



Journal of Management & Social Science

ISSN Online: 3006-4848
ISSN Print: 3006-483X

<https://rjmss.com/index.php/7/about>

RECOGNIZED IN "Y"
CATEGORY BY



[THE CONSEQUENCES OF CYNICISM: WORKPLACE DEVIANCE AND BURNOUT (EVIDENCE FROM HEALTH INDUSTRY PAKISTAN)]

Dr. Yasir Aftab Farooqi

Assistant Professor, Faculty of Management and Administration Sciences (FMAS), University of Gujrat, Pakistan. Email: yasir.aftab@uog.edu.pk

Aamir Mehmood

Faculty of Management and Administration Sciences (FMAS), University of Gujrat, Email: Aamir.mehmood@uog.edu.pk

Shaher Bano

Faculty of Management and Administration Sciences (FMAS), University of Gujrat, Email: Shaherbano@uog.edu.pk

Saba Haider

Faculty of Management and Administration Sciences (FMAS), University of Gujrat, Email: Saba.Haider@uog.edu.pk

Ahmad Hassan

PhD Scholar, Faculty of Management and Administration Sciences (FMAS), University of Gujrat, Pakistan. Email: 22016120-004@uog.edu.pk

Review Type: Double Blind Peer Review

Journal of Management & Social Science

VOL-2, ISSUE-1, 2025

ABSTRACT

The main purpose of this study is to explore that cynicism is an important predictor of employee's job burnout and workplace deviance, we also examined the moderation of tenure on the relationship between cynicism and job burnout and also between relationship of cynicism and workplace deviance. Results with the sample size of 363, suggest that cynicism has a positive relationship with job burnout and workplace deviance, tenure does not moderate the relationship between cynicism and job burnout and also between the relationship of cynicism and workplace deviance. If employees believe that organization demonstrates concern for him he will less likely to engage in deviant behaviors

Key Words: Cynicism, Job Burnout, Workplace Deviance, Tenure

Introduction

Researchers concur that organization cynicism is a problem (Andersson, 1996; Dean, Brandes, & Dharwadkar, 1998; Stanley, Meyer, & Topolnytsky, 2005). Dean et al. (1998) defined it as "a negative attitude toward one's employing organization" comprises three components: "(1) a belief that the organization lacks integrity; (2) negative affects toward the organization; and (3) tendencies to disparaging and critical behaviors toward the organization that are consistent with these beliefs and affect". Cynicism is associated with negative emotional reactions toward the organization there are some problems of cynicism in organization, some identify cynicism as a key factor in burnout (Schraeder, Jordan, Self, & Hoover, 2016). It is compulsory that employees should have a strong relationship with the organization so that they become more loyal and much committed and don't show the cynic behaviors at workplace. The relationship between employee and employer impose a significant impact on attitudes of employees (Agarwal & Bhargava, 2013). If employees are ignored and their presence does not mean anything in organization, they will start separating from organization and slowly they will become burned out and will show cynic behaviors. Organizations should focus on the employees and don't let them any reason through which they become cynical. The equity theory is primarily Adam's motivation theory that is based on the evaluation of perceived inputs to outputs When individual think his inputs are not rewarded according to outputs and are unequal to others around him, he may feel dissatisfied and it leads to absenteeism and turnover intentions (Khan, 2014). Basically, previous studies were done on the basis of change management that when change is intervened in an organization then cynicism increases. But there are much other dimensions to be analyzed with cynicism, as the current study is analyzing cynicism with some factors which are job burnout and workplace deviance, could provide an effective output and contribution to the knowledge. Cynicism is a negative and is therefore sensitive topic to managers so it is relatively neglected in management research (Chiaburu et al., 2013). This research is on the health sector and it is observed that there are much problems in this department regarding cynicism and burnout, as we see that rewarding the job changing opportunities to the employees is a component of decreasing the cynicism. The hospital

Journal of Management & Social Science

VOL-2, ISSUE-1, 2025

nursing profession is used to be remained as a stressful job as the population ages, increasing the workloads and availability of less resources, could create such situation which can increase the cynicism (Mantler, Godin, Cameron, & Horsburgh, 2015). As we are observing now a day that in public sector, employees are becoming more cynical and showing the rebel behavior towards their organization and towards organization's policies, rules and regulations. It is being observed that health sector and the doctors are becoming more cynical, because the facilities are not provided which they deserve (Özler & Atalay, 2011). So, problem takes place when they are not provided with the facilities or the preference which they want, then this leads them to doing unethical behaviors and backstabbing about organization. So, the problem statement of the study is;

“Investigating the moderating effect of tenure on the relationship between cynicism-burnout and cynicism-workplace deviance.”

As it is observed now a day that there are some issues related health departments and also with the nurses and doctors as well, so this study will definitely give them an exposure to the current scenario and how to cope with it. It is a major challenge for the organizations to deal with the cynic employees, so administration will have a glance on the negative aspects of the health departments and will make it better. It will also help the higher authorities while making the policies about the health department and for its employees as well, which in turn will increase their performance and will bring improvements in employees as well related to this field (Ahmed, 2016). It will give an overview and the guideline to the employees and to the employers as well that how to deal with related issues.

