

# Causes and Effects of Organizational Cynicism and its Relationship with Organizational Commitment, Job Satisfaction in Afghanistan NGOs

Yama YOLDASH<sup>1</sup>

Nicoleta ISAC<sup>2</sup>

## *Abstract*

*The purpose of this study is to investigate the cause of cynicism, cynicism dimensions and its consequences: job satisfaction, breach of psychological contract, organizational commitment, and organizational justice in Afghanistan's NGOs. As Afghanistan is located in central Asia thousands of NGOs came to rebuild the Afghanistan in different sections such as construction, education, health, agriculture. These (NGOs) to implement their programs hired thousands of employees. Thus, it was necessary to conduct a study, to analyze how employees of these international organizations are experiencing from their working environments during their employment. The primary data were collected using a survey and the participants in our study were 100 from 16 NGOs. The results show that the NGOs' employees have high levels of the cynicism in the organization, which have a negative impact on job satisfaction.*

**Keywords:** Organizational cynicism, Job satisfaction, Organizational commitments, Psychological contract, Organizational justice.

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## 1. Introduction

Cynics have mocked the obsessive desire of power, riches, and selfishness by their fellow humans since the foundation of the cynic school in the 5<sup>th</sup> century, (Johnson & O'Leary-Kelly, 2003). Cynics in modern era see little profit in a rigid devotion to ethics and moral, preferring to distance oneself from the horrors they feel society condones (Andersson & Bateman 1997; Kanter & Mirvis, 1989). Employee's cynicism in organization has been theorized and perceived to have number of negative consequences and causes to negative factors such as reduced job performance level, less job satisfaction and lower organizational commitment and employee turnover (Chiaburu, et al, 2013; Abraham, 2000). In addition, it affects negatively on efficiency and production, resulting in major financial and spiritual losses for businesses (Nafei & Kaifi, 2013). Other studies have found that such situations result in dissatisfaction with work, decreased dedication to companies,

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<sup>1</sup> Yama Yoldash, Istanbul Sabahattin Zaim University, yamayoldash143@gmail.com

<sup>2</sup> Nicoleta Isac, Istanbul Sabahattin Zaim University, nicoleta.isac@izu.edu.tr

sabotage, theft, and fraud, as well as increased downsizing in organizations and lowered organizational performance (Kökalan, 2019).

In his research (Çınar, et al, 2014) showed that cynical employees in an organization who feel lack of faith, honesty, injustice, and they perceived that the management is exploiting and treated unfairly with them, they show negative attitudes at work and blame the organization. Organizational cynicism is linked with variety of negative undesirable behavioral consequences (Abraham, 2000; Bommer, et al, 2005) as a lack of involvement in the decision-making process and less engagement at their work which will result a lower job performance. Çınar et al, (2014) indicated that employee's cynicism toward the organization mostly happens against capital owners such as top manager and other authorities where they have higher power in the organization. If they fail to fulfil the needs of the employees, the employees believes that their psychological contracts are violated, and they feel that are treated unfairly (İşçi, et al, 2013).

Some studies indicated and suggested the POS (positive organization support) to decrease the level of the cynicism in organization. POS refers to the employee's perception, which to what extend the organization value their efforts and contribution; also, it refers to have support and assistance from organization to carry out the job during the stressful condition (Chiaburu, et al, 2013). Thus, when the employees' feels that they have less support from their organization then the employees become frustrated and cynical toward the organization, so lack of the POS cause to establish negative impact on job performance and organization achievements. The study of (Byrne, & Hochwarter, 2008) found that employees are characterized in their organization by the positive organizational support and by forming an exchange connection with varying levels and degree of power, which effects on their attitudes and behaviors. Hence, if the employees get sufficient support from the organization, they will show more tendency to incorporate with the organizational membership and into their personality to enhance the socioemotional requirements, which this would increase, the job performance, organizational commitment, and further positive work outcomes (Arslan & Roudaki, 2019). The same researchers showed that if employees believes that they are receiving enough support from their manager they would show more enthusiasm and contributions in the organization. Some other studies such as (İşçi, et al, 2013; Neves, 2012) indicated, that managers in any organization plays significant role to support their employees. If the employees get higher level of support from their supervisors, they will become more obligated and would have stronger and positive influence in organization and performance. Also, (Biswas & Kapil, 2017), suggested in their research that if the top manager and authorities gives more authority and power for their employees and if they make sure that they can do the things which organization give them as management responsibilities it would impact positively on employee's mentality and behavior. Therefore, as result if employees have authority they become more motivated in the organization.

