PERCEPTION OF EMPLOYEES ABOUT ORGANIZATIONAL CYNICISM AND ITS EFFECT ON EMPLOYEE'S JOB PERFORMANCE (A STYDY OF FEDERAL BOARD OF REVENUE)

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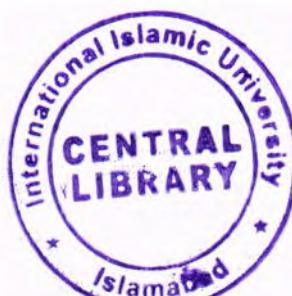
Organizational behavior.

Cynicism

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It is certified that thesis submitted by Ms. Nadia Hafeez, Reg No. 192-FSS/MSSOC/S15 titled **"Perception of Employee's About Organizational Cynicism and Its Effect on Employee's Job Performance (A Study of Federal Board of Revenue)"** has been evaluated by the viva voce committee and found that thesis has sufficient material and meets the prescribed standard for the award of degree MS in the discipline of Sociology.

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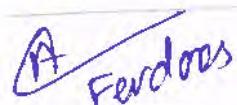
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Abstract

The present study has been examined the effects of organizational cynicism on two dimensions of job attitudes i.e. organizational commitment and job satisfaction. Employees who are cynical can influence the entire organization and can hinder the organization from reaching its goals. Cynical employees believe that their colleagues are selfish and self-centered. In this respect, problems due to policies and their application cause organizational cynicism concepts to exist, and cause decline in employee performance, lack of motivation, alienation against organization and even quitting. The focus was on systematic understanding of reasons that leads to cynicism in employees about their organization which ultimately affect their job performance and satisfaction. Quantitative research method has been used to conduct the study. Survey was used as method and questionnaire as a tool of data collection. A sample of 150 respondents including male and female CSP officers have been drawn from FBR department through purposive sampling technique. The data had analyzed through SPSS and presented in tabular form after coding the data. Result of study showed that there is significant relationship between discrimination at work place and employees motivational level. Organizational cynicism leads uncertainty, less belongingness and alienation to organization that ultimate result in job dissatisfaction of the employee in the form of low level dedication to work. There was need to develop a strategy to counter with the reasons of organizational cynicism in order to ensure their transparency and fairness to all employees to continue to have their dedication, commitment and loyalty, which is the real drive for keeping satisfied and fulfilled employees, thus avoiding turnover but confirming holding of exciting employees.

CHAPTER ONE

1. INTRODUCTION

Organizational cynicism, hampers improvement/betterment organizational growth, it results in two negative outcomes for the organization, loss of valuable staff and increases their rotation resulting in reduction of organizational loyalty and reliability, enlarge in discontinuities, estrangement from work and eventually defiance (Arabaci, 2010). Organizations should evolve methods to address the issue of organizational cynicism so that its impact can be mitigated. Organizational Cynicism stems from the perception of the employee that the organization will always act to his/her disadvantage (Nair, 2010). Organizational cynicism is an individual phenomenon, which means an employee is distrustful of his colleagues, and his/her employer (Ozler, 2011). It is an extension of an employee's thought process about the organization, if he views organization as dishonest, and lacking moral principles it is more likely that he will be a cynic. due to its multi-faceted implications researchers have focused organizational cynicism particularly (Ince, 2011).

According to Yang (2010) the most pertinent facets of job are an employee's devotion to work and organization. Both are directly proportional (Boles,2007). It means that one is affected by the other i.e. more the devotion for organization more satisfaction of work (Vidal,2007). At the heart of it is the employee's emotions towards his/her job (Price,2001). Logically speaking it means how good an employee's needs are catered for will determine his attitude towards the work (Finn,2001). Moreover, an employees' cynicism can also stem from emotional disorders, mental ailments such as

depression, anxiety, anger etc. which is a cause for them to apply mobbing against their colleagues and the employer (Kalagan, 2009).

Universally, number of organization in the world are observing a threatening rise in the low employee productivity due to negative impacts of stress. Examples of these organizations are including from America, UK, the Caribbean, East and central Africa, west Africa and other parts of the globe. Research conducted by American Academy of family physician found out that a staggering 66% consultation with the physicians are due to the after effects of tension at work place (Ongori ,2008). This finding was further corroborated by Michac (1997) who found that workplace stress is caused by a host of factors such as lack of clearly delineated job descriptions, ambiguity in task assignments and last but not the least lack of scheduling, bad individual connections, quality and task's complication. As indicated by Johns (1996) that there is significant association between unclear role and stress that aggravate anxiety in workers. If this absence of direction is ongoing it create stress particularly for those who can't resist against such ambiguous situation.