Literature Review And Hypotheses Development

Cynicism

Cynicism is a detrimental arrogance that obstructs anticipated changes and this impression is acknowledged as imperative by social science disciplines. The existing literature about employee cynicism directs that cynicism at work roots different activities that disturb organizational commitments, business strategy and employee turnover intentions (Barton & Ambrosini, 2013). Employee cynicism is the practice of confrontation against the performance of an association and that resistance is destructive for any impending changes (Aslam et al., 2015). cynicism has a number of harmful consequences, i.e. Cynicism can destructively impact the performance of employees, upturn job dissatisfaction and employees may have low commitment to the institute as well as high intent to quit the organization (Dean et al., 1998). When the employees see that their perception is not going to accomplish then, they start becoming cynic and lead to the job disengagement and burnout. Lack of resources have also been linked to cynicism (Schraeder et al., 2016). Behavioral cynicism will appear itself in a negative perspective, disapproving behavior such as criticism of the organization, and the feeling is prevailed in employees that the organization is using them and only accomplish its personal means through them, then negative nonverbal behavior, cynic interpretations will be associated with the low emotional behavior of the employees (Dean et al., 1998).

Journal of Management & Social Science

VOL-2, ISSUE-1, 2025

Job Burnout

The Burnout is basically defined as” psychosomatic condition concerning long-lasting emotive and interactive stressors that persons have to face at the workplace”. This condition then commands their reactions to their work, burnout is being associated with a number of harmful effects (Simha, Elloy, & Huang, 2014). Burnout is a projecting issue that is afflicting organizations now a day (Simha et al., 2014). It is usually assumed to be a three-dimensional concept comprising of three mechanisms – emotional exhaustion, depersonalization, and reduced personal achievement. Emotional enervation states to the phenomenon of reduction of one’s emotional resources, while depersonalization refers to an undesirable arrogance to other people or the job itself, and reduced personal attainment refers to a reduction in spirits of job capability and efficiency (Fernet, Gagné, & Austin, 2010). Burnout is a solemn state with perceptible experiences that can indicate to inflated and dangerous concerns for organizations (Liang, 2012). Van Emmerik et al. (2005) opine that it is the matter of fact that those employees which are exhausted don’t want to invest their time and the efforts for the organization. Hülshager et al. (2013) says that depersonalized mannered workers when work with others the other workers also tend to become to the withdrawing behavior and cynic behavior. The consequences of burnout are multipul which includes disorder, depression, obesity, and it also has an adverse influence on eminence of life of an employee (Adriaenssens, De Gucht, & Maes, 2015). The burnout appearance could be produced by the stressor functions through personal and the organizational levels as well, burnout is said to be the interaction between the other variables in the affected environment according to transactional model while understanding burnout manifestation (Kokkinos, 2007).

Workplace Deviance

Workplace deviant behavior is related to the disturbing the coworkers blaming them and working slow (Shahzad & Mahmood, 2012). Workplace deviance is a negative behavior of employees. It is a state in which employees are supposed to do some activities like vandalism, fraud and absenteeism. Researchers estimated that workplace deviant behavior is greater in government organizations if it compared with the private organizations (Alias, Ismail, & Samah, 2013). Deviance may be a reflection of one’s charisma, a response to the workplace experiences, or a you can say as organization’s culture reflection (Sims, 2009). (Alias et al., 2013). The characteristics of an individual like negative state of emotional thinking etc. may contribute to increasing the prevalence of workplace deviance. (Sims, 2009). (Nasir & Bashir, 2012). It is observed in Pakistan that those organizations which are owned by the government whether it is semi-government or government organization, most of them are affected by the negative and deviant behaviors (Nasir & Bashir, 2012). The interpersonal deviance is such a behavior through which other employees are influenced negatively in the organization, it is the much need of all the organizations to cope with these types of issues and behaviors which have adverse effects on organization and on employees as well, such behaviors results in enhancing some negative aspects which are, turn over, stress, low concentration on work bad reputation, low productivity, increased costs, and low morale of the employees (Shamsudin, Subramaniam, & Ramalu, 2014). Organizational

Journal of Management & Social Science

VOL-2, ISSUE-1, 2025

deviance includes the production and property deviance, studies have reported that some forms of production deviance and property deviance are more likely to involve employees who are young, new to their job, work part-time, and have low-paying positions (Peterson, 2002).

Tenure

The length of the time period which an employee spends in an organization is termed as tenure, and it reflects that the experience that employees have accumulated in their organizations (Ohana, 2014). Tenure plays an influential role in psychological research and management's research (Gkorezis, Hatzithomas, & Petridou, 2011a). There are three stages of the tenure which include, Trial, Establishment and Learning (Gregersen, 1993). The first stage is working stage. Some authors defined it as a "work through" term, in which an employee is motivated and work with his full energy, try to gain social capital and want to make some space in the organization (Gregersen, 1993). The second stage is establishment in which an employee tries to gain some knowledge and commands regarding the work. The third stage of learning, in which employees get expertise in their job and are considered to be perfect professional. The time period which an employee gives to the organization is an investment, and the long tenured employees feel more attachment with their organization because they think that if something will be wrong then they will be affected more than others (Ohana, 2014).

