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ORGANIZATIONAL CYNICISM AND EMPLOYEE PERFORMANCE: THE MODERATING EFFECT OF OCCUPATIONAL SELF-EFFICACY IN PAKISTAN

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ABSTRACT

This research analyzes the influence of employee's occupational self-efficacy on the relationship of forms of organizational cynicism and employee performance (Task/Contextual) in Pakistan. The finding indicates that in both sectors occupational self-efficacy had a significant impact on the relationships between organizational cynicism (Cognitive/Affective/Behavioral) and employee performance. The study concluded that in manufacturing sector occupational self-efficacy strongly moderate the relationship between cognitive cynicism and employee task performance while within service sector occupational self-efficacy strongly moderate the relationship between both cognitive and behavioral cynicism and employee task performance. The study provides evidence that in the manufacturing sector occupational self-efficacy and forms of organizational cynicism have a moderate influence on employee contextual performance while within service sector occupational self-efficacy has strongly moderated the relationship between behavioral cynicism and employee contextual performance. The findings provide better understanding to the practitioners and policymakers regarding existence of these negative behaviors and its implications.

Disciplinary: Management Sciences (HRM) and Statistics.

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1. INTRODUCTION

In this hyper turbulent environment, gaining competitive advantage for the organizations is very critical especially through human resources. Organizations in developing countries like Pakistan and Bangladesh because of this high pace of change in technology, workforce diversity and globalization are getting affected in all areas (Khan et al., 2014). Countries are facing severe financial, economic and structural issues, resulting in organizations making policies and procedures that are flexible in

nature and specific to organizational survival (Markovic, 2008). In this scenario retaining high performing employees and enhancing their work passion are the biggest challenges for the organizations. For that organizations have to not only fulfill the economic needs of their employees but also socioemotional needs, such as trust, sense of fairness and respect (Roberts & Zigarmi, 2014).

For decades, researchers tried to understand the influence of employee attitudes and behaviors that are potentially beneficial for organizational performance and success. However, in current scenarios, they are more concerned for employee's attitudes that could have destructive effects on organizations. One of these negative attitudes is organizational cynicism (Dean et al., 1998). It occurs when employees believe that organizations are not reliable or cannot be trusted (Abraham, 2000). Dean et al. (1998) describe three basic dimensions of organizational cynicism (i.e. cognitive, affective and behavioral). Cognitive dimension belief that organizations lack integrity. Affective cynicism is the emotional reaction towards the organization, including irritation, aggravation, anxiety, and tension. Whereas behavioral cynicism refers to negative behaviors towards the organization, including criticism on the organization, sarcastic humor, negative predictions regarding organizational practices and its future.

Higher organizational cynicism (OC) condition where employees are distrustful of management's motives, results in reduced employee performance (Brown et al., 2018). Therefore, this study explores the relationship between OC and its influence on employee job performance.

With the changing individual and organizational priorities, the employer-employee relationship has also changed. They no longer want to have long-term relationships with the organization, they want it to be based on exchange, fairness, trust, and equity (Rousseau, 2001). When organization is not satisfying its obligations it results, in feeling of frustration commonly referred to as OC (Razzaghi & Ghani, 2015; Sajid & Nasir, 2013).

Occupational self-efficacy (OSE) is considered an employee's belief in his abilities that he can carry out behaviors successfully, necessary to generate specific outcomes perform his job (Bandura, 2012). One of the important aspects of occupational self-efficacy is its influence on employee job performance (Tzur et al., 2016). Occupational self-efficacy can positively and negatively relate to job performance (Schmidt & DeShon, 2010), depending upon organizational conditions (Vancouver et al., 2008) and individual perceptions about organizational practice (Schmidt & DeShon, 2009).

To analyze the influence of forms of OC on job performance in the manufacturing and services sectors of Pakistan, this study differentiates between OC (Cognitive/Affective/Behavioral), in relation to employee's occupational self-efficacy (OSE) and job performance (Task/Contextual). The model of the study proposes that OSE affect an employee's job performance by working as a condition for predicting OC and job performance relationship. Employees who perceive cynicism in their organizations are less likely to achieve their performance goals and their performance can deteriorate further if they believe they are not capable to achieve their tasks. The employee stops taking challenging tasks and giving their potential if they feel that the organization says one thing and practice another and tasks given exceed their work capabilities (Alessandri et al., 2015). Employees with high OSE would not reduce their work efforts even in difficult work situations. They can develop and execute effective plan of actions to handle and control these difficult tasks and context related situations in the workplace (Bandura, 2012). Thus, an adequate level of OSE is important to

reduce the negative consequence of OC on job performance.

This study explores the moderating effect of OSE on the OC-job performance relationship, however, several research studies investigate the moderating effect of OSE to different organizational outcomes. For example, OSE moderates the negative job insecurity-performance relationship (Konig et al., 2010), it also buffers the link between low job control and the emotional exhaustion in healthcare (Pisanti et al., 2015), and employees having OSE react less negatively to work overload in demanding work contexts (Consiglio et al., 2016).

This study analyzes the employee's job performance changes via forms of OC moderated by OSE. So far, studies in the field of OSE and performance mostly analyze its influence in the service sector but this research combine with manufacturing organizations of Pakistan, because both sectors play important roles in revenue generation for Pakistan's economy. It provides a comparative analysis regarding the OC-OSE-performance relationship for both sectors.