Johnson & O'Leary-Kelly (2003), found that the employees in their working NGOs, they have some expectations and desires from their working place,

so, if they couldn't reach and get to their desires, there would be possibility of downsizing of their efforts in organization. Another study (Robinson et al, 1994) suggested the outsourcing and the relocation of services to lower cost offshore sites have all had a profound impact on employee's engagement and there would be negative attitudes against the working organization. Therefore, if organizations neglect to meet the employee's needs, expectations and broke their promises, which they had given during the employment through the HR department and if they lack to deliver the promises, then the employees become, frustrated, angry, and discouraged. Such negative feelings and action would directly affect organization's performance to achieve its goals effectively and efficiently.

## **2. Literature review**

### **2.1 Organizational cynicism**

A study (Bommer et al, 2005) defined the organizational cynicism as, it is linked with variety of negative undesirable behavioral consequences, including a higher likelihood of being absent from the organization, filing complaints, performing poorly. Some other research (Abraham, 2000; Nafei& Kaifi, 2015; Johnson & O'Leary-Kelly, 2003; İşçi et al, 2013) defined employee cynicism in organizations has been linked to numerous negative outcomes, such as hopelessness, frustration, anger, and disappointment. Such negative feelings result to lower level of job performance, lower job satisfaction, and commitment to the organization, as well as a higher likelihood of quitting from the organization. Employees always expect, honesty, fairness, equal resource allocation and promotion from the organization, but if these expectations and desires are not fulfilled by the organization, irritation and lesser engagement will arise to employees (Khalid, 2020).

The study of (Andersson & Bateman, 1997) indicated that, having high level of manager's salary, poorer organization's performance would provoke the inconsistency in the organization. Unfavorable acts and expectations and inequality in financial aspects cause the employees to become cynic which they show negative behaviors towards the working place, which will lead to less job commitment and satisfaction (Dean et al, 1998). According with (Evans et al, 2010) organizational cynicism affects negatively on efficiency and production, resulting in major financial and spiritual losses for businesses. Also (Çınar et al, 2014) in their study showed that cynical employees in an organization who feel lack of faith, honesty, injustice, and if they perceive that the management is exploiting and treated unfairly them, they will start to show negative attitudes at work and blame the organization. In addition, feeling ignorant, and lack of involvement in the decision-making process make cynical employees in the organization to become less engaged at their work and the level of their performance will decrease (Biswas & Kapil, 2017).

Employee's cynicism toward the organization mostly happens against the figures such as top manager and other authorities, which they have domination and

power in the organization, if they fail to fulfil to the needs and expectations of the employees (Çınar et al, 2014). The researchs of (İşçi et al, 2013; Chiaburu et al, 2013), shows that if employees believes that their psychological contracts are violated, and the organization's manager broke what they promised, such factors lead to employee's cynicisms in organizations.