Cynicism-Job Burnout

While many readings in the past inspected the experiences of burnout, very rare studies, have ever inspected the rather spontaneous link between burnout and organizational cynicism, and no study has ever sought to explore (Simha et al., 2014). When resources are lost or the resources are less then burnout could take place, it is to be predicted that the cynicism is a component through which we can measure the negative outcomes and burnout as well, we can say that the person who is burned out will become cynical. Cynicism is associated with job burnout. It was being analyzed that the burnout and the cynicism both notions are interrelated, and keeps the strong relationship with each other, it is also said in many studies that the dimension of burnout that is depersonalization and the cynicism are same (Özler & Atalay, 2011). The studies which are related to the stress tells that there is a close relation in cynicism and burnout (Qian & Daniels, 2008). Correspondingly depersonalization and cynicism have been the cause of a mental gap between the organization and the employees and impose the negative factors on the job and satisfaction of employees, with this consideration we can say that cynicism leads to the negative outcomes which are equally harmful for both employees and organization (Arabaci, 2010). When employees feels that the organization is concerned with their workers and cooperate with them in different matters then they don't go cynical (Shahzad & Mahmood, 2012) and if they are not becoming cynical finally they don't burned out.

H1: *Cynicism will have a positive effect on job burnout.*

Cynicism-Workplace Deviance

The cynicism is probably positively associated with the workplace deviance behavior. The employee deviance is said to be the volunteer behavior of the employees that refuse to

Journal of Management & Social Science

VOL-2, ISSUE-1, 2025

follow the most important norms of the organization this behavior costs on the wellbeing of the individuals and the organization” (Evans et al., 2010). there is a positive association between cynicism and workplace deviance as it is also proposed by (Judge, Scott, & Ilies, 2006), and (Bashir, 2009). Hussain, Gul, Usman, and Islam (2016) discussed in their study that the social exchange theory tells that The people are tending to cooperating with the other people for taking the benefit of cost analysis, the theory suggests the employees also expect some social commitments with the economic requirements from their employees (Sturges, Conway, Guest, & Liefvooghe, 2005). Workplace issues lie at the heart of organizational behavior research because of their significant impact on employees and organizations, several factors that may lead to deviant work behavior, interactional injustice, dissatisfaction, self-control, payment inequality, psychological contract, cynicism, job autonomy (Ahmed, Kiyani, & Hashmi, 2016). If employees feel that the work efforts and their inputs which are provided to the organization are more than their outputs in the employer-employee relationship, then negative intentions take place and deviant behaviors will be followed by employees (Sturges et al., 2005).

H2: Cynicism will have a positive effect on workplace deviance.

Moderating Role of Organizational Tenure between Cynicism-Job Burnout

In most of the fields tenure is considered to be a control variable in different studies, there would be a direct effect of tenure on the job-related activities, in fact several studies suggested that the tenure could moderate different relationships (Ohana, 2014). . This study attempts to capture the possible effects of tenure with cynicism and burnout, tenure is related with the job-related activities either they are positive or negative. Employees with the long tenure might progressively become much burned out and have low level of motivation because of facing the unfavorable attitudes of organization then new employees (Gkorezis, Hatzithomas, & Petridou, 2011b). Those people who get higher commitments in the early stages of career they are seem to be less cynical in middle and the last stage (Bensimon, 2004). The effect of the tenure on the organizational factors or individual factors are quite different from the effects of aging and experience, when satisfaction decreases then negative behavior increases and then cynic behavior takes to the burnout (Gibson & Klein, 1970).

H3: There will be a moderating effect of tenure on relationship between cynicism and job burnout.

Moderating Role of Organizational Tenure on Relationship between Cynicism-Workplace Deviance

cynicism leads to the negative activities on workplace. Tenure will play a moderating role between the relationship of cynicism and workplace deviance. For the behavioral manifestation the cynic people probably defame about the organization (Evans et al., 2010). When a person becomes cynic, then he does unethical activities like misbehaving, fraud, absenteeism, backstabbing, and do not accept the norms and values of the organization as well. Employees become more influential as they accumulate tenure (Avery et al., 2011). The individuals doing job try to settle their job and duties in such a way that they could make it easily manageable, and they try to avoid those imperfect settings which could produce