2. LITERATURE REVIEW

2.1 EMPLOYEE PERFORMANCE

Job Performance is described as actions or behaviors that are related to organizational goals and objectives. It includes productive and counterproductive employee actions and behaviors that contribute to the achievement of organizational goals and objectives (Singh, 2016). Organ (1998) suggests that the phrase "Employee job performance" should be redefined in order to broaden its construct and include an extra-role dimension to it.

Employee performance is one of the most important organizational outcomes in work and organizational psychology (Diaz-Vilela et al., 2015). It has been distinguished as an important player in organizations for gaining superior productivity and competitive advantage (Singh, 2016). Employee task (in the role) and contextual (extra-role) performance are identified as its basic two dimensions (Borman & Motowidlo, 1997). Employee task performance consists of practices that contribute to the technical core processes and maintenance activities in an organization. It can also be defined as employee efficacy to perform activities to attain organizational goals which include dealing with subordinates related issues and product's production and distribution-related services. Employee contextual performance consists of activities that make contributions to the organizational environment and culture which influences others to perform organizational tasks. It encompasses resolving conflict and inspiring interpersonal cooperation and trust among employees (Cetin & Askun, 2018). Borman & Motowidlo (1997) suggested contextual performance classification, which includes actively enduring extra efforts to complete their own tasks, taking tasks initiatives that are related to their job, collaborating and accommodating subordinates and coworkers, complying with organizational rules and regulations and lastly fostering organizational goals and objectives.

2.2 ORGANIZATIONAL CYNICISM

Organizational cynicism (OC) could be defined as a behavior that is formed with the employee believes that the organizations act only to get their own gains, they are done by the selfish management and that these conditions would not change (Aslan & Eren, 2014). OC is different from other forms of cynicism that might exist in the workplace like change cynicism or job cynicism

(Neves, 2012, Tariq and Amir; 2019). Change cynicism involves a doubtful view for a successful or effective organizational change and putting blame on the ones responsible for it (Wanous et al., 2000) whereas job cynicism or depersonalization is a dimension of burnout and is described as an employee's distant attitude towards the job (Maslach et al., 2001).

OC is a 3D negative attitude that revolves around a belief that the organization is not fair (Dean et al., 1998). These dimensions include employee belief that organizations lack integrity (Cognitive), negative affect towards the organization (Affective) and employee tendencies to judgmental and critical behavior towards organization (Behavioral) (Ozler et al., 2011).

Cognitive organizational cynicism (CC) consists of the belief that the organizational practices lack honesty, justice, and sincerity and it cannot be trusted. Due to this belief, they expect that the organization would deceive them (Urbany, 2005). Affective organizational cynicism (AC) consists of strong emotional reactions towards the organization. It consists of emotional reactions such as shame, anxiety, anger, disrespect, disappointment, and boredom (Abraham, 2000; O'Leary, 2003; Roberts & Zigarmi, 2014). The most prominent dimension of OC is behavioral cynicism (BC), referring to an employee's negative tendency and mainly degrading attitudes towards the organization. It covers severe criticism for the organization such as verbal abuse, mocking, ridicule and condescension (Turner & Valentine, 2001). It could result in employee alienating with the organization (O'Brien et al., 2004).

2.3 PERFORMANCE-CYNICISM RELATIONSHIP

OC among employees can increase negative outcomes at both individual and organizational levels. At an individual level, it can result in absenteeism, role overload frustration and at the organizational level, it can reduce employee performance and enhance job turnover and inter-organizational employee conflicts (Abraham, 2000; Andersson, 1996).

Due to the defensive aspect of OC, when employees perceive that an organization lacks honesty and trustfulness and the organizational choices, they made are based on self-interest only then a sense of inequity and discrepancy is developed among employees (Neves, 2012). As an outcome, social exchanges within the organization are disturbed and the employee desire to respond to organizational goals decreases and employees reduce their efforts towards the attainment of organizational goals and objectives. Adams's equity theory (Adams, 1965) is also based on input/output balance. It suggests that employees evaluate the organizational practices, policies, and decisions as fair could reevaluate their performance and then adjust their performance according to the perceptions of input from the organization (Bernerth et al., 2007).

Although the OC suggests that employees having cynical behavior towards organizations have bad job performance but this influence is inconsistent with the empirical support. Some researchers suggest the inverse relationship between OC and employee performance (Andersson, 1996; Neves, 2012), while some researchers suggest a positive association between variables (Brandes & Das, 2006). However, because most studies suggest a negative relationship between OC and employee performance so we expect that each form of the OC will have a negative influence on both forms of employee performance. The first hypothesis can be given as

Hypothesis 1: OC has a negative relation with employee's performance (Task and contextual).

Hypothesis 1a: CC has a negative relation with employee's performance (Task and contextual).

Hypothesis 1b: Affective cynicism has a negative relation with employee's performance (Task and contextual).

Hypothesis 1c: Behavioral cynicism has a negative relation with employee's performance (Task and contextual).

2.4 OCCUPATIONAL SELF-EFFICACY

Self-efficacy theory is based on the person's expectation of his ability to perform effectively (Bandura, 2012). It can also be viewed as an individual's belief that they can manage and survive in difficult situations with their own efforts (Gregersen et al., 2014). It is a significant element of social cognitive theory, which has a major impact on human thoughts, motivation, and performance. It is related to what an individual believes that he can do with his skills rather than the skills one has (Stajkovic & Luthans, 1998). It is related to what an individual believes that he can do with his skills rather than the skills one has. It also assumes that people's perceptions of themselves are a key factor in exercising their control over their own work environment.

