiencing burnout syndrome, which is defined as a range of negative feelings such as fatigue, exhaustion, hopelessness and depression.

According to Cropanzano and Mitchell [12], reciprocity exists when one individual reacts in kind to another party's actions. Positive reciprocity engages the propensity to return positive act with positive act and vice versa. Reciprocity also works in negative ways, negative dealings are met with negative dealings, pressure is met with pressure and use of authority is met with use of authority. Cynic individual's having pessimistic mind-set about their organizations will start experiencing burnout syndrome as a consequence of the bad feelings they experienced [3, 7, 17, 21, 22] Furthermore, when employees build up negative feelings towards their organization, it leads toward workplace deviance [23]. Therefore, it could be hypothesized that:

H1: Organizational cynicism will positively influence burnout.

H2: Organizational cynicism will positively influence workplace deviant behavior.

Workplace Deviant Behavior (WDB): Workplace deviant behavior can take place various forms from minor acts such as blaming colleagues and disturbing co-workers to serious acts such as stealing and damage equipment. A large amount of employees involve in some form of workplace deviance e.g. absenteeism, blaming colleagues, working slow, breaking organizational rules and hiding needed resources [24]. According to Robinson and Bennett [14] the typology of workplace deviant behavior includes, political deviance, production deviance, personal deviance and property deviance. The typology of workplace deviance is presented in Figure 1. The typology illustrates two dimensions, minor versus serious and directed towards individual versus towards organizations.



Fig. 1: Showing the Typology of Workplace Deviance

Political deviance represents minor behaviors directed towards individuals in the workplace such as showing discrimination and rumors about co-workers. Personal deviance represents serious behaviors directed towards individuals including sexual harassment, verbal violence and robbery from co-workers. Production deviance consists of minor behaviors directed towards the organization including leaving before time, taking long breaks and on purpose working slow. Property deviance consists of serious behaviors directed towards the organization includes damaging equipment and theft from the organization. According to Robinson and Greenberg [25] there are three predictors of workplace deviant behavior, 1- organizational related predictors (e.g. organizational loyalty, organizational integrity and perception of organizational political affairs), work related predictors (e.g. job satisfaction and burnout) and personality related predictors (e.g. locus of control and negative affectivity).

Burnout: Initial information on burnout comes into view in 1970's in the USA. One of the initiator of a burnout idea was an American psychiatrist, Freedenberg [26], who worked in a health facilitate service. In 1974, he illustrates an incident that he experienced himself and by his colleagues (exhaustion and loss of motivation) and gave it memorizing name a burnout. Freedenberg [26] defines burnout as failure, exhaustion, loss of motivation, or individual feelings exhausted internally as a result of unfulfilled wishes. Low work performance, high turnover, cynicism, workplace deviance and high health expenses are of the negative effects of burnout [22]. According to Lieter and Maslach [27], burnout is defined as a continuous job anxiety and consists of a high level of distrust. There are many kinds of pressure on employees at workplace e.g. low pay, promotion problem, job insecurity, office politics, leadership dishonesty, leadership mistreatment, workplace conflicts and poor

working conditions [28]. According to effort-reward imbalance theory [29], as employees experience disparity between their efforts and rewards at workplace, they experience burnout syndrome.

According to Maslach *et al.*, [30] there are three dimensions of burnout, 1- emotional exhaustion, 2- depersonalization and 3- lack of personal accomplishment. Emotional exhaustion is diminishing emotional resources to get in touch with colleagues. Depersonalization is depressing emotions and cynic attitudes towards one's service or the recipient of consideration. Lack of personal accomplishment is propensity to assess himself/herself depressingly particularly about work. Burnout has been linked to negative health effects such as anxiety, depression, decreased self esteem and headaches [31]. Burnout is also linked to intention to turnover, decreased employee commitment and decreased job satisfaction [32].

