

THE INFLUENCE OF ORGANIZATIONAL CYNICISM ON JOB PERFORMANCE: EVALUATING THE MEDIATIONAL ROLE OF EMPLOYEE ONBOARDING

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ABSTRACT

Competition has skyrocketed in every walk of life in the new era of the business world. In the workplace, this cut-throat rivalry gives rise to envy and other negative attitudes such as cynicism that can be characterized as a detrimental approach to one's engaging industry. Employee performance is a significant dimension in the IT field. Organization Cynicism is described as a work attitude involving dissatisfaction and a collection of negative feelings towards a person's or a group's or an object's mistrust. Organization Cynicism is one of the significant work behaviours that directly influence the behavioral habits of workers towards the achievement of goals. Performance of such employees can be retained and improved by an appropriate onboarding process. Therefore the purpose of this study is to evaluate the influence of organizational cynicism on job performance when employee onboarding performs a mediational role. With the help of structured questionnaire, data from 347 respondents was obtained from IT employees in various IT parks in the state of Kerala which was analysed through SPSS version 20. The result revealed that there are correlation between the organizational cynicism and Job performance, organizational cynicism and employee onboarding and also employee onboarding and Job performance.

Keywords

Organizational cynicism, job performance, employee onboarding, Information technology

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I. Introduction

Organizational cynicism is an old concept, despite the modernity of researchers and practitioners concerned with it, organizational cynicism is a sense of disappointment with the organization, and workers conclude that fairness, justice, and openness are missing in the management of the organization. Organizational cynicism is a negative attitude towards one's employing organization, composed of the belief that the organization is untrustworthy and lacking in integrity (Abraham, 2000). Evidence from studies shows that cynicism results in reduced job satisfaction, reduced participation and deterred actions of citizenship.

(Abraham, 2000). Employee cynicism refers to behavioural outcomes and negative attitudes of employees. Just like other negative attitudes organizational cynicism, also has an opposite effect on productivity and organizational processes. (James, 2015) An employee may involve himself in loafing rather than doing his work which seems to be the first step toward the more extreme stage of work withdrawal, which can be reduced by an effective onboarding process.

Employee job performance has always been an important concern for managers of organizations (Kelidbari, Dizgah, & Yusefi, 2011). Similarly, employee performance is key theme of an organization therefore, aspects that place the grounds for high performance must be scrutinised critically by the organizations for them to succeed (Abbas & Yaqoob, 2009). According to Ahmad and Shahzad (2011), apparent employee performance embodies the whole belief of the employee about their conduct and contributions to the accomplishment of the organization and further stated that compensation practices, performance evaluation and promotional practises as a determinant of employee performance. Employee performance has always been a major challenge in organizational management and the key aim of any business enterprise is to implement successful ways to inspire workers to achieve and produce higher job performance and improve organizational productivity. (Lee & Wu 2011). Employee performance brings about performance of innovation and company performance as a whole, so that good efforts of satisfied, motivated, and committed human resources generate creative ideas for new products or services and directly

improve quality performance, organizational performance, and customer satisfaction (Sadikoglu & Cemal, 2010).

Onboarding is the process of acquiring, accommodating, assimilating and accelerating new team members, whether they come from outside or inside the organization and the prerequisite to successful onboarding is getting the organization allied around the need and the role (George B. Bradt, Mary Vonnegut, Wiley, 2009). The phase businesses go through to welcome and incorporate them into the workplace is onboarding new employees. Successful onboarding is positively linked to employee satisfaction, organizational involvement, dedication, efficiency and organizational cynicism and turnover purpose. (Cable, Gino & Staats, 2013). New employees can help a company achieve specific objectives, and onboarding will assist or impede the degree to which they do this. So performance is a significant long-term consequence of onboarding as well. (Bauer, 2010). This very definition suggests that the employee onboarding process extends far beyond the first day of a new hire – it continues until they've fully adjusted to their role and team.

II. LITERATURE REVIEW

According to Ince & Turan, (2011) Organizational cynicism is an employees' belief that his organizations lacks honesty, trustworthiness and integrity. More specifically, expectations of morality, trustworthiness, justice, integrity and honesty are violated.

As per Johnson & O'Leary-Kelly (2003) Organizational cynicism is basically people who are negative bring into organization, but these attitudes or feeling are shaped by their experiences while they are working in organization.

Nafei, W. A., & Kaifi, B. A. (2013) suggested significant relationship between the dimensions of organizational cynicism (the cognitive dimension, the affective dimension and the behavioral dimension) and organizational commitment at Teaching Hospitals in Egypt. Individuals with high organizational cynicism are characterized by a distrustful attitude and negative affect toward the organization.