Evans et al, (2010), found whenever the managers and other higher authorities of an organization fails, and broken their promises to their employees, then the outcome would be poor performance, higher level of turnover and absenteeism happens in the organizations. When an employee become cynic in an organization, he/she prejudice towards the management's honesty and goodwill (Risgiyanti, & Hidayah, 2020). Another study indicated that the motivations and actions are not a natural personality feature; rather it is a result of the life events such as superiors and poor leadership in organization, role conflict, poor working situations such as longer working hours and higher workloads. Therefore, such unwanted and unwilling actions and situations negatively impacts on employee's efforts results will be to lower performance meanwhile they become reluctant to be commitment within organization (Rousseau, 2001; Tuna et al, 2018). Cynicism in organization happens when the employees lose their faith and confidence. Employees realize that the organization is unable to deliver them suitable expectations, thus such negative attitudes and tendencies effects negatively on itself organization at same time on employee's job performance and employee's organizational commitment (Arslan, 2018; Abraham, 2000; Çınar et al, 2014)

## **2.2 Dimensions of organizational cynicism**

Organizational cynicism is the negative reactions and attitudes such as disbelief, anger, frustration, less self-esteem towards the organization which an employee shows in his/her working place or against the employer and manager. The organizational cynicism characterized into three dimensions. (1) a belief that the NGOs or organization lacks in integrity; (2) negative effects against the organization. (3) some tendencies toward disparaging and critical behaviors towards the working organization that consistent with beliefs and affects.

### **2.2.1 Cognitive cynicism**

Cognitive dimension is the first stage of organizational cynicism. In this dimension, the employee thinks that the organization is lacking in honesty and fairness. Chiaburu et al, (2013) mention in their study that the organization is showing less honesty and trustiness for the employees. In cognitive dimension of cynicism if employees feels that they are treated dishonestly in the organization will lead the employees to become cynic and demonstrate more negative attitudes and behaviors (Arslan, 2018). If employees knows that they are treated unfairly, they tend to demonstrate negative behaviors, which such negative actions would affect negatively on organization's goals to achieve it.

### ***2.2.2 Affective cynicism***

The affective cynicism dimension in organization consists of strong feelings and acts such as trouble, shame, disrespect, grief, and being angry toward the workplace and organization (Chiaburu et al, 2013). In a broader meaning, job satisfaction expresses employee's good and negative emotional reaction to their work. In this case employee satisfaction may be linked into two different characteristics: the first consideration is a person's personality, sentiments, beliefs, desires, and needs, as well as their strength; the physical and psychological circumstances on the work are the second factor influencing job satisfaction (Durrah et al, 2019). According with (Erarslan et al, 2018), satisfaction rises, or falls based on how well the organizations' conditions satisfy the individual's goals. Attitudes are made up of affects, or emotional reactions to the object of the prospective. (Dean & Dharwadkar, 1998). Several feelings make up the emotional dimension of negative affectivity of cynics. For example, may have scorn for and resentment against their employer, when they think about their organization, they may feel dissatisfied, disgusted, and even ashamed. As a result, cynicism is linked to a wide range of negative emotions. Cynics on the other hand may secretly enjoy their dominance over the organization, which they have measured by their own standards. As a result, we understand organizational cynicism as having not just specific ideas regarding their organizations, but also a set of emotions related to those beliefs (Goldner et al, 1977).

### ***2.2.3 Behavioral cynicism***

Behavioral cynicism refers to negative actions which are directed against the organization for example criticism, sardonic humor, and unfavorable predictions about operation of an organization (Khalid, 2020). Goldner et al (1977), defined behavioral cynicism as it is the third step of the cynicism in organization, as it comes after the first cognitive cynicism and second affective cynicism stages. It is the time when an employee in an organization drastically starts to criticize and complains. In the behavioral level of cynicism, the employees tend to criticize the organization and express, shows strong dissatisfaction in their working place (Yasin & Khalid, 2015). Thus, employees with such negative higher tendencies show more negative aspects in their organizations, they show less job performance, less commitment, which also such negative aspects result to become employee's cynic and they brings inconsiderable results in overall organization's goals (Chiaburu et al, 2013). In behavioral dimension, employees show their cynical emotions against the events in their organization and acts a negatively. (Arslan, 2018; Kökalan, 2019).

Taking in consideration these aspects, the main objectives of the study are:

- (1) To find out main factors of organizational cynicism in Afghanistan.
- (2) To identify the causes and consequences of the organizational cynicism in organizations.