As previous researches showed that there is obligation of administration in term of their employees and apparatus that includes budgets, hardware and so forth. Responsibility regarding individual causes a slice of anxiety. It can be reduced by investing more time to collaborate with them, attending meetings and endeavoring to address their issues, settling clashes and make unfriendly social verdicts (Dwamena,2012). Saari (2004) exposed that indication of organizational effectiveness can be measured by job satisfaction of employees, as number of employees understand that effective working of their organization depends on their satisfaction level. Ideal performance requires maximum capacity of employees in organization at all level; this accentuates the significance of worker's job satisfaction (Rothmann & Coetzer,2002).

Desseler (2000) implied that environmental and personal factors are two main causes of job stress. Author indicated that these external factors included work routine, work place, job safety, mechanism of work, nature of the customers. Even sound add stress at work place in term of individual talks, phone bells etc. As per Epstein (2002), stress on the job create unintended loss in form of loss time from work, emptied profitability, loss self-esteem of staff, turnover and high health risks. Employees should know about the working environment structures at organizational level that may be donating to release stress. Because social environment is major factor that leads to add or remove stress in employees.

Carol and Walton (1997) propagated that many scholars have been recognized and defined the idea of stress linked to job. Theses authors additionally specified that individual's capacity to survive with such anxiety is interlinked with their insights and different aspects of their lives. Due to changes in work place and their designed, stress related to work emerge that affect employee performance. In the context of job satisfaction an appropriate paradigm related to the topic of research regarding "Perception of employees about organizational cynicism and its effect on employee's job performance" was Herzberg' and theory of Equity by J. Adams. From Herzberg's theory, the study will explore those factors that are related to the individual's contentment and displeasure. While Equity theory explain Perceptions of distributional justice in which individual reflect their personal gains considering their investments

The present research study is an attempt to bring clarity in the concept of organizational' cynicism and its impact on their job performance which ultimately effect progression of society.

1.1 Research Objectives

- To find out the reasons that causes organizational cynicism in employees.

- To explore the effect of organizational cynicism on loyalty of employees towards their organization.

- To determine the relationship between organizational cynicism and job satisfaction of employees.

1.2 Research Questions

- How lack of incentives leads to decrease of employee's motivation toward their job?

- What are the attitudes of higher authorities towards their subordinate that decrease confidence and performance of employees?

- How dissatisfaction of employees alienates them from their organization?

- How poor work place conditions are related with less targeted outcomes of organization?

- How organizational cynicism effect the employee's confidence?

1.3 Hypotheses

- Higher the discrimination among the employees lower their motivation towards organizational commitment.

- Increase in the promotion rights of employees, strengthen the perception of high level dedication to work.

1.4 Statement of the Problem

Cynical employees not only affect other employees but also impede organizational goals and achievements. There have been very few studies on Pakistani culture viz-a-viz organizational cynicism, such studies have not been able to factor in the relation between variables such as an employee's devotion to job and its effect on work satisfaction. The purpose of this research is to identify the causes of cynicism in employees and how does it affect their job and the organization. This research aims to identify these causes by survey of Federal Board of Revenue, which is the premier organization tasked with tax collection for Federal Government.

1.5 Significance of Study

In Pakistan, organizational cynicism and employee job satisfaction at Inland Revenue (income tax department) is a very important issue. It is pertinent to mention here that this department alone is responsible for collection of 90% of the revenue for federal government. Due to its extremely critical task this department and performance of its officers has been under discussion in print and electronic media and has also come under discussions under other forums also. In the past, there have been many attempts to restructure and reform the department but still much needs to be done.

Being cynic implies that the employee is skeptical of his coworkers and the organization, cynic has general mistrust of everything around him/her. That is why it is such a nonproductive and negative emotion. Those employees who have trust in their organizations and in the work, they are doing tend to be more positive and are more productive. On the contrary a cynical employee will not put in effort to contribute towards organizational goals.