Occupational self-efficacy (OSE) refers to an employee's belief that he/she can perform activities and behaviors related to their work activities (Schyns & Sczesny, 2010). It can also be defined as the capability an employee perceives regarding the ability to effectively complete the tasks required in his/her job (Rigotti et al., 2008). Employees having high OSE are often described by their determination and are motivated by their belief in future success (Breso et al., 2011).

Occupational self-efficacy (OSE) is a flexible personal characteristic, it can be improved or changed with the help of organizational and managerial support and can have a significant influence in managing employees (Maurer, 2001). It affects employee's behaviors and actions through outcome expectations, their aspirations, perceptions of themselves and their working environment. Employees with high levels of OSE will not view organizational or work demands as threats/risks/problems, but as an opportunity/way to enhance and improve their skills/abilities, they will struggle hard to acquire high-quality outcomes and it will be seen as their own efforts (Prieto, 1997).

2.5 OCCUPATIONAL SELF-EFFICACY: EMPLOYEE PERFORMANCE RELATIONSHIP

One of the most important and researched outcomes of OSE is its impact on employee performance (Task/contextual). The social cognitive theory describes that OSE increases goals, persistence, and effort, resulting in an increase in employee performance (Bandura, 2012).

A meta-analysis conducted by Stajkovic and Luthans (1998) provides strong evidence for the relationship between OSE and employee performance. Some current studies also provide evidence of a strong relationship between OSE and performance (Alessandri et al., 2015; Bresó et al., 2011; Cetin & Askun, 2018). Employees with low levels of OSE have a mediocre view of their career progression and being disappointed with tasks, projects, and relationships they have low task and contextual performance (Shoss, 2017).

For the negative influence of OSE on performance, Stone (1994) found that employees with high OSE contribute fewer efforts towards the accomplishment of tasks and objectives as compared to employees with low OSE. Bandura & Jourden (1991) concluded that with induced high OSE,

employee performance decreased over time. For inconsistent effects of OSE, if OSE increases performance up to a certain point, beyond which it fell with further increase in OSE (Vancouver et al., 2008). They found that the OSE moderates its effect.

However, because most of the studies suggest a positive relationship between OSE and employee performance so we expect that each OSE will have a positive influence on both forms of employee performance. The second hypothesis takes into account an employee's job performance and OSE relationship, as

Hypothesis 2: Occupational self-efficacy is positively related to an employee's task and contextual performance.

2.6 OCCUPATIONAL SELF-EFFICACY EMPLOYEE PERFORMANCE ORGANIZATIONAL CYNICISM RELATIONSHIP

Research carried out on employee distant attitude towards the organization and their job performance indicates that employee's cynicism towards the organization has a negative influence on their job performance. Moreover, if employees also have low OSE or they have pessimistic feelings about their work their job performance can be further reduced associated with depression and anxiety (Vera et al., 2012). From the meta-analysis conducted by Lee & Ashforth (1996), the independent role of the low level of OSE compared with OC results in negative organizational and individual outcomes.

Depending on specific working conditions, OC and OSE may have a different role in creating an impact on organizational outcomes like employee's job performance or prosocial behavior (Angelo & Chambel, 2014). It can act as a moderator or mediator or even an independent variable (Xu et al., 2012). Since OSE belief is highly based on past experiences, it is reasonable that OC is responsible for low OSE. Thus, the relationship between OSE and OC is reciprocal (Skaalvik & Skaalvik, 2010). Thus, the third hypothesis is given as

Hypothesis 3: Occupational self-efficacy significantly moderates the relationship between OC (Cognitive/Affective/Behavioral) and employee's task and contextual performance.

2.7 COMPARISON BETWEEN MANUFACTURING AND SERVICE SECTOR ORGANIZATIONS

Manufacturing and service sector organizations can be distinguished in many different ways. For example, at organizational level manufacturing organizations produce tangible whereas service organizations produce intangible products, manufacturing sector organizations produce product and consumer consume them and in it, the customer is not engaged whereas customers are actively involved in the service sector (Lewis, Goodman, Fandt, & Michlitsch, 2007). Operation management in the manufacturing sector is more product-oriented while it is more people-oriented in service organizations (Jiang, 2009).

As above mention above both sector's differences exists in ways of managing their employees. For example, in comparison to employees in the manufacturing sector, service sector employees more formal inputs from the customers and management, which could result in better job performance (Jackson & Schuler, 1995). It is also reported that service-sector employees continuous and updated training and development as compared to manufacturing sector employees because they need more

diverse skills and abilities to perform the job (Othman, 1999).

There is a dearth of research available on the comparison of OSE, OC and employee job performance in service and manufacturing sector organizations. However, based on the above arguments regarding organizational and functional level differences in both sectors it may be hypothesized that in both sectors the relationships among OSE, OC and employee job performance variates. Thus, the fourth hypothesis of the study concludes as follows:

Hypothesis 4: Relationships among occupational self-efficacy, OC and employee job performance significantly differs between the manufacturing and service sector.