- (3) To understand and implement some satisfactory patterns in organization and keep the employees for longer time.
- (4) To consider the psychological concern of the employees in their working place.

### 3. Research methodology

The study is conducted over the 16 NGOs to investigate the cause of cynicism, job commitment, job satisfactions, breach of psychological contract in Afghanistan's NGOs. The sampling is used from 100 individual respondents to collect the primary data, and the population in this study are NGOs staffs in Afghanistan which who they are currently employed in international NGOs. The demographic data are presented in the following table:

**Table 1. Demographic analysis**

<b>Socio-demographic variables</b>	<b>Sub-variables/means</b>	<b>Number of respondents</b>	<b>Percentage</b>
Gender	Male	73	72.7
	Female	27	27.3
Age group	26 to 31	72	72.7
	32 to 46	23	22.5
	More than 46	5	4.5
Sector	NGOs	100	100
Educational level	Bachelor	60	59.1
	Master	31	31.7
	PHD	9	9.2

As a result of the table 1 it indicates that, more than 70 percent of respondents (72.7 %) are male and (27.3 %) are female. We can observe that the employees in NGOs in Afghanistan are from young generation, the reason for this can be the rapid educational improvement in new generation in this country.

**Table 2. Results analysis of Organizational Cynicism**

	<b>Strongly Agree</b>	<b>Agree</b>	<b>Neutral</b>	<b>Disagree</b>	<b>Strongly Disagree</b>
I believed, my organization says one thing and do another.	33.3%	14.3%	14.3%	28.6%	9.5%
The job performance is not appreciated	18.2%	40.9%	4.5%	36.4%	18.2%
When I think about my organization, I get angry.	9.1%	31.8%	4.5%	31.8%	22.7%
When I think about my organization, I feel sense of anxiety.	22.7%	13.6%	9.1	40.9%	13.6%
I complain about organization to my friends.	4.5%	31.8%	9.1%	45.5%	9.1%

The result in table 2, shows that most of the employees believe that their organization which they are working on promise one thing but do another thing. For example, during the recruitment process their organization would explain the equal distribution of opportunities, incentives, training etc., but later they cannot be in true action, which such factors would negatively impact on employee's actions, and they feel kind of frustration and strange in the organization. As similar almost (40%) of the employees are not happy with the rewards as an equal distribution in their organizations, and the results shows that (31%) of employees get angry when they think about their organization, which such negative factors would produce cynicism in the organization and will decrease the employee's performance and engagement. At same time (31%) of employees, do not get angry when they think about their organization and (49.9%) also will not have anxiety when they think about their organization, unless (22%) will feel anxiety against their organization. As results shows that most of the employees (45%) are not willing to complain from their organization in outside of their organization, the reason for this that, even the employees are not much happy with their organization, they try to keep secrets, failure and negative attitudes of the NGO in outside.

**Table 3. Results analysis of Organizational Commitment**

	<b>Strongly Agree</b>	<b>Agree</b>	<b>Neutral</b>	<b>Disagree</b>	<b>Strongly Disagree</b>
It makes me very happy to spend long time in my NGO	23.8%	33.3%	19%	23.8%	0%
I feel that I belong to my NGO, which i am working	22.7%	40.9%	13.6%	13.6%	9.1%

	<b>Strongly Agree</b>	<b>Agree</b>	<b>Neutral</b>	<b>Disagree</b>	<b>Strongly Disagree</b>
If leave my organization, the chance of finding another job is difficult	4.5%	36.4%	13.6%	31.8%	13.6%
If I leave my organization my life will be overwhelming	4.5%	18.2%	18.2%	36.4%	22.7%
I feel my NGO as a part of my family member	22.7%	9.1%	50%	4.5%	13.6%

As results in table 3 shows that, (33.3 %) employees in their NGOs agree and (23.8%) of them are strongly agree to spend longer time in their working place, meanwhile (23.8%) are disagree to spend longer time in their working organization. Another aspect is that (40.9%) of the employees are strongly agree and agree that they are afraid to leave their organization or job, but in contrast even (31.8%) of the employees are disagree, they have huge concerns that if they leave the organization this will impact negatively in their life.