Porter and Lawler (1968) demonstrated that Job performance is the accomplishment of those tasks that comprise a person's job.

Jamal (2007) suggests job performance is a function that an individual can successfully perform within framework of normal constraints and available resources.

Lee, (2006) emphasise that usually, onboarding includes the initial orientation process and follow three-to-six months or however long it takes to get the new manager "up to speed" in a particular company or discipline.

Frear (2007) Onboarding is a "holistic approach that combines individuals, processes and technology to optimize the effect of a new hire on the organization with an emphasis on both efficiency and effectiveness."

Ferrazzi and Davis (2015) explains, "Onboarding referred solely to the early-stage-orientation of new hires". It does not end there, but it continues to build and shape that individual Organizations are relying more on the managers to train these new hire employees to "increase productivity, engagement and retention". The onboarding process involves time and knowledge therefore will require at least 180 days to be done efficiently.

According to Bauer (2010, 13) Employees can help or hinder their own onboarding. Information-seeking and feedback are proactive behaviours that may help them adjust as they ask questions about different aspects of their jobs, company procedures and priorities; they all are about making sense of the new workplace. Workers may seek information using more passive methods, such as monitoring the environment, viewing the company web site or reading written literature. However, only little insight into the company culture and unwritten rules will emerge from passive methods.

Objectives

1. To analyse the relationship between onboarding process and organizational cynicism
2. To assess the relationship between onboarding process on job performance.
3. To evaluate the relationship between organizational cynicism on Job performance

HYPOTHESIS:

H₀₁: There is no significant relationship between the onboarding process and organizational cynicism

H₀₂: There is no significant relationship between the onboarding process and job performance.

H₀₃: There is no significant relationship between the organizational cynicism and job performance.

III. RESEARCH METHODOLOGY

Researcher adopted the descriptive research design, it is a fact that finding investigation which is aimed at describing the characteristics of individual, situation or describing the state of affairs as it exists at present and also used to find a solution to the existing problem as the research attempts to find out the influence of organizational cynicism on job performance with employee onboarding as a mediating factor of IT industry employees in various IT parks in the state of Kerala

Sources of Data

Primary Data: Data collected in this study is of primary data. Primary data was collected through questionnaire method and survey conducted among the employees.

Secondary Data: Secondary data are obtained from many sources, including literature, industry

survey, computerized databases and information systems, journals, company records, brochures and website.

Sample Size

The sample comprised of 347 IT employees in various IT parks from the state of Kerala.

Statistical Tool Used For Data Analysis

The data collected from the respondents were first edited and coded. The statistical analysis of data was done through computer application using SPSS Version 23. The main thrust of the data analysis was to test the hypothesis. The statistical method used in the analysis was Correlation.

IV. DATA ANALYSIS AND INTERPRETATION

4.1 Age of the respondents

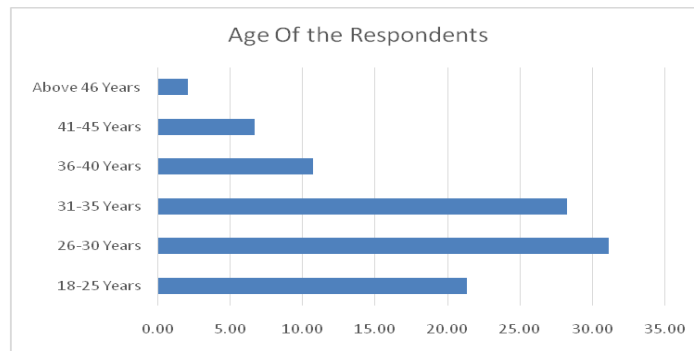
The age wise categorisation of the respondents are analysed through simple percentage analysis where the age is classified into six categories 18-25 Years, 26-30 Years, 31-35 Years, 36-40 Years, 41-45 Years and Above 46 Years

Table 4.1 Age of the Respondents

Categories	Frequency	Percent	Cumulative Percent
18-25 Years	74	21.33	21.33
26-30 Years	108	31.12	52.45
31-35 Years	98	28.24	80.69
36-40 Years	37	10.66	91.35
41-45 Years	23	6.63	97.98
Above 46 Years	7	2.02	100.00
Total	347	100	100

From the above table 4.1, it is inferred that out of 347 respondents 108 of them belongs to the age group of 26 to 30 years and it contributes 31.12% of total respondents. 98 of the respondents belongs to the age group of 31 to 35 Years which contributes 28.24% of the total respondents. 74 of the respondents belongs to the age group of 18 to 25 years and it contributes to 21.33% of total respondents. 37 of the respondents belongs to the age group of 36 to 40 Years and it contributes to 10.66 % of the total respondents. 23 of the respondents belongs to the age group of 41 to 45 Years and it contributes to 6.63% of total respondents and 7 of them belongs to the age group of 46 and above which contributes to 2.02% of the total respondents. Hence most of the respondents belong to the age group of 26 to 30 years old.