According to Ozler and Atalay [3] dissatisfied, unhappy and frustrated employees experience burnout syndrome and eventually it lead towards negative outcomes such as leave early, fights with colleagues, blaming others, working slow and absenteeism. Having studied the literature, it gives the impression that organizational cynicism and burnout concepts are interconnected and there is a strong association between them, as employees are experiencing burnout syndrome due to unethical organizational practices, leadership mistreatment and organizational dishonesty, therefore outcome is workplace deviance [21, 25, 33, 34]. Therefore, it could be hypothesized that:

H3: Burnout will positively influence workplace deviant behavior.

H4: The relationship between organizational cynicism and workplace deviant behavior will be mediated by burnout.

Negative Affectivity: Negative affectivity is described as dispositional tendency to experience a mixture of negative mood states [35]. Negative affectivity is an attribute that expresses the propensity of an individual to experience a range of negative feelings across time and situations. Individuals high in NA experience more feelings of anxiety, pressure and worry. They tend to focus on their mistakes and deficiencies and hold less positive views. Conversely, positive affectivity (PA) is the general tendency to experience events as positive. Individuals high on negative affectivity are poor in maintaining effective relationships with colleagues. Negative affectivity has been defined [35] as a personality variable that expresses the level to which an individual experiences

levels of stressful feelings such as frustration, aggression, panic and nervousness. Individuals high on negative affectivity have a tendency to view themselves less optimistically when compared to individuals with high positive affectivity. Studies examining the association of negative affectivity with behaviors at workplace propose that, individuals high in negative affectivity establish minimum goals. There is a negative association between high in negative affectivity and the occurrence of prosocial activities. Individuals high in negative affectivity have been distinguished as particularly responsive to minor frustrations and anger and are more expected to experience negative emotions, such as nervousness, irritation, negative response and pain [36]. High negative affectivity individuals are more likely to practice depressing moods. Individuals high on negative affectivity have a propensity to view themselves less optimistically [37].

Researchers have suggested that the cause high negative affectivity individuals practice more negative emotions is that they see the world more pessimistically than low negative affectivity individuals [38]. As confronted with burnout conditions, high negative affectivity individuals lead towards workplace deviance [7]. Many researchers have already suggested that high- negative affectivity individuals are more potential to employ in workplace deviance generally than low-negative affectivity individuals [39, 40]. Moreover, negative affectivity moderates the association between burnout and workplace deviance [7, 21].

Therefore, it could be hypothesized that:

H5: Negative affectivity will positively influence workplace deviant behavior.

H6: Negative affectivity will moderate the relationship between burnout and workplace deviant behavior.

Theoretical Framework and Methodology

Theoretical Framework: The theoretical framework is presented in Figure 2. The diagram below shows that there is one independent variable for the study i.e. organizational cynicism. There is one dependent variable i.e. workplace deviant behavior, there is one mediating variable i.e. burnout and there is one moderating variable i.e. negative affectivity. It shows the rational link among the four types of observed variables i.e. dependent, independent, mediating and moderating variables.

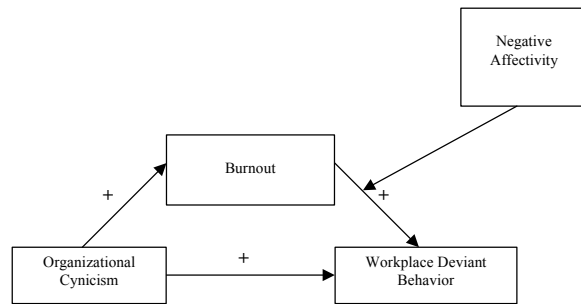


Fig. 2: Showing the Conceptual Model of Study

Note: Organizational Cynicism = Independent Variable; Burnout = Mediating Variable; Negative Affectivity = Moderating Variable; Workplace Deviant Behavior = Dependent Variable.

Data Collection Method: A personally administered questionnaire was used to collect the data. This type of data collection method was less expensive and facilitated in collecting the completed responses within a short period of time.