**Table 4. Result analysis of Organizational Justice**

	<b>Strongly Agree</b>	<b>Agree</b>	<b>Neutral</b>	<b>Disagree</b>	<b>Strongly Disagree</b>
My organization pay less salary as compared to my positive outcomes	27.3%	27.3%	9.1%	36.4%	0%
Distribution of resources and salary in my organization is unequal and it is based on bias	22.7%	45.5%	4.5%	22.7%	4.5%
Unequal distribution of resources in my organization caused me to frustration	13.6%	36.4%	9.1%	36.4%	5.4%
The promotions are not based on equity	31.8%	27.3%	4.5%	31.8%	4.5%
Punishment in my organization is equal for all job position	4.5%	40.9%	4.5%	40.9%	9.1%

Organizational justice is one of the main issues in any organization or NGO, thus table 4 analyze their working place regarding the justice system. Most of the respondents (27.3%) strongly agree and (27.3%) agree, which they believe that their organizations pay lesser salary and remuneration as compared to their efforts. This demonstrates that, NGOs in Afghanistan do not care about their staff's salary and



financial needs, which such lacks, and injustice leads cynicism in NGOs and employees become cynic against their working environment and give lesser efforts to achieve organization's objectives. At same time only (36.4%) of the respondents, disagree that they have less salary, which show these employees have a higher position inside organization, which translate into higher remuneration. The results show that this inequity bring employees to be frustrated and they considered that the promotions among the employees are based on the bias and favoritism, which such factors produce a negative effect in organization.

**Table 5. Result analysis of the Job Satisfaction**

	<b>Strongly Agree</b>	<b>Agree</b>	<b>Neutral</b>	<b>Disagree</b>	<b>Strongly Disagree</b>
Employees are valued and appreciated	9.1%	13.6%	13.6%	54.5%	9.1%
I can use my creativity in my working place	18.2%	54.5%	9.1%	13.6%	4.5%
The orders given by management are clear and rational	9.1%	63.6%	4.1%	9.1%	13.6%
My work provides personal improvements	22.7%	36.4%	13.6%	27.3%	0%

As table 5 shows, employees are able to use their creativeness in their organization 54.5%. In addition, the instructions given by the management are clear and 63.6% are agree with this statement. What we can observe from the results is that even the work provides personal improvements the main problem is that the management is not supporting and appreciating employee's work, which is the main reason of job dissatisfaction and the main factor of organizational cynicism.

**Table 6. Result analysis of the psychological contract**

	<b>Strongly Agree</b>	<b>Agree</b>	<b>Neutral</b>	<b>Disagree</b>	<b>Strongly Disagree</b>
The NGO lacks to fulfil the promises regarding to increase my salary	18.2%	40.9%	9.1%	31.8%	0%
I show less job performance, if my organization breaches its promises regarding my salary and other improvements	31.8%	36.4%	22.7%	0%	9.1%
The breach of organization would mentally affect me	18.2%	40.9%	22.7%	18.2%	0%
My manager failed to put his promises into action	13.6%	45.5%	13.6%	22.7%	4.5%

In Afghanistan's NGOs, mostly the employees are complaining from their organizations regarding the breach of psychological contract, and they are not happy with their working place, hence such lacks and breach of the psychological contract will negatively impact on the employee's performance.