It is very important to understand factors which are responsible for the mistrust of government employees in their organization i.e. the government. This research aims at understanding those factors and quantifying them. The study will provide policy makers a clear understanding of the reasons of organizational cynicism in government departments and will help them in making decisions to address this issue.

1.8 Conceptual Framework

Organizational Cynicism: Organizational Cynicism can be defined as employee's negative attitude towards job and employer. it can also be termed as an employee's deep conviction that the organization is devoid of merit, and lacks upholding of moral principles such as fairness, honesty, candor, commitment to merit and equal distribution of rewards.

Job Performance: The term job performance has two components i.e. job and performance. Job means the act of doing work, it can be labor, or office work etc. performance means how the job is done. How efficiently, and effectively job is done may include performance. Job performance can put their effect on organization either directly or indirectly.

1.9 Operational Framework

Independent /Cause	Dependent /Effect
⬇	⬇
Organizational Cynicism	**Job Performance**

Organizational Cynicism	Job Performance
• Distributive injustice of resources & authority • Humiliation of employees • Lack of Clarity about Accountability • Lack of Transparency • Salary issues • lack of incentives • low participation in policy/decision making of employees • Work place condition • Attitudes of higher authority towards their subordinates	• Attention deficiency • Alienation to organization • Increase in intention to quit the job • Decrease the quality in production • To lose the successful and hardworking employees • Decrease in attendance • Decrease in motivation • Loss of innovation • Less targeted outcomes • Low level of dedication to work

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CHAPTER TWO

2. LITERATURE REVIEW

The key word in this work is cynic, hence it is imperative that its' dictionary definition is considered, cynic is defined by Merriam-Webster Dictionary (2003) as "a negative person who thinks that the only motivation to work is selfishness". Cynicism is negative behavior towards others. Those employees who have a cynic attitude have negative effect on organization. they not only themselves lack the will to work but they also induce the same lackluster attitude in other workers, which ultimately leads to inefficiency in the organization. such workers have a strong belief that everyone around them is using them for their own interests (Barefoot et al., 1989). Some factors leading to such an attitude include but are not limited to lack of communication between worker and the managers, lack of appreciation, being aloof from decision making process or too much work (Reichers et al., 1997).

Cynicism constitutes opposite emotions for the organization i.e. the cynic thinks of steps for betterment whilst being convinced of their failure (McColough et al., 1998). Cynic faces the paradox on a regular basis. As an illustration, micro-management and reporting to superiors is disliked by most employees. This manifest itself in the form of withdrawal. there are two kinds of withdrawal symptoms i.e. psychological and physical withdrawal. in the first category, the employee is mentally absent his mind is not where his body is, some forms of it are day dreaming etc. in second form of withdrawal the employee physically departs from workplace e.g. skipping meetings, excessive holidays etc (Nafei, 2013).

As it not only affects the organization but also disturbs mental relaxation of employees. In owing to which they feel exhaustion, depression and angriness. As it not only affects the organization but also disturbs mental relaxation of employees. In owing to which they feel exhaustion, depression and angriness. three key aspects of organizational cynicism are: lack of honesty in organization, adverse views about organization and last but not the least always being averse to whatever step is taken by the organization (Dean et al., 1998).

Organizational pessimism can be characterized as general or states of mind of dissatisfaction, uncertainty, sadness, outrage, doubt of organizations or people, belief system and social abilities (Andersson, 1996). It is a strong conviction that the organization is not truthful which ultimately causes very serious behavioral issues of negativity and pessimism (Abraham, 2000).

To gain better understanding, it is important that new conceptualization of organizational cynicism be made. To take advantage of the tripartite attitude framework. one advantage is that it clarifies that cynicism is not related to personality per se, and should be viewed as such, which means that it may change, and it is based on what sort of experience is faced in the organization. Attitude framework gives the clarity in differentiating organizational cynicism from habitual personal cynicism. secondly it broadens the scope and thirdly it fairly captures the essence while incorporating behavior and affect along with beliefs (Dean et al., 1998).

As per Leymann (1990) loss of competent workforce, escalation of workers leaving thus negatively affecting loyalty towards the organization which ultimately leads to alienating and finally disobedience. For that reason, he describes that organizational cynicism is an impediment to betterment of the organization which in

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turn results in severe repercussions for the like different reactions of "bullying" such as viciousness and threat, which may rarely appear at work place, but it has more profound outcome at school. As it not only affects organization but also disturb mental relaxation of employees. In owing to which they feel exhaustion, depression and angriness.