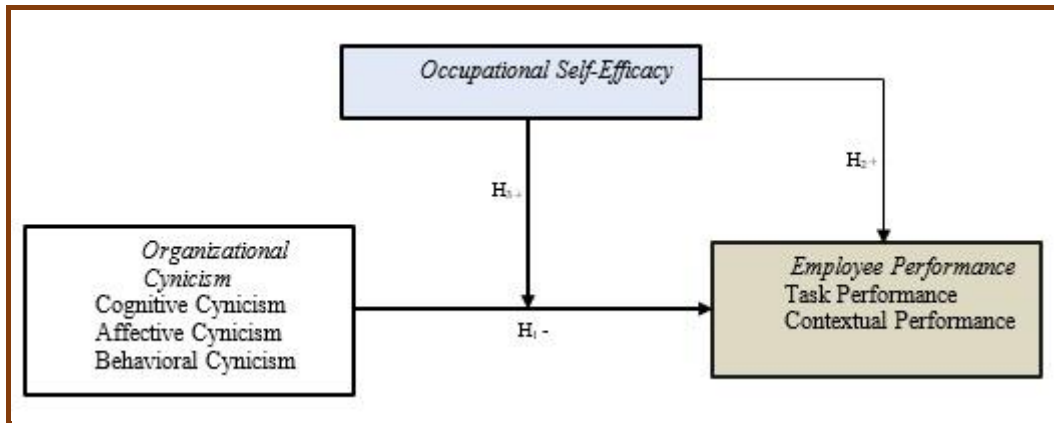


Figure 1: Theoretical Framework

3. METHODOLOGY/ MATERIALS

Figure 1 gives a framework for this study. Research hypotheses were examined with the help of datasets from service (Healthcare, higher education, and banking) and manufacturing (Cement, pharmaceutical and food) sectors of Pakistan. The population of the study included, Higher education commission of Pakistan (HEC) approved higher education institutes; Pakistan Medical and Dental Association (PMDA) and Drug Regularity Authority of Pakistan (DRA) approved hospitals and pharmaceutical organizations; Securities and Exchange Commission of Pakistan (SECP) listed banks, cement and food organizations. Employees from the higher education sector include faculty members, from healthcare sector nurses, doctors and surgeons were included and from banks, pharmaceutical, cement, and food organizations their managers, assistant managers, and department heads were approached for data collection.

3.1 DATA COLLECTION AND SAMPLE

Data were collected in two rounds; first through self-administrative questionnaire from Islamabad, Rawalpindi and Peshawar and second through emails from Lahore, Karachi, and Quetta. According to the data of securities and exchange commission of Pakistan 2016, the contribution of these subsectors is above 30%. Five-hundred survey questionnaires were distributed in each sector, from which 361 (Response rate 73%) completed questionnaires were received from manufacturing and 390 (Response rate 78.6%) from the service sector. The total response rate was 75.1% from both sectors. As per the results of Table 1, almost 69% of the respondents were male and were Master's degree holders.

Table 1: Respondent's Demographics

Demographics		Responses	Frequency	Respondents	%
Gender	Male	454	68.8	751	100
	Female	297	31.2		
Age	20 – 30	230	30.6	751	100
	31 – 40	258	34.4		
	41 – 50	204	27.1		
	51 and Above	59	7.9		
Qualification	Ph.D	143	19.1	751	100
	M.Phil / MS	129	17.2		
	Masters	358	47.6		
	Bachelor	121	16.1		
Subsectors	Food	137	18.2	751	100
	Cement	109	14.5		
	Pharmaceutical	115	15.3		
	Higher Education	161	21.4		
	Healthcare	126	16.8		
	Bank	103	13.7		
Sector	Manufacturing	361	48.1	751	100
	Service	390	51.9		

3.2 MEASURES

The survey includes items for demographics (i.e. Gender, age, qualification, subsector, and sector). For measuring OSE, the six-item scale of Schyns & Collani (2002) was used with a 7-point Likert scale ranging from highly disagree to highly agree. Exploratory factor analysis showed that items of the OSE scale explain 66.34% of the variance. Kaiser-Meyer-Olkin test was (.91, Sig = .00), which shows that the sample is enough to achieve these test results and does not have high inter-item correlations. Cronbach's alpha coefficient for OSE was .91. To measure employee performance, individual work performance questionnaire by Koopmans et al. (2013) was used with a 7-point Likert scale. This measure has eight-items for contextual performance and five-items for task performance. Exploratory factor analysis showed that items of contextual work performance scale explain 59.31% of the variance; task work performance five-items explain 63.72% variance. Kaiser-Meyer-Olkin test for contextual performance was (.89, sig = <.01) and for task performance was (.92, sig = .00). Cronbach's alpha coefficient for contextual performance was .89 and task performance was .92. To measure OC, Brandes (2006) scale was utilized. OC consists of three basic sub-dimensions (Cognitive = 5-items, affective = 4-items, and behavioral = 4-items) with 7-point Likert scale ranging from never to always.

Exploratory factor analysis showed that items of CC scale explain 55.42% of the variance; affective cynicism (AC) four-items scale explain 59.83% variance; whereas four-items of behavioral cynicism (BC) scale explains 57.29% of the variance. Kaiser-Meyer-Olkin test for the full OC scale was (0.82, Sig = <0.01), which shows that the sample is enough to achieve these test results and does not have high inter-item correlations. Kaiser-Meyer-Olkin test for CC was (.84, sig = <0.01), AC was (.89, sig = .00) and for BC was (.81, sig = <0.01). Cronbach alpha coefficient for CC was .84, AC was .87 and BC was .81.

