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Influence of Cynicism and Counterproductive Work Behavior (CWB) with the Mediating Effect of Org Based Self-Esteem

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Abstract:

Cynicism is a state of mind that includes hostility someone from the association because of certainty that the association lacks morality and will dependably endeavor to make fool its workers Shahzad et al. (2012). As indicated by Adams, "workers assess their inputs (exertion, knowledge, position, intelligence) and out sets (admiration, esteem, salary, upgrade) to that linked others Now, to that of associated others mean associates, if workers encounter disparity at working environment, at that point it will lead towards working environment deviance" (1963).

The purpose of this paper is to identify key factors involve with the influence of cynicism on counterproductive work behavior which create problems for employee and employer relationship toward organization sincerity and productivity of city traffic police in Pakistan.

Research methodology used to collect data with simple random sampling technique through questionnaire from 225 traffic wardens working at different positions in five major cities of Punjab Pakistan.

The results of this study have shown strong correlation between cynicism and employee counterproductive work behavior, which are consistent with some prior studies conducted in Punjab, Pakistan.

The research contribution of this study is based upon the fact that this study is conducted in context of Pakistan, where the cynicism and counterproductive work behavior with mediating effect of Org. based self-esteem yet not to explored.

Keywords: Cynicism, counterproductive work behavior, org.-based self-esteem, city traffic police

1. Introduction

Cynicism is an individual negative emotion, such as aggravation, disappointment and misery Shahzad et al. (2012). Since the beginning of the Cynic school in the 5th century B.C., cynics have derided at the persistent quest of influence, assets, and realism by their associated persons Andersson and Bateman (1997). The concept of cynicism has turned into the subject of different disciplines in social discipline e.g. philosophy, religion, political science, human science, administration and psychology; Bedük et al. (2015).

Matrechia (2005) characterized organizational cynicism as workers' states of mind (negative convictions, emotions, and other associated behaviors) towards their paying organization. She additionally says that cynicism is a reaction to a past experiences and social encounters that yield promptly to the progressions inspired by natural impacts which lead toward the immoral behavior in this way, These counterproductive demonstrations may take a many structures, for example, non-attendance, work loafing, burglary, verbal and physical animosity, extortion, to name of the few aspects of deviance or counterproductive behavior of workers; Ahmed et al. (2016). Organization Based Self-esteem reveals workers' self-observation about their significance, seriousness, adequacy, skill, and value inside their organization"; Cenkci and Ötken (2014).

The purpose of the current study to explore this cynicism on counterproductive work behavior with mediating construct. Our primary objective is that cynicism is positive related to counterproductive work behavior and organization-based self-esteem as a mediator is negative related to independent, dependent variable. There is very limited evidence to test this model with all these construct, Further more Influence of cynicism and counterproductive work behavior (CWB) with mediating impact of organization based self-esteem very limited explored and has not detail tested empirically in Pakistan and it will be the first occurrence in Pakistan which will be tested on an organization of city traffic police Punjab Pakistan. In this study, therefore, "mediating role" of organization base self-esteem within the relationship of cynicism and counterproductive work behavior is being investigated. There are only a few studies conducted within the Pakistani domain, which investigate similar constructs however this will be a unique study for the city traffic police Punjab, Pakistan.

2. Literature Review

2.1. Cynicism

Organizational cynicism is characterized as understood or unequivocal brutal criticism which is offered associated with the association, adverse views and negative opinions. Fundamental thought in organizational cynicism is about absence of honorableness, genuineness, equity and truthfulness. Leaders in association rupture the said standards to determine individual advantage. However, they prompt behaviors which are based on idle thought processes and traps in association; Cenkcı, and Ötken (2014). Basic theories, on which organizational cynicism idea is constructed and not relying upon a solitary theory, when it's understood conceptually than it relates to expectancy theory, attribution theory, attitude theory, social exchange theory, emotional events theory and social motivation theory. Organizational cynicism idea is a "negative states of mind of individual regarding his/her organization" and concept of association divests trustworthiness and honesty; Pelit and Pelit (2014).

cynicism is a present natural imitating which usually a negative feelings like disappointment about human behavior, organizational cynicism is related with negative behaviors toward individual working association made out of psychological (belief), emotional dimensions which are (i) one's conviction that the firm deficit trustworthiness, (ii) a negative state of mind towards the association, and (iii) inclinations towards disproving and displaying critical behaviors towards the organization which is steady with these convictions (Rabie et al. (2016). Organizational cynicism outcomes from the way that workers have negative future desires, their organizational and individual future desires don't constitute honesty, eventual fate of organization presents vulnerability and fate of organization is influenced destructively; Cenkcı and Ötken (2014). Cynicism as negative and unreliable arrogance towards proficient and associations. Cynicism has been utilized in circumstances in which workers "disdain, put down and hate" their associations; Konaklı et al. (2013).