According to Eaton (2000) the repercussion of Organizational cynicism is very serious which include but are not limited to, decline in effectiveness and productivity, thus causing a lot of loss financial as well as intangible loss. organizational cynicism has wide ranging negative impacts such as increase in workers leaving job, decrease in organizational loyalty, workers turning to unethical practices of fraud, debauchery and other financial crimes, apart from causing emotional turmoil, this can cause serious physiological disorders in an employee which will ultimately result in loss to the organization.

Grama (2013) mention that every person is not affected in same way by the circumstances. How organization treats its employees mingles with personal characteristics of the employees. those employees who are true to their work, generally work hard and are honest in return expect to gain respect and recognition. when these expectations are not met even the honest employee tends to be a cynic. On the other hand, those employees who are casual, and take their work lightly, or have learned to cope with disappointments tend to be less susceptible to cynicism.

Humiliation is a form of behavior which injures' self-respect (Margalit, 1996). The most intense form of which is bullying, which is outcome of difference is status (Heames et al.,2006). However, there are certain behaviors which are not humiliating per se, but their context makes them so, such as loss of pride, demotion in job, or a constant threat to one's' own self-respect (Neckel, & Poulson, 2002). In addition to this

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when identity or self-representation is threatened, it is followed by shame. Hence shame follows humiliation (Martens, 2005). Mostly bullying is done by supervisors, however it is not limited to that. It has also been found that bullying is done by peers or in some cases even by the subordinates. The most devastating effect of humiliation is on health, the evidence indicating negative impact of humiliation on health is growing (Anderson & Brown, 2010).

When roles of employees are not well delineated viz a viz their responsibilities it leads to lack of answerability. which further leads to situations wherein no responsibility is fixed when something goes wrong, and everyone is ready to take credit given if something good is achieved (Arindam, 2016). Accountability essentially means being able to answer questions about one's responsibilities and obligations (Brinkerhoff et al., 2003). Hence to develop accountability relationship, the parties involved should have a clear understanding of their duties and responsibilities. responsibility can either be given by a superior to subordinate or can be shared mutually by agreement amongst equals. This means that everyone knows their exact and specific tasks to be performed (Smith, 2002).

Retaining quality human resource is essential if an organization wants to retain competitive edge in an increasingly competitive global environment (Devi & Pojitha, 2012). According to Eaton (2000) a cynic worker has firm believe that the organization only uses him/her to maximize its profits and gains and has no interest in his wellbeing or progress. This in turn leads to higher turnover intention. Tackling which is one of the toughest challenges of human resource department. Turnover intent means how long an employee wants to remain in the organization (Ahmad et al., 2012).

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According to (Cotton & Tuttle, 1986) the chance of an employee's' staying in an organization is turnover intention. Whereas according to Tett and Meyer (1993) intention to turnover is a deliberate intention to leave the organization. whether deliberate or not it is a tough issue for any organization because losing qualified human resource affects an organization's productivity and competitiveness. In addition to decreased productivity, intention turnover inflicts additional cost on the organization to hire and train new employees (Abbasi et al., 2008). When employees leave an organization, it poses a lot of new problems such as hiring new staff, which in turn has monetary cost and leads to decrease in productivity (Rehman et al., 2012). According to Zuber (2001) turnover is inversely proportional with good working conditions.

When employees are not involved in decision making process it leads to their alienation which in turn leads to rumors. Rumors adversely affect an organization's reputation and cause lack of trust in its' management (Arindam, 2016). This lack of trust in organization leads to indirect costs in the form of lower rating by different credit lending institutions such as banks etc. which means cost of premium will go up making lending money expensive. Conversely improved transparency means better rating for the company and hence lower cost of borrowing and more capital for investment (Oxelheim & Randöy, 2003).

Hood (2006) states that transparency is vital in every organization regardless of its' scale whether public or private. In continuation Ball (2009) opines that in general narrative about governance transparency is bigger concern than accountability. Employees' views about the organization is based on their own experiences. if an employee feels that the organization is efficient, trustworthy and transparent, it increases their level of trust (Welch et al., 2004). Fieschi & Heywood (2004) point out

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that transparency in an organization is not sufficient to retain level of trust, as many other factors such as politico social views also factor in. On the other hand, if an organization is effective, is based on sound principles it may retain certain level of functionality even if it is not so transparent.