For further construct validity analysis of the variables rotated component matrix method, Varimax with Kaiser Normalization was used. Results Table 2 shows items of employee task performance are substantially loaded on factor (Component 1), employee contextual performance on factor (Component 2), OSE on factor (Component 3), CC loaded on factor (Component 4), AC on factor (Component 5) and BC loaded on factor (Component 6). So, these factors could be utilized for

further analysis.

Table 2: Cronbach Alpha, Average Variance Explained, Rotated Factor Matrix

	a	AVE	Factor						
			1	2	3	4	5	6	
ECP1	0.89	59.31%		0.84					
ECP2				0.69					
ECP3				0.82					
ECP4				0.54					
ECP5				0.62					
ECP6				0.74					
ECP7				0.59					
ECP8				0.76					
ETP1	0.92	63.72%	0.65						
ETP2			0.73						
ETP3			0.68						
ETP4			0.65						
ETP5			0.74						
CC1	0.84	55.42%				0.84			
CC2						0.61			
CC3						0.79			
CC4						0.65			
CC5						0.65			
AC1	0.87	59.83%					0.64		
AC2							0.67		
AC3							0.52		
AC4							0.73		
BC1	0.91	57.29%						0.68	
BC2								0.49	
BC3									0.58
BC4									0.68
OSE1	0.91	66.34%			0.69				
OSE2					0.57				
OSE3					0.75				
OSE4					0.53				
OSE5					0.62				
OSE6					0.65				
Extraction Method: Principal Axis Factoring.									
Rotation Method: Varimax with Kaiser Normalization.									
a. Rotation converged in 7 iterations									

Goodness of model fit presented satisfactory results of indices (CMIN/DF = 2.32; GFI = 0.71; AGFI = 0.69; CFI = 0.86; RMSEA = 0.03. Composite reliability (CR) was ranged 0.77-0.93 and Average Variance Extracted (AVE) ranged 0.55- 0.66. Results of multicollinearity tests (Variance inflation factor and tolerance) showed no multicollinearity issues.

4. RESULTS

In general, respondents of manufacturing sector reported less self-efficacy (max = 4.82, min = 4.07) than service sector (max = 5.24, min = 4.15). Respondents of service sectors reported the same trends for contextual and task performance. From Table 3 it is also evident that within service sector respondents those who are above the age of 40 have higher OSE, contextual and task performance and consecutively lower CC, AC, and BC as compared to respondents below 40 years of age. In the manufacturing sector, respondents within the age group of 30 – 39 years have higher OSE, contextual and task performance and consecutively lower CC, AC, and BC as compare to respondents below 30 years and above 40 years of age. Responses for OSE, contextual and task performance were above the

neutral response options and CC, AC and BC are below neutral response options for both sectors as shown in Table 3, indicating inverse relationship.

Table 3: Frequency Percentages for Occupational Self-Efficacy, Employee Performance, and OC among Age Groups

Age (year)	OSE	ECP	ETP	CC	AC	BC
Manufacturing						
20-29	4.77	4.88	4.53	3.58	3.15	3.29
30-39	5.02	5.19	5.2	3.45	2.86	3.21
40-49	4.14	4.76	4.91	3.54	3.23	3.38
50+	5.07	4.95	4.7	3.71	3.3	3.41
Service						
20-29	4.15	4.07	4.14	3.23	3.6	3.14
30-39	4.39	4.98	5.19	3.74	3.11	3.24
40-49	5.17	5.02	5.35	3.33	3.18	3.13
50+	5.24	5.36	5.23	3.18	3.47	3.01

4.1 DESCRIPTIVE STATISTICS AND CORRELATION ANALYSIS

Table 4 represents means, standard deviations, skewness and kurtosis of the variables as well as their inter-correlations. Correlation analysis is carried out to measure the relationship among variables. The mean value of variables ranges from 3.09 to 4.97 and the SD ranges from .71 to .99. The data were checked for missing values and normality (skewness and kurtosis) as suggested by researcher Singh & Sharma (2016). In this study, kurtosis and skewness range values were less than ± 2 as shown in table 4. Occupational self-efficacy positively correlated with task performance and contextual performance, whereas it is negatively correlated with three forms of OC in both manufacturing and service sectors. Correlations between OSE and employee performance dimensions (Task and contextual) are stronger within service sector as compared to manufacturing sector. Contextual-task performance relationship is stronger within service sector ($r = .51$) as compared to manufacturing sector ($r = .43$). These results can be described better with further tests and are then discussed accordingly.

Table 4: Descriptive statistics and correlation analysis (Manufacturing N=361, Service N=390).

	Manufacturing					Service								
	M	SD	Skew	Kurt	1	2	3	4	5	6	M	SD	Skew	Kurt
1. OSE	4.26	0.94	1.3	0.96		-.18*	-.21*	-.13*	.38**	.42**	4.85	0.99	0.86	1.64
2. CC	3.65	0.91	1.02	1.98	-.13**		.35*	.36**	-.24**	-.26**	3.51	0.72	1.19	2.24
3. AC	3.12	0.76	1.23	2.41	-.19**	.28**		.41**	-.32*	-.25**	3.09	0.65	1.07	2.11
4. BC	3.82	0.84	0.98	1.79	-.11*	.21**	.25*		-.25**	-.29**	3.18	0.63	0.95	1.97
5. ECP	4.58	0.87	1.29	2.46	.29**	-.24**	-.22**	-.27**		.51**	4.72	0.92	1.37	2.41
6. ETP	4.65	0.98	1.14	2.23	.33**	-.30**	-.18**	-.16**	.43**		4.97	0.71	1.26	2.42

Note: OSE = occupational self-efficacy, CC = cognitive cynicism, AC = affective cynicism, BC = behavioral cynicism, ECP = employee contextual performance, ETP = employee task performance
 ** Correlations are significant at 0.01 level; * Correlations are significant at 0.05 level

4.2 UNIVARIATE ANALYSIS

To analyze the impact of OSE and the interactional effect of OSE with OC (Cognitive, affective and behavioral) on employee contextual performance univariate analysis was conducted. The findings of this test are shown in table 5 for the manufacturing and service sectors.