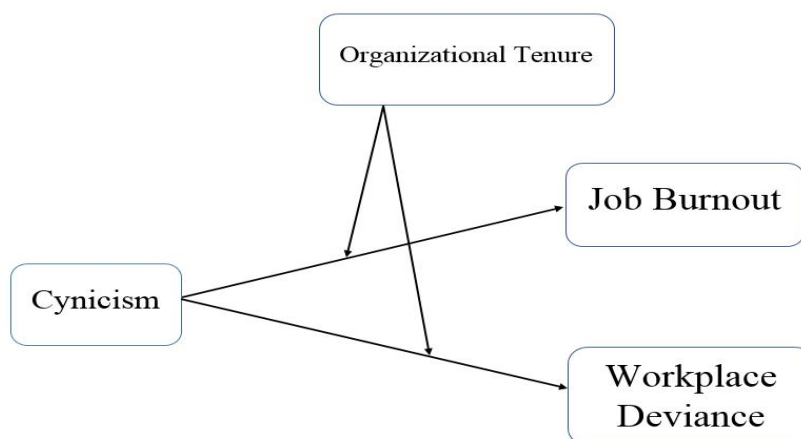
Journal of Management & Social Science

VOL-2, ISSUE-1, 2025

stress for them, if they found it stressful then deviant behavior becomes stronger, thus, the concluding results of these effects on the workplace are used to be more in early stage then the later one in the tenure of the employee's job (Bradley, 2007). Tenure provides an edge to the employees to cope and to reduce the stress at work, the model of career development gives the arguments in support to the stressor's expectations (deviant behaviors) and the relationship of performance will be different as the tenure increased (Shirom et al., 2008). The initial period termed as honeymoon is of maximum of 3 months to 2 years (Huang et al., 2006). After some time period, having joined the organization, For the fulfilment of the family and the social goals employees has to shift his priorities accordingly, and such goals and priorities are of high value in the community. Due to this shift in concerns they cannot give attention on the work so that workplace deviance may boost up with the passage of time. In this moderating relation tenure play its role.

H4: There will be a moderating effect of tenure on the relationship between cynicism and workplace deviance.

Proposed Framework



Methodology

The targeted population is health sector, employees working in Gujrat, in this region there are 3950 employees. The sample size extracted using TaroYamane's Formula Yamane (1967) $n = \frac{N}{1 + N(e)^2}$. Form total population of 3950 sample size was of 363 respondents; so, from each stratum 121 respondents were selected for the purpose of collecting data. Data collection procedure included closed ended reliable questionnaire adopted from various papers like cynicism, (Abubakar & Arasli, 2016) burnout (McGregor, Magee, Caputi, & Iverson, 2016) and workplace deviance (Bennett & Robinson, 2000). The questionnaires were distributed among the employees with some preliminary instructions or better understanding about the questionnaire, so that it could become easy to give appropriate response.

Cynicism was measured using scale developed by (Abubakar & Arasli, 2016). It will be measured on five point Likert scale strongly disagree 1 to strongly disagree 5. Some items are (I believe top management says one thing and does another).

Job burnout was measured using the items developed by (Bennett & Robinson, 2000). And

Journal of Management & Social Science

VOL-2, ISSUE-1, 2025

the items used in it are (I enjoy my work, I have no symptoms of burnout).

Workplace deviance was measured using items (Worked on a personal matter instead of work for your employer). (Discussed confidential company information with an unauthorized person). (Made an ethnic, religious, or racial remark or joke at work), (Bennett & Robinson, 2000). It is measured through Never 1 to every time 5.

In first step, we ran CFA to assess the validity and reliability of our data. The theoretical model developed was tested through analyzing the measurement model fitted to data. There is some basis which provided help to draw conclusions on the basis of results. There are the thresh hold values provided i.e. chi square should be less than 3, Tucker Lewis index should be more than .90, comparative fit index should be greater than .90, and root mean square should be less than .80. In second step, we used common latent factor method in order to reduce the possibility of common biases may prevail in our data as suggested by (S. B. MacKenzie & Podsakoff, 2012). In third step, we ran regression in order to check the main effects of our variables. In fourth step we analyzed the moderating effect through two interactions terms as used by (Hameed, Roques, & Arain, 2013). According to Straub, Boudreau, and Gefen (2004), the minimum value of all the loadings of item should be greater than 0.40. For all the constructs (i.e. cynicism, job burnout, workplace deviance). For cynicism loadings ranged from .421 to .613, for job burnout its ranged from .407 to .522, and for workplace deviance .403 to .658.

Data Analysis and Results

Confirmatory factor analysis was conducted for the validity of the constructs used in this study. We discuss the model fitness first, According to Hair, Black, Babin, Anderson, and Tatham (1998) the value of CMIN/df should be less than 3, the comparative fit index should be greater than .90 Tucker Lewis index should be greater than .90, and RMSEA should be less than .80. according to this criterion the chi square is 2.178 which is less than 3 which means that it is good. While TLI is .872 which is much close to the standard .90. CFI is also close to the standard value .89. and RMSEA is good fit as it is less than .08. According to CFA we have the values of Factor loadings of the variables as, cynicism's factor loadings are in between .82-.95 and the Cronbach's alpha of cynicism is .755, Average Variance Extracted value is .817 and Construct reliability is .93 which means that all the requirements are being fulfilled for the constructs of cynicism. The factor loading of job burnout lies between .51-.72, Cronbach's alpha is .657 and the Average variance extracted is .511, and the construct reliability is .73. Factor loading for the workplace deviance lies between .81-.96 and Cronbach's alpha is .90, Average variance extracted is .846 and constructs reliability is .95, so it is said that the requirements are fulfilled for the constructs used in the research. Harman's one-factor test was used to check common method bias. Harman's one-factor test yielded 27.37 % variance extracted. It does not impose any threat to our data because if variance extracted exceeds 50 % then our data could be biased. To find out the relationship between dependent and independent variables correlation is used. In order to check the relationships of this study we used Pearson correlation. The correlation table shows the results that there is significant positive relationship between the independent and dependent variables. The values of correlation have been analyzed are, cynicism with workplace deviance .679**,