2.2. Counterproductive Work Behavior

Counterproductive work behavior (CWB) is a demonstration that can disruption or intentional to harm. Counterproductive work behavior (CWB) is valiant behavior that damages or determined to miffed organizations or individuals in firm; Cohen et al. (2013). Counterproductive work behaviors reveal to any activities by representatives that are intentional to harm other representatives or the organization straightforwardly; Clark (2013). Counterproductive Work Behavior (CWB) was described as "any deliberate behavior with respect to an organizational personal seen by the organization as opposed to its genuine benefits" Chernyak-Hai and Tziner (2014).

2.3. The Social Exchange Theory (SET) Framework

Counterproductive work behavior might be comprehended inside the framework of social exchange theory (SET). SET is a persuasive model in analysis of any exchange association, which speculate that human connections are shaped by the utilization of a subjective cost-benefit analysis. Its fundamental intentions are that individuals tend to replicate activities that were remunerated previously, and the more regularly a specific behavior has brought about a reward the more probable it is that a person will implement it; Homans (1958). Counterproductive work behavior is also called workplace deviance, is a segment of occupation execution that has been characterized as the range of activities that mischief representatives or establishments. This isn't to be disorganized to workplace rudeness or activities that deviant from any organizational value; Cochran (2014). According to Cohen et al. (2013) suggest measuring CWB with self-reports and take initiative to promise respondents of their secrecy, for instance by having those entire CWB evaluations online, where they feel a sensation of protection.

2.4. Org. based self-esteem (OBSE)

The foundation of OBSE concept returns to the start of organization psychology and nearly identifies with self-esteem. OBSE obviously has a difference from global self-esteem and task self-esteem and seems to give more exact estimations of self-esteem with respect to the organizational setting and the activity as far as OBSE ancestor's organizational esteem, robotic officialdoms, work intricacy, and constancy crosswise over time. The concept of Organization Based Self-Esteem (OBSE) mirrors the self-adequacy of organization individuals and has turned into a well-known research topic in Organization Behavior and Mental science. While there are numerous earlier researches about how OBSE impact a definitive worker's capability of workers, the absence of clear definition and operationalization of the employability idea has adversely impacted knowledge advancement; Sumanasiri et al. (2016).

Organization-based self-esteem (OBSE) can be characterized as "the feelings of worth or respect representatives feel inside their workplace". It has similarly characterized as the degree to which workers trust that they can fulfill their necessities by taking an interest into participating in the association. That the reason OBSE mirrors workers' self-recognition about their "significance, weightiness, viability, skill, and value inside their organization" Cenkcı and Ötken (2014). Workers get themselves vital, important, and powerful in the organizational perspective where critical consideration is rewarded to self-esteem; Rad et al. (2016). As per self-consistency theory Pierce et al. (1989) person who have high Org. based self-esteem frequently include themselves with positive behavior that is predictable with his or her own positive assessment of himself or herself. In turn, person with low OBSE tend to take part in antagonistic behavior that identifies with the image of himself or herself.

The role of OBSE in influencing the representative work-related approaches and behaviors is advocated by various past research studies. Past examinations have advocated the role of OBSE as the mediator in association between the managerial and behavioral dynamics. For example, Heck et al. (2005) found that Org. based self-esteem is a mediating

instrument between work fulfillment, effective commitment, procedural justice and leader-members exchange quality, and workplace dissensions; Abas et al. (2015).

2.5. Cynicism & Counterproductive Work Behavior

Organizational cynicism as the negative state of mind towards individual working organization and workplace deviance has been characterized as a behavior as to intentionally disregarding noteworthy organizational standards and in doing as such, exacting mischief to organization or its individuals or both. Judge et al. (2006) proposed a positive connection between organizational cynicism and deviant work behavior. Additionally, Bashir (2009) giving the reference of previous researches set forth that negative behavior follows negative state of mind so, although negative disposition, organizational cynicism is identified with deviant work behavior and there is a positive connection between organizational cynicism and DWB; (Ahmed et al. (2016)

- H1: There is a significance positive relationship between the Cynicism and counterproductive work behavior.