Sample: The characteristics of the sample are presented in Table 1. Population of the study consisted of branch manager and operatives (officer grade) of domestic private sector banks in Rawalpindi/Islamabad vicinity. There are 20 domestic private banks operating in Pakistan. These domestic private banks have approximately 336 branches in Rawalpindi/Islamabad out of which 165 are in Rawalpindi and 171 are in Islamabad. The sample of the study consisted of 380 bank employees including branch managers and operatives of domestic private banks in Rawalpindi/Islamabad. A total of 380 questionnaires were distributed by the researcher. 342 questionnaires were returned, resulting in a response rate of 90%. Of the returned questionnaires, 332 were suitable for data analysis.

Measures: The internal consistency (Cronbach's Alpha) for the scale in this study is presented in Table 2. The standardized instruments were utilized to measure the variables in this research. The entire items were measured on a 5-point Likert scale (1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree). These objects were chosen from the scales developed by well-known scholars. Organizational cynicism was measured with ten items from [41], (e.g., "I believe that my organization says one thing and does another"). The internal consistency (Cronbach's Alpha) for the scale in

Table 1: The Main Characteristics of the Sample (N = 332)

Characteristics	Frequency	Percent
Gender		
Male	210	63%
Female	122	37%
Age		
Less than 35 years	82	25%
35-45 years	170	51%
More than 45 years	80	24%
Educational Level		
14 years degree	82	25%
16 years degree	180	54%
18 years degree	70	21%
Tenure		
Less than 5 years	160	48%
5-10 years	95	29%
More than 11 years	77	23%

Table 2: Reliability Coefficient Cronbach's Alpha

S.NO	Variables	Total Items	Alpha
1	Organizational Cynicism	10	.83
2	Burnout	16	.77
3	Negative Affectivity	10	.81
4	Workplace Deviant Behavior	18	.86
5	Total	54	.81

this study was .83. Workplace deviant behavior was measured using 18 items from [14], (e.g., made an ethnic, religious or racial remark at work). The internal consistency (Cronbach's Alpha) for the scale in this study was .86.

Burnout was measured using 16 items from Maslach Burnout Inventory- General Services Scale [30], which measures burnout on three dimensions, emotional exhaustion, depersonalization and personal accomplishment. Emotional exhaustion was measured by 5 items, (e.g., "I feel emotionally drained by my work"), depersonalization was measured by 5 items (e.g., "I have become less enthusiastic about my work") and personal accomplishment was measured by 6 items (e.g., "In my opinion, I am good at my job"). The internal consistency (Cronbach's Alpha) for the scale in this study was .77. Negative affectivity was measured using ten items from Watson *et al.* [42]. This is a dispositional measure, on which employees rated their general tendency to feeling irritable, upset, nervous, afraid and guilty. The internal consistency (Cronbach's Alpha) for the scale in this study was .81.

Data Analysis: This study provides the quantitative analyses of the research findings. SPSS Version 17 was

used to analyze the collected data. The Correlation analysis and Baron and Kenny [43] three step mediation and moderation techniques were used to analyze the results.

RESULTS

The Result of the Bivariate and Partial Correlation Tests:

The results of the bivariate and partial correlation tests are presented in Table 3 and 4. From the analysis it is noted that organizational cynicism is positively correlated to workplace deviant behavior ($r = 0.817^{**}$, $p < 0.01$), Furthermore organizational cynicism is positively correlated to burnout ($r = 0.790^{**}$, $p < 0.01$) and organizational cynicism is positively correlated to negative affectivity ($r = 0.776^{**}$, $p < 0.01$) and burnout is positively correlated to workplace deviant behavior ($r = 0.683^{**}$, $p < 0.01$) and burnout is positively correlated to negative affectivity ($r = 0.667^{**}$, $p < 0.01$) and negative affectivity is positively correlated to workplace deviant behavior ($r = 0.782^{**}$, $p < 0.01$). The bivariate and partial co-relation test result indicates that the correlation between organizational cynicism and workplace deviant behavior is ($r = .817$, $p < 0.01$). However, when burnout was controlled, the correlation coefficient was reduced in magnitude ($r = .619$, $p < 0.01$) but remained statistically significant.