Journal of Management & Social Science
VOL-2, ISSUE-1, 2025

cynicism with job burnout .301**. And workplace deviance with cynicism .679**, workplace deviance with job burnout .372**. Job burnout with cynicism .301**, job burnout with workplace deviance .372 **.

Journal of Management & Social Science
VOL-2, ISSUE-1, 2025

TABLE no: 9
Correlations

	Means	S. D	Gender	Marital status	Working Hours	Salary	Tenure	Education Level	Designation	Cynicism	WPD	B.O
Gender	-	-	-									
Marital Status	-	-	-.108	-								
Working Hours	1.5224	.89426	.228**	.095	-							
Salary	1.4367	.83044	.389**	-.071	.221**	-						
Tenure	3.5224	1.13644	.026	.001	.150*	.057	-					
Education Level	-	-	-.051	-.037	-.116	-.020	-.032	-				
Designation	-	-	.008	.073	.101	.012	.002	-.780**	-			
Cynicism	3.6178	.49458	.087	-.124	-.001	.126*	.137*	.009	-.021	-		
WPD	3.6976	.57234	.104	-.036	.045	.129*	.191**	.007	.032	.679**	-	
B.O	3.6727	.61173	-.004	-.011	-.032	.115	.472**	.023	-.022	.301**	.372**	-

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

* . Correlation is significant at the 0.05 level (2-tailed).

Journal of Management & Social Science

VOL-2, ISSUE-1, 2025

For the relationship of cynicism and job burnout, R-square value .091 shows that the only 9.1 % variance has been occurred in the Job burnout by cynicism, ($F = 24.255$, $P < 0.001$). Furthermore, it is also examined by the coefficient table that $B = .373$, $P < 0.001$ so the cynicism is the significant predictor of the job burnout.

For the relationship of cynicism and workplace deviance, R-square change has indicated the variation in the workplace deviance by the independent variable cynicism. The R-square value .461 indicates that only 46.1 % variance has been incurred explaining by cynicism, ($F = 24.255$, $P < 0.001$). while analyzing the coefficient table it is being revealed that cynicism $B = .373$, $P < 0.001$ is a significant predictor of the workplace deviance, so finally the P value is less than 0.05 which shows us that the whole model is said to be significant.

The moderating hypothesis proposed that tenure will moderate the relationship between cynicism and job burnout. According to the Preacher and Hayes (2013) process macro we analyzed the moderating effect of tenure in the relationship between cynicism and burnout. Results are, the interaction term's sig. value is .8583 which is not significant moreover according to the Lower Level for Confidence Interval (LLCI) and Upper Level for Confidence Interval (ULCI) in the process macro values should not include zero between, both values should be on same side rather positive or negative. Values from the analysis are LLCI -.1569 and ULCI .1308, it means that values include zero in between. So, there is no moderation in this relationship. Statistical results rejected the hypothesis that there is moderating effect of tenure on relationship between cynicism and job burnout.

For the last hypothesis, according to the Preacher and Hayes (2013) macro process we analyzed the moderating effect of tenure in relationship between the cynicism and workplace deviance. Results are, the interaction term's sig. value is .3383 which is not significant moreover according to the Lower Level for Confidence Interval (LLCI) and Upper Level for Confidence Interval (ULCI) in the process macro values should not include zero between, both values should be on same side rather positive or negative. Values from the analysis are LLCI -.2003 and ULCI .0691, it means that values include zero between so there is no moderation in this relationship. Statistical results rejected the hypothesis that there is moderating effect of tenure on relationship between cynicism and workplace deviance.

Hypothesis		Results
H1	Cynicism will have a positive effect on job burnout.	Supported
H2	Cynicism will have a positive effect on workplace deviance.	Supported
H3	There will be a moderating effect of tenure on relationship between cynicism and job burnout.	Not Supported
H4	There will be a moderating effect of tenure on the relationship between cynicism and workplace deviance.	Not Supported

Discussion and Future Recommendations

Researcher has successfully tested the hypothesis from which two hypotheses are accepted and two are rejected, due to some logical reasons. From first hypothesis, we found that there is a positive relationship between cynicism and job burnout, the positive relationship of cynicism with job burnout tells us that with the increase of cynicism job

Journal of Management & Social Science

VOL-2, ISSUE-1, 2025

burnout will also increase, if cynicism decreases then job burnout will also decrease because positive relationship prevails between variables. An employee when show cynic behavior he also tends to be burned-out. It is statistically proved that cynicism leads to the job burnout and with the increase of cynicism job burnout will also increase which is a positive relationship, the previous research also support this (Özler & Atalay, 2011).