Milkovich & Newman (2005) explained that pay features may be in form of individual's performance. Which can be described based on their act and in form of inducements. This type of reward improves the productivity of employees, so these bonuses are directly linked with the performance and profitability of workers (Bandiera et al., 2007). One of the key factors motivating individuals is reward. Reward can be in the form of cash or recognition. Given the fact that every person is different, has different aspirations and need, the reward should be commensurate to one's personality (Hameed et al., 2014). Some would like cash as reward, some might want promotion or even just a few words of praise (Osterloh & Frey, 2012).

A competent manager should always understand his subordinates, that is the key to take effective work from employees. One of the key behavioral trait is motivation, it is imperative that motivational factors of everyone are understood correctly (Dobre,2013). Study done by Brown (2007) and his colleagues clearly indicated that amount of salary is not the only factor for satisfaction, another very important factor is quality of work. Since managers play a key role in any organization it is important to understand what the ways are to motivate and drive them. Some of the temptations to drive managers include but are not limited to sponsored holidays to exotic places, expensive dining's, free subscription to luxury clubs and hotels, incentives such as free education for children, quality health care free of cost, generous

after retirement benefits, extra allowances to compensate for stressful or hazardous working environment such a mine or oil field etc (Cole ,1997).

The purpose of monetary benefits is to motivate the employee to work better and to work as is required of him/her. If the monetary benefit is in proportion to the effort being put in it surely increases the level of motivation, as the employee sees it as his recognition. Plus, the money also helps to satisfy different needs, which in turn leads to mental satisfaction of the employee. In the same way if the benefit is not at par with the efforts being put in, it leads to inefficiency (Al-Harthi,1991). Incentive does not necessarily mean cash incentive, it can be in the form of a certificate of recognition, or any mark of distinguish which makes him/her distinguished for the achievements. When such moral incentives are not full filled it also leads to pessimism (Hasan,2002).

Apart from monetary and moral incentives it was pointed by Rose et al., (2006) that quality of work place also plays a pivotal role in employee performance and hence productivity of the organization. It has been shown that the organizations having a healthy, friendly and pleasant work environment tend to have more satisfied employees and better workforce (Kreisler & Semali, 1997). Productivity and workplace conditions are directly correlated i.e. better the workplace more the productivity. On the contrary if the employee feels threatened, unsafe or stressful due to workplace it leads to drop in productivity and decrease in loyalty to the organization. It will also result in demotivation which would lead to increased absenteeism etc (Ali et al., 2013).

Companies having competitive edge due to legacy knowledge within their organization has a lot to gain from providing better working conditions, lest the employee decides to join the competitor just because of the conditions at work (Fosfuri et al., 2001). As pointed out by Yuseuf (1984) if the work premise is too hot, or too

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cold or clustered and less ventilated it will adversely affect the output of workers. For example, if a factory where there is a lot of heat is not well ventilated it will make working conditions too hot and difficult to work, which would in turn result in low productivity of the worker. Similarly, there should be plenty supply of most essential items such as clean drinking water, clean washrooms, if the work place is hazardous enough supply of safe clothing. Bornstein (2007) states that productivity and workplace conditions are directly proportional.

Contemporary studies point out that to implement new management strategies it is important that employee participation in decision making is ensured, which directly relates to job satisfaction (Harber et al., 1991). Making employees part of the decision making gives them a sense of ownership and responsibility. This also makes them aware of their contribution. participation has the effect that employee feels that he/she is a stakeholder in benefits, and if the organization loses he/she too will be at loss (Cadwallader et al., 2010). It stated that participatory decision making is linked with quality teamwork and effective communication (Fosfuri et al., 2002).

According to Debruin (2007) participative decision making is not without its de merits, which include delays in arriving at decisions, increase in cost and inefficiency. having said that, this should not deter an organization in involving its' employees in decision making process, as those employees who are part of this process feel more secure than the others (Verplanken & Holland, 2002). On the contrary low participation in decision making leads to loss of trust and insecurity. A worker's' involvement can be viewed from many perspectives and has multiple dimensions such as peer pressure, pressure to comply to certain norms, to stand out. Some of these factors may force someone to adopt a dominating posture, thus affecting the process. Viewed in this

context when different employees get together to discuss a decision, it takes a lot of time, plus due to shortage of time many good ideas may never come to limelight (Debruin, 2007).