The Results of the Mediated Regression Approach for BO (OC - WDB):

The results of mediated regression approach are presented in Table 5. In first equation of Table 5, while analyzing the model summary, the regression coefficient received on organizational cynicism is ($\beta = 0.790$), which explains that organizational cynicism report positive relationship with burnout. In the second equation while analyzing the model summary, the regression coefficient received on organizational cynicism is ($\beta = 0.817$), which is statistically significant and explains that organizational cynicism report 81.7 % variations in workplace deviant behavior. In the third equation of Table 5, while analyzing the model summary, the regression coefficient received on organizational cynicism is ($\beta = 0.738$, $p < 0.01$), which is reduced in magnitude but statistically significant and explains that organizational cynicism report 73.8% variations in workplace deviant behavior with the inclusion of mediator. The value of adjusted R^2 indicates that about 66.6% of the variation in workplace deviant behavior can be explained by organizational cynicism and burnout. The standard error of the estimate shows that

Table 3: The Results of the Bivariate Correlation tests

	OC	BO	WDB	NA
OC	1			
BO	.790**	1		
WDB	.817**	.683**	1	
NA	.776**	.667**	.782**	1

Note: OC = Organizational Cynicism; BO = Burnout; WDB = Workplace Deviant Behavior; NA = Negative Affectivity
*p < .05, **p < .01

Table 4: Partial Correlation Controlled for BO

Variables	OC	WDB	NA
OC	1		
WDB	.619**	1	
NA	.545**	.600**	1

Note: OC = Organizational Cynicism; WDB = Workplace Deviant Behavior; NA = Negative Affectivity
*p < .05, **p < .01

Table 5: Results of the Mediated Regression Approach for BO (OC - WDB)

No.	DV	IV	Beta	T	F	R2	Adjusted R2	Std. E. of Estimates
1	BO	OC	0.790	14.705	216.225**	0.625	0.622	0.08450
2	WDB	OC	0.817	16.160	261.151**	0.668	0.665	0.07002
3	WDB	OC	0.738	8.961	131.789**	0.671	0.666	0.06989
		BO	0.100	1.214				

Note: BO = Burnout; OC = Organizational cynicism; WDB = Workplace deviant behavior. *p < .05, **p < .01, ***p < .001

Table 6: Results of the Moderated Regression Approach for NA (BO-WDB)

No.	DV	IV	Beta	T	F	R2	Adjusted R2	Std. E. of Estimates
1	WDB	BO	0.683	10.670	113.839**	0.467	0.463	0.08868
2	WDB	NA	0.782	14.297	204.416**	0.611	0.608	0.07572
3	WDB	MoD	0.801	15.256	232.731**	0.642	0.639	0.07271

Note: WDB = Workplace Deviant Behavior; BO = Burnout; NA= Negative Affectivity; MoD = NA * BO. *p < .05, **p < .01, ***p < .001