The second hypothesis was about relationship of cynicism with workplace deviance. Statistical results show that cynicism has a positive relationship with workplace deviance. If cynicism increased the workplace deviance is also increased. Those employees who are cynic they will be also engaged in the deviant behavior in the organization. When policy and regulations are not much irritating neither cynicism will take place nor workplace deviance. Results proved that there is a positive relationship of cynicism with workplace deviance, increasing of deviant behaviors depends upon the increasing of cynicism. Because if cynicism will high then deviant behaviors will also be high, if cynicism will less then deviant behaviors will also be low as the previous studies by Ahmed et al. (2016) proved. Positive relationship between cynicism and workplace deviance was also proved by Evans et al. (2010).

Third hypothesis was about moderating effect of tenure on the relationship between cynicism and job burnout. This hypothesis was rejected according to the results because there was no moderation occurrence between the relationship of cynicism and job burnout. In recent times the internal situation of strikes and negative aspects has been reported frequently in the newspapers and social media. All prospective employees know prevailing circumstances in advance. So, that tenure leaves no effect. Furthermore, some employees are inefficient and they do not bother with the promotions and perfections in their career due to this there is no effect of tenure. Another reason could be that people used to bad mouth about the health sector weather they are employee of health sector or not, if one becomes the employee tenure will not affect his working behavior because he already knows about the situation. Increased rate of unemployment is also a reason because people prefer to work in government organizations, in any case they do not stop working they become cynical and burned out sometimes but does not leave the organization, that's why tenure leaves no effect. A study also supports that tenure does not moderate (Robertson & Cooper, 2015).

Fourth hypothesis was about moderating effect of tenure on the relationship between cynicism and workplace deviance. This hypothesis was rejected statistically because the results show that moderation does not ensues between the positive relationship of cynicism with workplace deviance. It means that tenure does not affect this relationship in this study. Tenure also have the moderating affects in different studies but in this study, there are some reasons of not affecting the relationship as a moderator that populations respondents have the multiple options. The internal situation of strikes and negative aspects has been reported frequently in the newspapers and social media. All prospective employees know prevailing circumstances in advance. So, that tenure leaves no effect. Furthermore, some employees are inefficient and they do not bother with the promotions and perfections in their career due to this there is no effect of tenure. Another reason could be that people used to bad mouth about the health sector weather they are employee of health sector or not, if one becomes the employee tenure will not affect his working behavior because he already knows about

Journal of Management & Social Science

VOL-2, ISSUE-1, 2025

the situation. Increased rate of unemployment is also a reason because people prefer to work in government organizations, in any case they do not stop working they become cynical and burned out sometimes but does not leave the organization, that's why tenure leaves no effect. A study also supports that tenure does not moderate (Igbaria & Shayo, 2004).

Implications

This study gives an exposure to the current scenario and reveals that how health care department needs to cope with it by developing deep understanding of employee cynicism as it is a major challenge for the organizations to deal with the cynic employees. The results of the study will also help the higher authorities while developing strategies and policies about the health department and for its employees as well, which in turn will increase their performance and will bring improvements in employees. On the other hand, this study provides deep understanding of the concepts and add some fruitful and valuable contributions for the existing literature in the specific area of the study. Firstly, it incorporates the literature of the cynicism with burnout and workplace deviance which are associated with each other. Secondly it gives extension to the previous studies which were based on these relationships. So, as a whole the study has dual impact on policy and practice adopted in health sector, and also in the shape of its contribution in the existing literature.

Limitations and Future Recommendations

The major limitation for this research was the time period. The time period was very short so that cross sectional data was collected and analyzed. For avoiding this constrain and finding more authentic results future research should be longitudinal. Future research could be conducted for the more geographical areas so that it could cover the wide range of responses and comprehensive information. Data was collected through self-distribution it could give more perfection if we go to the higher authority of the concerned institution then collect data through involving the higher authority, it will give us more reliable and valid data. The same process could be used for collecting data through interviews and focused groups etc. Moreover, this study covers workplace deviance job burnout and cynicism, in accordance with this view job performance and job satisfaction should be analyzed with these variables. This also give another direction that moderation effect of tenure could be analyzed through intervals and according to the phases, every phase will give more authentic results. It would be better way to analyze tenure as a moderator then it could give much better results and contribute to research. Further research should be conducted in the services sector like educational sector, on lawyers, police etc. Regarding the health sector personals, it is important to understand the relationship among cynicism, job burnout and workplace deviance and by deep understanding of the phenomenon the health sector management can devise policies and practices that can help to reduce the causation factors of these negative outcomes of the employees.