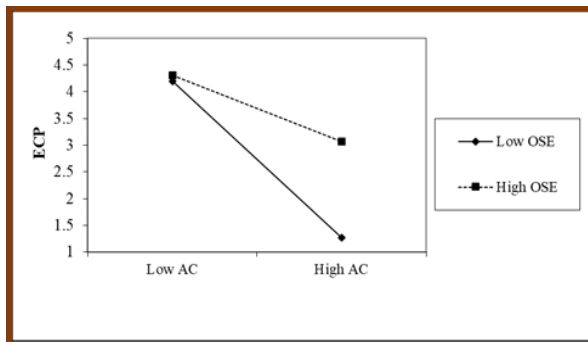
In the manufacturing sector, OSE and forms of OC have a moderate significant influence on contextual performance in comparison to the service sector in which OSE and BC have a strong and significant influence on contextual performance. Overall, R statistics for manufacturing sector showed that forms of OC and their relationships with OSE predicted 32% variation in contextual performance, whereas R statistics for service sector showed that forms of OC and their relationships

with OSE predicted 39% variation in contextual performance. Moreover, the mean and standard deviation values of contextual performance showed that in both sectors contextual performance lies between moderate to high; predicting somewhat moderate contextual performance of employees.

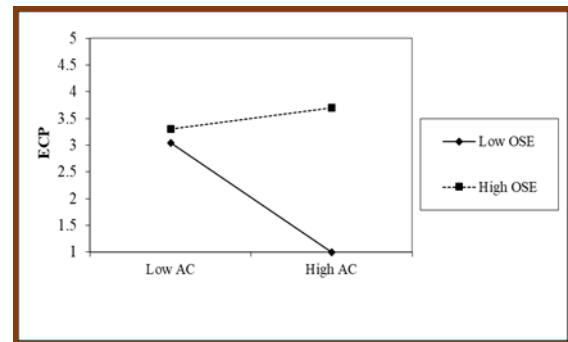
Table 5: Univariate Analysis for the moderating effect of occupational self-efficacy in the relationship between organizational cynicism and employee contextual performance.

	Manufacturing				Service			
	F	β	t-values	Sig	F	β	t-values	Sig
Intercept	8.42	3.21	2.04	<0.01	9.87	2.76	3.23	<0.01
OSE	4.14	.48	2.27	.02	5.48	.74	3.14	<0.01
Cog. Cynicism	9.23	-.35	3.62	.04	3.42	-.18	3.64	.03
Aff. Cynicism	3.47	-1.02	3.39	.02	4.59	-.41	2.15	.01
Beh. Cynicism	4.91	-.43	3.54	.02	7.18	-.68	2.47	<0.01
OSE*Cog. Cyni	6.36	.27	8.69	.02	4.04	.83	3.27	<0.01
OSE*Aff. Cyni	5.09	.42	4.16	<0.01	3.19	.61	2.81	.02
OSE*Beh. Cyni	6.14	.24	2.87	.06	3.61	.76	3.19	<0.01
R^2	.36				.42			
R^2_{adj}	.32				.39			
Mean	4.71				4.86			
SD	.97				1.04			

Occupational self-efficacy has a stronger influence on the relationship of AC-contextual performance in the manufacturing sector as compared to the service sector (see Figure 2). Occupational self-efficacy has only high significant moderation on the AC-contextual performance relationship in manufacturing sector, whereas in service sector OSE has moderate influence on the AC-contextual performance relationship.



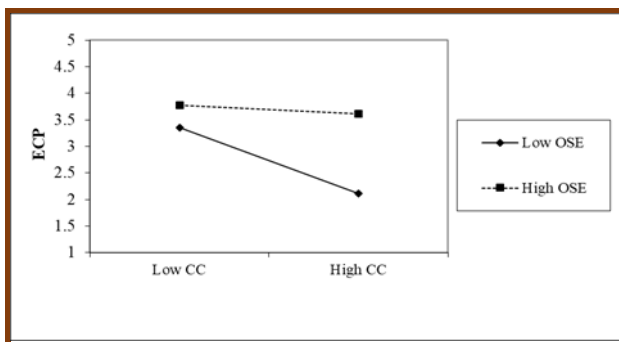
(a) Manufacturing Sector



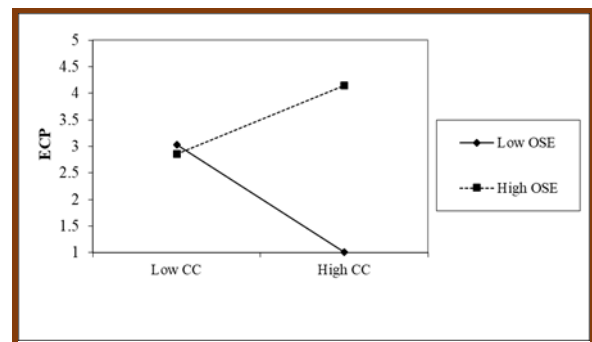
(b) Service Sector

Figure 2: Interaction Plot for AC, OSE, and ECP

Occupational self-efficacy has a stronger influence on the relationships of CC-contextual performance and BC-contextual performance in the service sector as compared to the manufacturing sector (see Figures 3, 4).