## **5. Discussions**

### **Organizational cynicism**

Arslan & Roudaki, (2019) showed in their studies that organizational cynicism have many negative elements and consequences such as anti-productive behaviors, diminished involvement inside the organization, decrease in performance and less job satisfaction. From our research showed in the Table 2, we can figure out that most of the employees of NGOs in Afghanistan don't believe on their organizations which they are working on. They believe that their manager and head of the organizations lacks to provide sufficient incentives, trainings, and support. Such actions would produce frustration, hopelessness and distance with their organizations and managers. Similar findings were found by (Neves, 2012; Shaharruddin et al, 2016) and their study present organizational cynicism as, it is a negative attitude toward an employing organization. This consist of three components (1) a perception of an employee that an organization appears less integrity against its employee; (2) negative affects against the organization, (3) inclinations to denigrating and essential behaviors towards the organization. Thus employees with such negative higher tendencies show more negative aspects in their organizations, less job performance, less commitment, which also such negative aspects results to become employees cynic and they brings inconsiderable results in overall organization's goals (Chiaburu et al, 2013).

### **Organizational commitment**

If the employees are enthusiastic in their working place, the organizational commitment would be in high level, thus higher-level commitment in the organization cause to reduce the turnover, increase organizational productivity and employee shows more contribution and performance in the organization (Nafei & Kaifi, 2013). According with our research conducted in NGOs from Afghanistan we found in Table 3 that, most of the employees are willing to stay in their organization and spend more time, showing a positive organizational commitment. By the other side the rest of them are afraid to leave their organization, mostly obliged to stay and work for financial incentives rather than to have passion to their organization. Organizational commitment is the relationship of the employees in an organization, which it is very important factor for success of the organization's goals. Therefore, to have and to build a strong relation of employee with the organization is a key factor (Chiaburu et al, 2013). Employee's commitment determines the level of the job satisfaction and job security. Therefore, a study of (Dick & Metcalfe, 2001) showed that organizational commitment has direct impact on a variety of outcomes such as: job satisfaction, employee's performance and employee turnover rate. We

can conclude that commitment for an organization can be a main factor to keep its employees and to achieve its goals and objectives, (Sevgi & Hüseyin, 2014).

### **Organization justice**

Organizational justice is the impression of the employees, which how fairly they are treated in their workplace in the organization (Morrison, & Robinson, 1997; Khalid, 2020). Chiaburu, et al, 2013; Byrne & Hochwarter, 2008; Dean et al, 1998), suggested the organization justice can be divided into three components, (1), distributive, (2), procedural and (3) interactional. Distributive justice is that employees believe how rewards and resources are fairly distributed among the employees in the organization. The procedural justice refers to the justice of decision making in the organization, (e.g. the decisions must be free of bias, and employees pretend they must be as a representative in all parties). The last one of the organizational justices is the interactional justice refers to the way of treatment with high respect and dignity or to treat in good way of interpersonal.

These three types of organizational justice have direct and positive impact on job performance, organizational commitment, and trust. If this aspect lacks in any organization, it causes to cynicism, employees become cynic against the organization, and the outcome would in a negative way (Khan et al, 2016).

From the answer analyzed, we identified that the three components of the organizational justice are negatively dominant in Afghanistan's NGOs. The results of the table 4 showed that the distributive justice is very dominant because most of the employees are strongly agree that their organizations are not paying suitable and equal salary and remunerations. They also strongly indicated that, resources are not fairly distributed among the employees in their NGOs, meanwhile the respondents displayed that, promotion are based on favoritism. For example, when the organization announce new position, the HR department and high level managers tried to hire their family members, friends and at the same time they mostly give promotion and allocate more resources for them, which such favoritism and organizational politics deprives the eligible candidates to join in the Afghanistan's NGOs.