References

- Abubakar, A. M., & Arasli, H. (2016). Dear top management, please don't make me a cynic: intention to sabotage. *Journal of Management Development*, Vol. 35 (Vol. 35 Iss 10), pp. 1266 – 1286.
- Agarwal, U. A., & Bhargava, S. (2013). Effects of psychological contract breach on

Journal of Management & Social Science

VOL-2, ISSUE-1, 2025

- organizational outcomes: Moderating role of tenure and educational levels. *Vikalpa*, 38(1), 13-26.
- Ahmed, W., Kiyani, A. A., & Hashmi, S. H. (2016). The study on organizational cynicism, organizational injustice & breach of psychological contract as the determinants of deviant work behavior.
- Andersson. (1996). Employee Cynicism: An Examination Using a Contract Violation Framework. *Human Relations*, 49(11), 1395-1418.
- Adriaenssens, J., De Gucht, V., & Maes, S. (2015). Determinants and prevalence of burnout in emergency nurses: a systematic review of 25 years of research. *International journal of nursing studies*, 52(2), 649-661.
- Alias, M., Ismail, R. M. R. a. M., & Samah, B. A. (2013). Predictors of workplace deviant behaviour. *European journal of training and development*, Vol. 37(Iss 2), pp. 161 – 182
- Arabaci, I. B. (2010). The effects of depersonalization and organizational cynicism levels on the job satisfaction of educational inspectors. *African Journal of Business Management*, 4(13), 2802.
- Aslam, U., Arfeen, M., Mohti, W., & Rahman, U. u. (2015). Organizational cynicism and its impact on privatization (evidence from federal government agency of Pakistan). *Transforming Government: People, Process and Policy*, 9(4), 401-425.
- Avery, D. R., McKay, P. F., Wilson, D. C., Volpone, S. D., & Killham, E. A. (2011). Does voice go flat? How tenure diminishes the impact of voice. *Human Resource Management*, 50(1), 147-158.
- Bennett, R. J., & Robinson, S. L. (2000). Development of a Measure of Workplace Deviance. *Journal of Applied Psychology*, Vol. 85,(No. 3), 349-360.
- Barton, L. C., & Ambrosini, V. (2013). The moderating effect of organizational change cynicism on middle manager strategy commitment. *The International Journal of Human Resource Management*, 24(4), 721-746.
- Bashir, S. (2009). Antecedents of Counter Work Behavior in Public Sector Organizations. An Asian Perspective. *IJCRB*, 58.
- Bensimon, P. (2004). *Correctional Officer Recruits and the prison environment: A research framework*: Correctional Service of Canada.
- Bradley, G. (2007). Job tenure as a moderator of stressor–strain relations: A comparison of experienced and new-start teachers. *Work & Stress*, 21(1), 48-64.
- Brandes, P., & Das, D. (2015). Locating Behavioral Cynicism at Work: Construct Issues and Performance Implications. 5, 233-266.
- Chiaburu, D. S., Peng, A. C., Oh, I.-S., Banks, G. C., & Lomeli, L. C. (2013). Antecedents and consequences of employee organizational cynicism: A meta-analysis. *Journal of Vocational Behavior*, 83(2), 181-197.
- Dean, J. W., Brandes, P., & Dharwadkar, R. (1998). Organizational cynicism. *Academy of Management review*, 23(2), 341-352.
- Evans, W. R., Goodman, J. M., & Davis, W. D. (2010). The Impact of Perceived Corporate Citizenship on Organizational Cynicism, OCB, and Employee Deviance. *Human Performance*, 24(1), 79-97.
- Fernet, C., Gagné, M., & Austin, S. (2010). When does quality of relationships with coworkers predict burnout over time? The moderating role of work motivation. *Journal of Organizational Behavior*, 31(8), 1163-1180.