(a) Manufacturing Sector



(b) Service Sector

Figure 3: Interaction Plot for CC, OSE, and ECP

Behavioral cynicism does have a significant influence on contextual performance in manufacturing sector but when OSE moderates the relationship that influences become nonsignificant (see Table 5 and Figure 4).

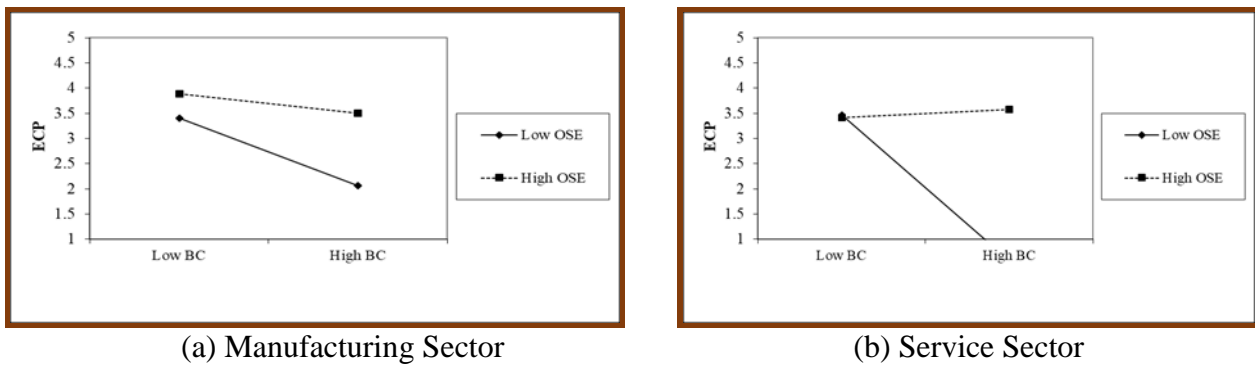


Figure 4: Interaction Plot for BC, OSE and ECP in Manufacturing Sector

To analyze the impact of OSE and the interactional effect of OSE with OC (Cognitive, affective and behavioral) on employee task performance univariate analysis was conducted. The findings of this test are shown in table 6 for the manufacturing and service sectors.

In the manufacturing sector, OSE and CC have a strong significant influence on task performance while AC and BC has a moderate significant influence. On the other hand, within service sector OSE, cognitive and BC have a strong significant influence on task performance while AC has a moderate influence (See table 6). Overall, R statistics for manufacturing sector showed that forms of OC and their relationships with OSE predicted 41% variation in task performance, whereas R statistics for service sector showed that forms of OC and their relationships with OSE predicted 48% variation in task performance.

Table 6: Univariate Analysis for the moderating effect of occupational self-efficacy in the relationship between OC and employee task performance.

	Manufacturing				Service			
	F	β	t-values	Sig	F	β	t-values	Sig
Intercept	12.36	2.41	1.10	.00	10.27	2.84	3.17	.00
OSE	3.31	1.03	3.42	.00	3.74	.20	3.47	.00
Cog. Cynicism	8.71	-.12	3.34	.00	4.58	-.28	3.57	.02
Aff. Cynicism	3.35	-1.44	2.43	.02	6.85	-.24	2.62	.01
Beh. Cynicism	5.38	-.35	2.94	.04	5.78	-.17	2.82	.00
OSE*Cog. Cyni	9.12	.23	7.41	.05	4.22	.18	3.15	.00
OSE*Aff. Cyni	4.39	.94	3.37	.00	3.91	.37	2.86	.00
OSE*Beh. Cyni	8.75	-.11	2.02	.13	2.71	.25	3.51	.00
R ²	.41				.48			
R ² _{adj}	.38				.46			
Mean	4.84				4.97			
SD	1.00				1.02			

Occupational self-efficacy has a stronger influence on the relationship of AC-task performance in the manufacturing and service sectors and convert the moderate significant impact of AC on task performance into a stronger impact (see Figure 5).

Occupational self-efficacy has a stronger influence on the relationships of CC-task performance in the service sector as compared to manufacturing sector. In manufacturing sector if AC is high and OSE is low it will result in inferior task performance but if AC is high and OSE is also high, then it will slightly improve task performance (with reference to low OSE- performance). In the service

sector, if AC is high and OSE is low it will result in low task performance but if AC is high and OSE is also high then it will slightly enhance task performance (see Figure 6).

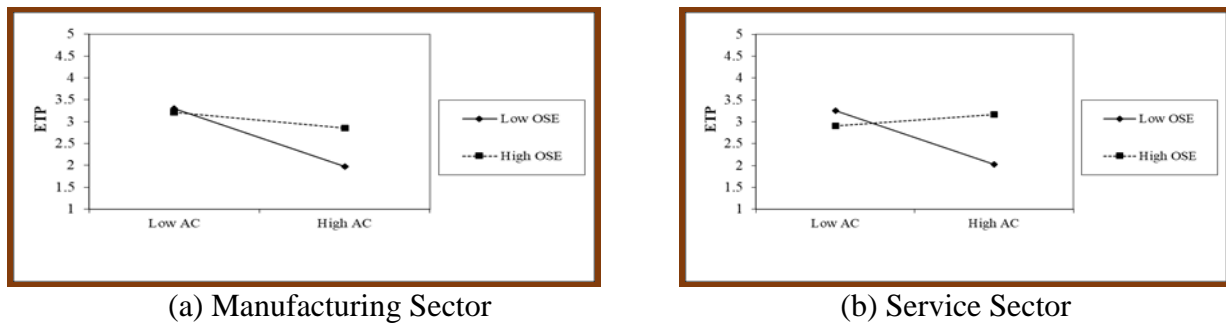


Figure 5: Interaction Plot for AC, OSE, and ETP.