2.6. Cynicism & Organization based self esteem

Self-esteem is fundamental to the clarification of worker dispositions. Besides, it is asserted that OBSE is to an expansive degree, a social development that formed by certain or unequivocal messages communicated by related performing artists in the organizational condition and received and deciphered by workers as self-referent social criticism on values, abilities, characteristics and on the social estimation of these key qualities of the self-image. Likewise, being constrained to agree with administrative qualities or practices the workers can't relate to may incite sentiments of weakness, disillusionment, and dissatisfaction and get under way the procedure of self-protection or harm control. In a similar vein Erez and Early (1993) allude to the self as the CPU, transforming prompts from the social condition into information related to individual's self-image which leads toward mindsets and behavior. Subsequently, self-esteem is not only predictive of cynicism as well as acting as CPU, mediating the esteem incongruence-cynicism and occupation self-sufficiency cynicism connections; Naus et al. (2007).

- H2: There is a negative relationship between the Cynicism and organization-based self-esteem

2.7. Counterproductive Work Behavior & Org. Based Self Esteem

Organization based self-esteem assumes an important part in impacting someone's approach and manners at the workplace. This impact can be comprehended through the self-consistency theory; Pierce et al. (1989). Bowling et al. (2010) in their meta-analysis study found that OBSE has a positive association with work fulfillment, organizational commitment, job involvement, in role of work execution and organizational citizenship behavior. Their investigation demonstrated that OBSE additionally adverse relationship between turn-over intention, depression and physical indications. Nearest to this investigation Ferris et al. (2009) found that OBSE contributes adversely to the CWB-O. Past examinations (Lochman & Dodge, 1994; Donnellan, Trzesniewski, Robins, Moffitt, & Caspi, 2005; Fong, Vogel, & Vogel, 2008; Papadakaki, Tzamalouka, Chatzifotou, & Chliaoutakis, 2009) recommend that self-esteem was negatively connected with deviant behaviors; Abas et al. (2015).

- H3: There is a negative relationship between the Counterproductive work behavior and organization-based self-esteem.
- H4: Does organization-based self-esteem mediate the cynicism and counterproductive work behavior?

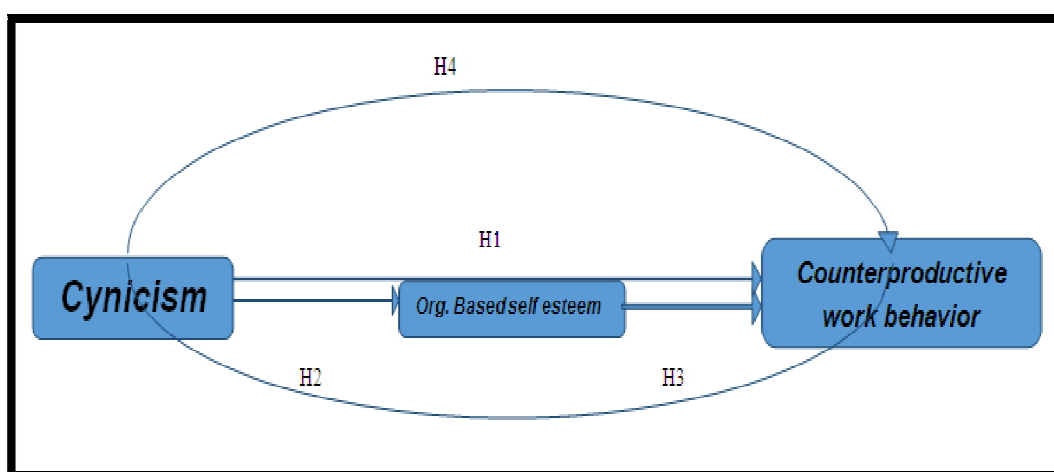


Figure 1: Theoretical Framework

3. Research Methodology

As per the characterized research objective the population in this exploration is traffic wardens of city traffic police Punjab Pakistan where cynicism is founded and its outcomes are counterproductive and deviant work behaviors. Population of this research is identified as above, Probability Sampling used to collect the sample. In this technique there is

equal chance for all employees to be select. Sampling standards are very simple that all the traffic wardens are work same nature of job "control, manage traffic and law enforcements on roads". That's why it's a very logical and reasoning to Simple Random Technique has been utilized to choose the sample of respondents from city traffic police Punjab Pakistan. A total of 280 survey forms were returned by the respondents, out of which 255 with the response rate for the study is approximately 72% were considered as complete.