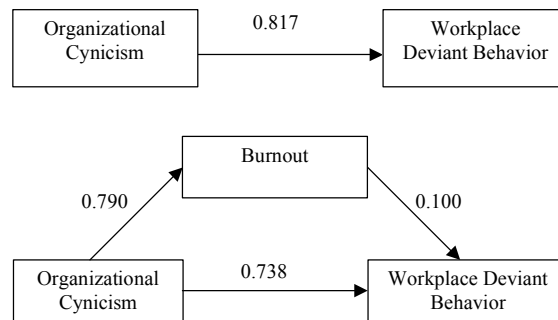


Fig. : Showing the Mediating Regression Approach

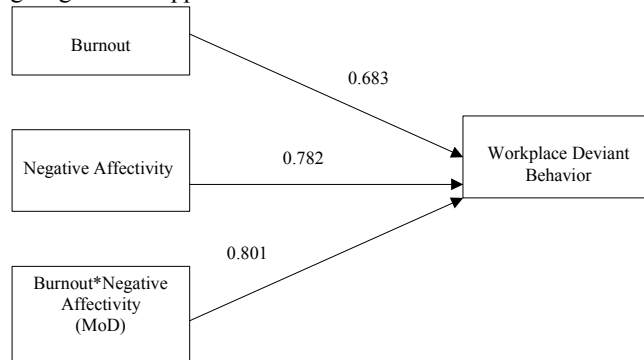


Fig. : Showing the Moderating Regression Approach

the results have normal in error. ANOVA statistics ($F=131.789$) indicates that the overall model is statistically significant. The regression equation is statistically significant and helping to understand the relationship.

The Results of Moderating Regression Approach for NA (BO- WDB): The results of moderated regression approach are presented in Table 6. In first equation of Table 6, while analyzing the model summary, the regression coefficient received on burnout is ($\beta = 0.683$), which explains that burnout report positive relationship with workplace deviant behavior. In the second equation while analyzing the model summary, the regression coefficient received on negative affectivity is ($\beta = 0.782$), which is statistically significant and explains that negative affectivity report 78.2 % variations in workplace deviant behavior. In the third equation of Table 6, while analyzing the model summary, the regression coefficient received on MoD is ($\beta = 0.801$), which is statistically significant and explains that MoD report 80.1% variations in workplace deviant behavior and it shows that negativity affectivity strongly strengthen the relationship between burnout and workplace deviant behavior. The value of adjusted R^2 indicates that about 63.9% of the variation in workplace deviant behavior can be explained by MoD. The standard error of the estimate shows that the results have normal in error. ANOVA statistics ($F=232.731$) indicates that the overall model is statistically significant. The regression equation is statistically significant and helping to understand the relationship.

DISCUSSION AND CONCLUSION

The main purpose of the study was to test a model that seeks to clarify associations between four major constructs in the organizational behavior field - organizational cynicism, burnout, negative affectivity and workplace deviant behavior. In general results showed that organizational cynicism directly effect on workplace deviant behavior. The relationship between organizational cynicism and workplace deviant behavior is partially mediated by burnout and negative affectivity moderates the relationship between burnout and workplace deviant behavior. Most important contribution of present study is the examination of burnout as a mediator and negative affectivity as a moderator. Organizations must follow few points to reduce cynicism at workplace. First of all they should not discriminate and discourage their employees in the organization. Second they should make all decisions on purely merit bases and they should provide

justice to their employees at workplace. Cynicism can be reduced by admitting fault when they happen, make an apology and quickly taking appropriate corrective actions, furthermore, employees must experience positive development programs because it increases their motivation which ultimately results in decreases workplace deviance.

Workplace deviant behavior is a major problem and it reduces employee effectiveness, which has negative effects on organizational performance. Negative feeling plays an important role at workplace, we have recommended numerous measures that organizations can take to reduce workplace deviance, including selection, minimizing stressors, training supervisors to be familiar with and handle emotional reactions of subordinates, developing a social organizational culture and enforcing policies to deal employee workplace deviance. The success of the organization may be dependent on limiting the potential for deviant behavior and if necessary, reacting to deviant behavior in a positive way, it just takes management attention, concern and attachment. It is obvious that the immoral and deviant behavior problems are of great worry to organizations. This problem must be solved by organizations if they are to stay alive.

There are some limitations in the current study that should be noted. First, the cross sectional nature of the data makes it unfeasible to illustrate inferences of causality. Second the generalizability of the results might be limited because the research was conducted in the banking sector in Islamabad and Rawalpindi. Third the study relied on the use of questionnaire to gather the necessary data. Situational variables may also influence organizational cynicism-workplace deviance relationships and would be useful for future researcher to examine. These include leadership style and reward systems. The study examining the effect of organizational culture would yield useful and interesting results.

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