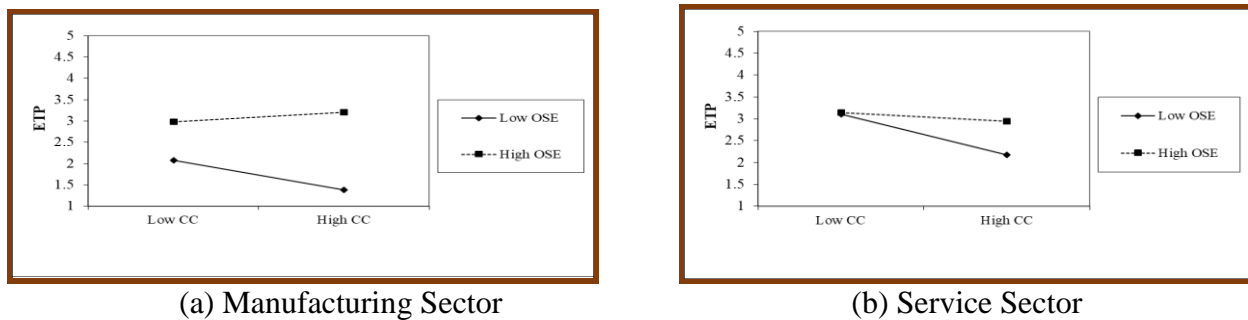


Figure 6: Interaction Plot for CC, OSE, and ETP.

Behavioral cynicism had a main effect on task performance but OSE did not moderate the relationship between BC and task performance in the manufacturing sector, while OSE strongly moderates the BC impact on task performance within the service sector (See figures 12 and 13). In both sector by improving OSE of employee’s task performance can be increased.

The results of univariate analysis (Table 5 & 6) and interactional plots (Figures 2-13) for both sectors support our third hypothesis regarding the moderation of OSE on the relationship between OC (Cognitive/Affective/Behavioral) and employee’s task and contextual performance.

4.3 INDEPENDENT SAMPLES T-TEST

The Independent Samples t-test was used for sectoral comparisons. The results, as shown in Table 7, indicate that employees working in the service sector have higher OSE, contextual and task performance as compared to manufacturing sector employees who reported higher OC (Affective, cognitive and behavioral). The results of independent sample t-test for sector comparisons support our fourth hypothesis regarding differences exist in OSE, OC forms and types of employee performance in both sectors.

Table 7: Independent Sample t-Test for Sector Wise Comparisons.

Variable	Manufacturing		Service		t	p
	M	SD	M	SD		
OSE	4.26	.94	4.85	.99	6.23	.01
CC	3.65	.91	3.51	.72	12.54	.00
AC	3.12	.76	3.09	.65	7.43	.01
BC	3.82	.84	3.18	.63	10.79	.01
ECP	4.58	.87	4.72	.92	13.10	.00
ETP	4.65	.98	4.97	.71	9.76	.00

Note: OSE = occupational self-efficacy, CC = cognitive cynicism, AC = affective cynicism, BC= behavioral cynicism, ECP = employee contextual performance, ETP = employee task performance

5. CONCLUSION

OC has been associated with a range of important negative individuals (Chiaburu et al., 2013; Rehan et al., 2013) and organizational outcomes (Naus et al., 2007; Shoss, 2017). For this research purpose, hypothesized relationships among the three forms of OC: CC, AC, BC, OSE and two forms of organizational performance: task performance and contextual performance were investigated in the manufacturing and service sectors of Pakistan.

The finding is that all three forms of OC are negatively associated with a task and contextual performance in both sectors as predicted by the literature review (Aslam et al., 2015; Neves, 2012). In manufacturing sector, among forms of OC, CC is strongly correlated with task performance whereas BC is strongly correlated with contextual performance. However, in the service sector, BC is strongly related to task performance whereas AC is strongly related to contextual performance.

The results of the correlational analysis provide evidence that OSE has a stronger association with task performance in both sectors of Pakistan. Collins (2010) also suggested that OSE could strongly influence in-role performance than extra-role performance because it is more related to core self-evaluation regarding the task rather than cooperation and collaborations at the workplace.

This study gives that, in the manufacturing sector, OSE strongly moderate the relationship between CC and employee task performance while within service sector OSE strongly moderates the relationship between both cognitive and BC and employee task performance. The study also provides evidence that in the manufacturing sector OSE and forms of OC have a moderate influence on employee contextual performance while within service sector OSE has strongly moderated the relationship between BC and employee contextual performance. This study further concludes that organizations of both sectors should control and reducing employee attitudes like OC and work on enhancing employee's OSE belief, which could enhance employee task and contextual performance.

6. AVAILABILITY OF DATA AND MATERIAL

Data can be made available by contacting the corresponding author.

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