3.1. Research Procedure

As per the standards of quantitative research it is necessary to collect significant numerical data, in order to conduct a meaningful analysis. Generally, this data can be collected from several sources such as survey questionnaire, structured or semi structured interviews, observations etc. the instruments included a new scale developed by Brandes, Dharwadkar and Dean (2000). Using the theoretical definition purposed by Dean et al. (1998) was used to measure organizational cynicism. Robinson & Bennett (1995) organizational deviance scale was employed to measured counterproductive work behaviors with two main parts thus interpersonal deviance section which is made up of 7 items and organizational deviant section also made up of 12 items. It is a 5-likert scale type with one representing strongly disagree 5 = strongly agree. Pierce et al. (1989) instruments for the measurement of Org. base self-esteem is the 10 items instruments. The real ability for the instruments, as determines by Cronbach's alpha, was 0.959.

3.2. Results & Discussions

3.2.1. Gender Analysis

Table 1 show the gender analysis for this research study. Primarily, frequencies related to the profile of the respondents have been presented in the table below. A total of 255 responses were recorded for the study. As indicated, the majority of respondents belonged to male 225 and female were 30 in this research study.

Gender					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	30	14.5	14.5	14.5
	Male	225	85.5	85.5	100.0
	Total	255	100.0	100.0	

Table 1: Gender Analysis

3.2.2. Age

Table 2 shows the age group of respondents. Respondent 25-30 year was 3 in number and Majority of the respondents (144 in number) was between the age group 36-50. While 107 respondents were above 31- 35 years so, there cumulative percentage is shown in table below.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	25-30 years	4	1.6	1.6	1.6
	31-35 years	107	42.0	42.0	43.5
	36-50 years	144	56.5	56.5	100.0
	Total	255	100.0	100.0	

Table 2: Demographic Profile: Age

3.2.3. Qualification

According to table below table no.5.5 more than 72% of respondents have a master's degree or above and only 28% employees working in city traffic police Punjab Pakistan are graduates.

Education					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	BA/BSC	71	27.8	27.8	27.8
	BS/MA/MSC	142	55.7	55.7	83.5
	MS/M.Phil.	42	16.5	16.5	100.0
	Total	255	100.0	100.0	

Table 3: Demographic Profile: Qualifications

3.2.4. Correlation Analysis

The apparent drifts in correlation analysis are related with the hypothesis statements proposed to this investigation. Correlation coefficient reinforce lie in the middle of - 1 to +1. In the event that the coefficient is equivalent to or close to - 1 it demonstrates that an exceptionally solid contradictory relationship existed while the on other way if the coefficient is close to +1 it shows suitable positive direct relationship existed between both constructs. In this study two

tailed test has been utilized which is known as Pearson correlation. The predefined table demonstrates the quality and direction of all factors utilized for the present research. Table 4 additionally shows the all factors are associated positively with each other.

		Com_c	Com_cwb	Com_OBSE
Com_c	Pearson Correlation	1	.852**	.865**
	Sig. (2-tailed)		.000	.000
	N	255	253	255
Com_cwb	Pearson Correlation	.852**	1	.840**
	Sig. (2-tailed)	.000		.000
	N	253	253	253
Com_OBSE	Pearson Correlation	.865**	.840**	1
	Sig. (2-tailed)	.000	.000	
	N	255	253	255

Table 4: Correlation Analysis

** Correlation Is Significant at the 0.01 Level (2-Tailed)

3.2.5. Regression Analysis

The study focuses on determining if organization-based self-esteem acts as a mediator between cynicism and counterproductive work behavior. In order to do so, multiple regression analysis needs to be conducted. The theoretical concepts related to mediation analysis have already been explained in the previous chapter. The tables below show the results of the regression analysis conducted for independent variable. Each of the steps performed below, generally help the researcher in determining if the suspected mediator is having any significant impact on the relationship of independent and dependent variables. The procedure adopted has been derived from the method proposed by Baron and Kenny in 1986.

(Note: The theoretical knowledge about all the steps performed below have already been explained in the previous chapter). Following diagram illustrates the relationships being tested in the regression analysis:

Regression Analysis of Cynicism and Counterproductive Work Behavior			
	r ²	F	Beta
Cynicism & counterproductive work behavior	.725	663.109	.825

Table 5: Cynicism and Counterproductive Work Behavior

After this regression analysis the impact of constructs cynicism and counterproductive work behavior is highly correlated and their relationship is significance. Value of R square is .725 when value of f is 663.109 and beta value is .825 which show that there is significance relationship between constructs cynicism and counterproductive work behavior and significance is .000 between both constructs. Asif Shahzad et al. (2012) revealed a significant association that organizational cynicism is absolutely associated to workplace deviant behavior (r = 0.817**, p<0.01).