Journal of Management & Social Science

VOL-2, ISSUE-1, 2025

- Gibson, J. L., & Klein, S. M. (1970). Employee attitudes as a function of age and length of service: A reconceptualization. *Academy of Management Journal*, 13(4), 411-425.
- Gregersen, H. B. (1993). Multiple Commitments at Work and Extrarole Behavior During Three Stages of Organizational Tenure. *Journal of Business Research*, 26, 31-47.
- Gkorezis, P., Petridou, E., & Xanthiakos, P. (2014). Leader positive humor and organizational cynicism: LMX as a mediator. *Leadership & Organization Development Journal*, 35(4), 305-315.
- Hair, J. F., Black, W. C., Babin, B. J., Anderson, R. E., & Tatham, R. L. (1998). *Multivariate data analysis* (Vol. 5): Prentice hall Upper Saddle River, NJ.
- Hameed, I., Roques, O., & Arain, G. A. (2013). Nonlinear Moderating Effect of Tenure on Organizational Identification (OID) and the Subsequent Role of OID in Fostering Readiness for Change. *Group & Organization Management*, 38(1), 101-127.
- Huang, X., Shi, K., Zhang, Z., & Cheung, Y. L. (2006). The impact of participative leadership behavior on psychological empowerment and organizational commitment in Chinese state-owned enterprises: the moderating role of organizational tenure. *Asia Pacific Journal of Management*, 23(3), 345-367.
- Hülshager, U. R., Alberts, H. J., Feinholdt, A., & Lang, J. W. (2013). Benefits of mindfulness at work: The role of mindfulness in emotion regulation, emotional exhaustion, and job satisfaction. *Journal of Applied Psychology*, 98(2), 310.
- Hussain, S., Gul, H., Usman, M., & Islam, Z. U. (2016). Breach of Psychological Contract, Task Performance, Workplace Deviance: Evidence from Academia in Khyber Pukhtunkhwa, Pakistan. *International Business and Management*, 13(2), 12-20.
- Igbaria, M., & Shayo, C. (2004). *Strategies for managing IS/IT personnel*: IGI Global.
- Judge, T. A., Scott, B. A., & Ilies, R. (2006). Hostility, job attitudes, and workplace deviance: test of a multilevel model. *Journal of Applied Psychology*, 91(1), 126.
- Khan, M. A. (2014). Organizational Cynicism and Employee Turnover Intention: Evidence from Banking Sector in Pakistan. *Pakistan Journal of Commerce & Social Sciences*, 8(1).
- Kokkinos, C. M. (2007). Job stressors, personality and burnout in primary school teachers. *British Journal of Educational Psychology*, 77(1), 229-243.
- Liang, Y. W. (2012). The relationships among work values, burnout, and organizational citizenship behaviors. *International Journal of Contemporary Hospitality Management*, 24(2), 251-268.
- MacKenzie, S. B., & Podsakoff, P. M. (2012). Common Method Bias in Marketing: Causes, Mechanisms, and Procedural Remedies. *Journal of Retailing*, 88(4), 542-555.
- McGregor, A., Magee, C. A., Caputi, P., & Iverson, D. (2016). A job demands-resources approach to presenteeism. *Career Development International*, 21(4), 402-418.
- Mantler, J., Godin, J., Cameron, S. J., & Horsburgh, M. E. (2015). Cynicism in hospital staff nurses: the effect of intention to leave and job change over time. *Journal of nursing management*, 23(5), 577-587.
- Nasir, M., & Bashir, A. (2012). Examining workplace deviance in public sector organizations of Pakistan. *International Journal of Social Economics*, 39(4), 240-253.
- Ohana, M. (2014). A multilevel study of the relationship between organizational justice and affective commitment. *Personnel Review*, 43(5), 654-671. doi:10.1108/pr-05-2013-0073
- Özler, D. D. E., & Atalay, D. C. G. (2011). A Research to Determine the Relationship

Journal of Management & Social Science

VOL-2, ISSUE-1, 2025

- Between Organizational Cynicism and Burnout Levels of Employees in Health Sector
Business and Management Review, Vol. 1(4), pp. 26 – 38.
- Peterson, D. K. (2002). Deviant workplace behavior and the organization's ethical climate.
Journal of business and psychology, 17(1), 47-61.
- Qian, Y., & Daniels, T. D. (2008). A communication model of employee cynicism toward organizational change. *Corporate Communications: An International Journal*, 13(3), 319-332.
- Robertson, I. T., & Cooper, C. L. (2015). *Personnel Psychology and Human Resources Management: A Reader for Students and Practitioners*: John Wiley & Sons.
- Schraeder, M., Jordan, M. H., Self, D. R., & Hoover, D. J. (2016). Unlearning cynicism.
International Journal of Organizational Analysis, 24(3), 532-547.
- Shahzad, A., & Mahmood, Z. (2012). The Mediating - Moderating Model of Organizational Cynicism and Workplace Deviant Behavior: (Evidence from Banking Sector in Pakistan).
Middle-East Journal of Scientific Research, 12(5), 580-588.
- Shamsudin, F. M., Subramaniam, C., & Ramalu, S. S. (2014). The influence of HR practices and job satisfaction on interpersonal deviance in the workplace. *Journal of Management & Organization*, 20(05), 691-709.
- Shirom, A., Shechter Gilboa, S., Fried, Y., & Cooper, C. L. (2008). Gender, age and tenure as moderators of work-related stressors' relationships with job performance: A meta-analysis. *Human Relations*, 61(10), 1371-1398.
- Simha, A., Elloy, D., & Huang, H.-C. (2014). The moderated relationship between job burnout and organizational cynicism. *Management Decision*, 52(3), 482-504.
- Sims, R. L. (2009). A Study of Deviance as a Retaliatory Response to Organizational Power. *Journal of business ethics*.
- Straub, D., Boudreau, M.-C., & Gefen, D. (2004). Validation guidelines for IS positivist research. *The Communications of the Association for Information Systems*, 13(1), 63.
- Sturges, J., Conway, N., Guest, D., & Liefoghe, A. (2005). Managing the career deal: The psychological contract as a framework for understanding career management, organizational commitment and work behavior. *Journal of Organizational Behavior*, 26(7), 821-838.
- Yamane, T. (1967). Elementary sampling theory.