Figure 4.1: Age of the Respondents



The gender wise categorisation of the respondents are analysed through simple percentage analysis.

4.2 Gender of the Respondents

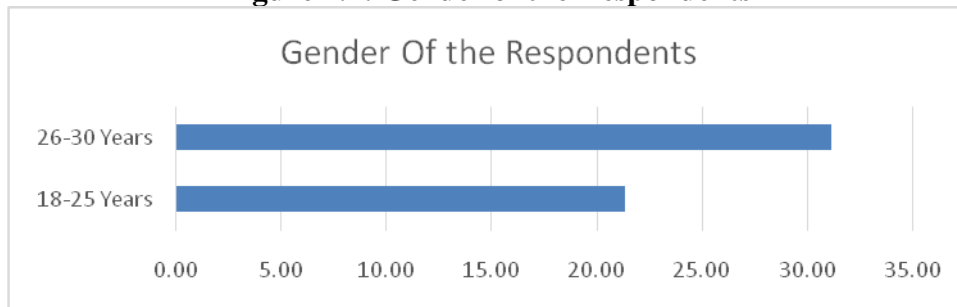
Table 4.2. Gender of the Respondents

Categories	Frequency	Percent	Cumulative Percent
Male	159	45.82	45.1
Female	188	54.18	100
Total	347	100	100

From the above table 4.2 it is inferred that out of 347 respondents 159 are male, it contributes 45.82% are of the total respondents and 188

respondents are female, it contributes 54.18% of the total population. Female respondents dominate the study.

Figure 4.2: Gender of the Respondents



4.3: Correlation between onboarding process, Organizational Cynicism and Job Performance

The relationship between the onboarding process and organizational cynicism, the relationship between the onboarding process and the job performance and also is the relationship between the organizational cynicism and the job performance analysed through correlation analysis.

Table 4.15: Correlation Analysis between onboarding process, organizational cynicism and job performance

		Onboarding Process	Organizational Cynicism	Job Performance
Onboarding Process	Pearson Correlation Sig. (2-tailed) N	1 347		
Organizational Cynicism	Pearson Correlation Sig. (2-tailed) N	-.264 .000 347	1 347	
Job Performance	Pearson Correlation Sig. (2-tailed) N	-.307 .000 347	.786 .000 347	1 347

The Pearson correlation coefficient between onboarding process and organizational cynicism is -0.264 which shows a negative degree of correlation and the p-value for this correlation coefficient is .000 which is less than the level of significance 0.05. Hence from the above analysis it is inferred that there is relationship between onboarding process and organizational cynicism.

The Pearson correlation coefficient between onboarding process and job performance is -0.307 which shows a negative degree of correlation and the p-value for this correlation coefficient is .000 which is less than the level of significance 0.05. Hence from the above analysis it is inferred that there is relationship between onboarding process and job performance.

The Pearson correlation coefficient between organizational cynicism and job performance is 0.786 which shows high degree of correlation and the p-value for this correlation coefficient is .000 which is less than the level of significance 0.05. Hence from the above analysis it is inferred that there is relationship between organizational cynicism and job performance.

V. FINDINGS

The majority of the respondents are of the age group of 26 to 30 years and mainstream of the employees in the study are females. It is noticed from the analysis between onboarding process and organizational cynicism that the onboarding process is related to organizational cynicism. The onboarding process is also related to the job

performance of the employees in information technology in IT parks in the state of Kerala

As per the study of relation between organizational cynicism and job performance shows that there is relationship between organizational cynicism and job performance of the employees in information technology in IT parks in the state of Kerala

VI. CONCLUSION

In this competitive period performance of an organization becomes one of the vital aspect to survive. So, for achieving the perceived expectation, organization must forecast a systematic human resource management and correspondingly need to prepare their staff to meet organizational objective Since job performance is one of the important factor for a business to compete in this global market, the purpose of present study is to explain and empirically test the influence of organizational cynicism on job performance with employee onboarding perform a mediational role

Cynical workers have the high conviction that their colleagues are disrespectful and there are certain factors that have a significant effect on cynicism, i.e. divergence from organizational prospects, struggling with anxiety, not having the opportunity to say something in decisions, unfair power distribution, inadequate communication and not having much social support and respect that further impacts the employee. The current study on the influence of organizational cynicism on job performance with onboarding as a mediatory role reveals that the onboarding process has a great

impact on the organizational cynicism of employees in the IT sector in various IT parks in state of Kerala.

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