Equation

$$Y = B_0 + b_1x_1 + \dots + x$$

$$Y = B_0 + .825x_1 + \dots + x$$

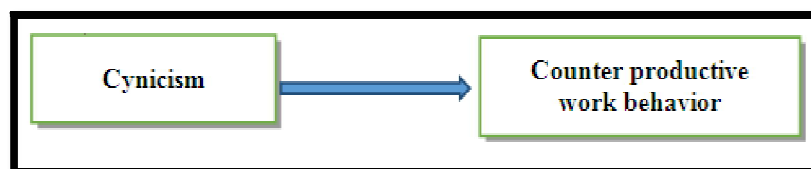


Figure 2

Thus, this hypothesis is proved and their relationship is significance. There is a significance positive relationship between the Cynicism and counterproductive work behavior of traffic police Punjab Pakistan.

Mediation Analysis			
	r ²	F	Beta
Cynicisms	.725	663.109	.498
Organization based self-esteem	.768	412.888	.409

Table 6: Organization Based Self-Esteem with Mediation of Cynicism and Counterproductive Work Behavior

Cynicism and counterproductive work behavior value of beta before mediation is .498 and when include mediator organization-based self-esteem between Cynicism and counterproductive work behavior the relationship value found is .409 which shows the 77.51% direct effect. It shows that organization-based self-esteem perfectly mediate the relationship of cynicism and counterproductive work behavior. B direct effect-B

*Indirect effect/B direct effect*100*

*.884-.498/.498*100 = 77.51%*

4. Conclusion

The consequences of this examination have demonstrated solid relationship amongst cynicism and representative counterproductive work behavior, which are reliable with some earlier studies conducted. The examination by Asif Shahzad et al. (2012) led an exceptional literature review regarding this matter and demonstrated a significant relationship that organizational cynicism is positively correlated to workplace deviant behavior ($r = 0.817^{**}$, $p < 0.01$), Hongdan Zhao et al. (2013) workplace ostracism was positively related with CWB-O ($r = .21$, $p < .01$) and CWB-I ($r = .20$, $p < .01$). Christopher Abas et al. (2015) directed an examination about organization-based self-esteem and counterproductive work behavior hence demonstrate that OBSE additionally has a significant correlation with CWB-O ($r = -.26$, $p < .001$) and Fons Naus et al. (2007) demonstrate that negative connection between organization-based self-esteem and cynicism ($r = -.55$, $p < .001$). Another examination led by Qiyu Bai et al. (2016) have demonstrated outcomes state self-esteem was negative relationship with CWB ($\beta = -.15$, $SE = .05$, $p < .01$) very similar the current study. With the help of a conceptual model, the researchers have shown that cynicism and organization-based self-esteem have a significant relationship with counterproductive work behavior. In this study, therefore, the 'mediating role' of organization base self-esteem within the relationship of cynicism and counterproductive work behavior is being investigated.

Finally, the result shows the perfect mediation by organization base self-esteem between cynicism and counterproductive work behavior. Cynicism and counterproductive work behavior direct significance positive relationship in the city traffic police Punjab Pakistan.

5. Contribution

This study is conducted in the context of Pakistan, where the organization-based self-esteem accepted as a noteworthy role on employee productivity and trustworthiness with employer.

Previously a study is conducted on this topic within Pakistan, within the banking sector and hospitals. This research study will emphasis on city traffic police Punjab Pakistan which an important public sector and traffic service organization of the country.

Furthermore, those explorations have conducted only anticipated a conceptual model & has no significant empirical explanations. This kind of study has attentive on the city traffic police Punjab is a public sector organization in Pakistan and outcomes have been produced by the empirical analysis. This study conceptual model cynicism on counterproductive with mediating effect of organization base self-esteem first time empirically investigated in domain of Pakistan.

6. Recommendations

It's perceived from the research outcomes that traffic police zone should lay emphasis on preparation and strategic management on policies.

In this research we have discussed how to minimize the impact of cynicism and its impact should be controlled the counterproductive work behavior that support to the establishments to recollect on their workers not only in city traffic police Punjab, Pakistan.

As per this research, organizations should be got benefits and remove counterproductive behavior by controlling cynicism in city traffic police Punjab, Pakistan. Employees should clearly understand the management actions rather than value their Deviant behavior.

7. Limitations and Future Directions

The target population of this study is five cities thus; it is directed to other researchers to increase the target throughout Punjab or KPK province.

Due to shortage of time and less resources the survey of this research was bounded in city traffic police with the sample of 255 traffic wardens with random sampling. It should be more accurate outcome can get by increasing sample size.

This research focuses only city traffic police Punjab, Pakistan thus it is more generalize able if researcher could include department of Punjab traffic police, Pakistan.

SPSS 22.00 has been used for the analysis of results. Use of an advanced data analysis tool (AMOS) can give more robust findings.

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