### **Employee's job satisfaction**

Erarslan et al, (2018), found the importance of the employee's job satisfaction and called it as main pillar of an organization, thus keeping and satisfying the suitable and potential employees in an organization is important issue for the organization to attain its long term and strategic goals which are going to deliver services to the community. Job satisfaction is a pleasant or happy emotional state coming from a review of one's work or work experiences of employees. In an organization, employee satisfaction from job as an attitudinal factor is limited to a certain setting in the employee performs tasks circumstances, which it contains several aspects such as salary, promotion, monitoring, working condition, job stability and opportunity of promotion and training (Yasin, & Khalid, 2015). Another study (Arslan & Roudaki, 2019) showed that if there is a difference between the

expectations and reality there would be dissatisfaction in organization so a positive organizational satisfaction has positive impact on employee's commitment which will decrease employee's turnover. Andersson, & Bateman, (1997) shows that if employees in organization feel happy with their job, they are satisfied and they will engage more within organization. If employees are less satisfied with their job in organization, they demonstrate some negative attitudes as a cynic, and this will negatively impact on organization's productivity and achievement (Saari & Judge, 2004).

As we see from the result showed in the table 5 the opinions are divided. By one hand employees showed their satisfaction from their organization as they can use their creativity and they are highly valued in their organization, but by the other hand half of them indicated that they are not getting promotion accordingly, good salary and incentives. In this regard, they feel less motivated and have complain in somewhat from their job security and career growth. This produce frustration, anger and hopelessness which directly and negatively impacts on her/her efforts to achieve their NGOs achievements.

### **Psychological contract**

Evans et al, (2010), found psychological contracts are one type of social interaction between the employer of organization and employee. Employees mostly focused on identifying and fulfilling the aspects of an employee's contract as: good job security and environment, higher payment, training, and employee promotion. If these expectations are not well fulfilled, the employees become cynic and shows negative response and attitude towards the organization, hence such negative behaviors finally will lead to less engagement, job satisfaction and commitment toward organization (Johnson & O'Leary-Kelly, 2003).

From the answers presented in the table 6 most NGOs, do not have potential top managers to have the knowledge and consideration of psychological contract. We can conclude that it is important for NGOs to take care of this issue, which is very important to increase employee's retention and their productivity.

## **6. Conclusion**

Afghanistan is the country, which is in the North Asia, after 2001, through the international community almost 800 NGOs started to work as humanitarian assistance such as health, education, sanitation, agriculture, construction, security, and income generation.

In this study, the results show that, NGOs in Afghanistan lacks to fulfil the employee's needs. Due to this issue, employee became more cynic and showed less job commitment and satisfaction in their working place. In addition, employees in NGOs believes that their organization recruit and give promotion based on bias and organizational politics. We also found that the due less job opportunities, organizational silence is common in Afghanistan and a higher effective organizational cynicism, might negatively impact on quality of work and work

efficiency, particularly among the employees which they have lower level of position as compared to top managers. Another important issue is the spirituality in workplace, which modifies and play a key role in the organization, which reduce the negative impact of the organizational cynicism. As this study shows, if the work motivation and spirituality is high in organization it will positively impact, and the performance of employees will increase.

The current study has several implications for Afghanistan's NGOs and managers. Organizational cynicisms must be considered as a negative factor, with negative implications for the work environment. By the other side if the organizations had positive work environment with a good quality work it would positively impact on employees' performance and it would produce more productivity in the organization. The findings also demonstrate the NGOs' employees have high levels of the cynicism in the organization. As a result, in addition to contemplating job involvement, managers or superiors should continue to endeavor to lessen the organization's cynicism. These measures include keeping the organization and workers' psychological contracts from being broken, strengthening senior management trustworthiness, and boosting the organizational value so that personnel are pleased to be a part of it. Furthermore, NGOs must adopt regulations that limit the wage gap between top management and employees and reorganize work to reduce job-related concerns. This is due to an excessive wage disparity between top management and employees, and workload issues are frequently the root cause of organizational cynicism. The last but not the least, organizational cynicism is not only the case of Afghanistan; in fact this situation is common in many private and organizational institutions worldwide.

### **Study limitations**

This study contains the following limitations. Firstly, sample size of this study is small. Most organization's employees which are working within international organizations they feared to give information and response to the questioner due to security situation. The data analysis is done in simple way through the tables, and do not use any specific tool for data analysis.

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