Organization can involve its' employee in many ways to be part of participative decision making, it can be formal, semi-formal or informal. Formal participation includes direct role in decision making such as being promoted (Lawler, 1986). Lack of participation in decision making may lead to disillusionment and subsequently loss of motivation, if the phenomenon is viewed on a macro level it may as well lead to decrease country GDP. If a worker is involved in decision making process, it has obvious benefits for the organization such as increase in productivity, increased loyalty, job satisfaction, healthy relationship between employer and employee, motivation to work, better attendance (Agyeman, 2012).

Humans are trained since their childhood to observe and imitate those individuals who are superior/better than the others. Managers being superior to their subordinates exert considerable influence in shaping their work ethics. It has been observed that those bosses who themselves work hard, put in their best effort and themselves set the benchmark for performance have a positive impact on their subordinates. This is because that subordinates subconsciously derive their work ethics from their managers. Hence if a manager is hard working his/her subordinates will tend to follow his example. There is also an element of winning over the boss, but even if this human trait is factored in, still managers have a deep impact on their employees. This is because a dynamic manager infuses motivation to work and an example to follow (Miksen, 2012).

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If an organization wants to inculcate certain values in its employees, the start must be made from the administration. This is so because administrators are leaders, and an employee always looks up to its leaders for role model. If leaders follow strict code of conduct, work hard, and set high standards of morality the workers will follow. Such a working environment will be conducive for growth, organizational efficiency and ultimately profitability. Such smooth working environment will induce smooth flow of communication between employees and the organization (Urrabazo,2006).

According to findings of Kalimullah (2010) the goals and objectives of a dedicated employee are aligned with that of the organization. That is why good organizations hire dedicated and motivated managers so that they can inspire their workers. To inspire and motivate an employee to achieve his/her full potential is a difficult but fulfilling task. If an organization can infuse motivation in its employees, it greatly increases its productivity and efficiency.

As shown by Seeman (1991) distancing oneself from work by an employee is viewed as a multidimensional idea. For this concern, two principle measurements of work estrangement are considered: feebleness and uselessness. Frailty at work is the sentiment that is representative of the fact that he or she doesn't have control over the way things are done at work. Uselessness is representative of the view that their work is not imperative or advantageous, for example since it has no an incentive for society or for their own customers.

Studies demonstrated that low employment strengthening and leaders not empowering individuals to act, are inversely connected with organizational duty and work exertion. Truth be told, having control over the way work is not only a vital indication showing with regards to a manager's ability to complete a task it also satisfies

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an essential human requirement for independence (Chiok, 2011). Having control over how tasks are performed both a natural and extraneous motivational impact, which probably builds association with work and the organization (Bakker & Demerouti, 2008).

Workers' demotivation results from absence of coherence amongst individuals and organization, constraints employees' volunteer spirit. In any case, work alienation additionally keeps representatives from hierarchical citizenship practices. Renn & Fedor (2001) found that workers who utilize criticism looking for practices do as such to improve their work execution. Notwithstanding, if representatives are not getting input, they may see the absence of criticism as a pointer of poor execution because of estrangement from association. In this way, their self-execution appraisals might be lower.

At individual level alienation can relate to psychosomatic sickness, work disappointment, work stress, uneasiness, discouragement and different types of psychosomatic ailment (Kornhauser, 1965). In correlation, at the hierarchical and societal levels, such human conditions are showed in low profitability, low assurance, high non-attendance and turnover, and different types of social illnesses, for example, expanded wrongdoing rates, attack endeavors, expanded medicinal services costs, discouraged economy (Kanungo ,1992).

When there is a mutual distrust between the organization and the employee i.e. employee views its employer with distrust and the employer views every move of the employee with negativity, that is the point when workers start leaving the organization, and their tendency to leave will increase (Jeffrey, 2007). As indicated by Staw (1980) when an employee leaves the organization it has good and bad effects for organization.

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the employer has to bear cost of replacing the employee as an adverse consequence; and consequently, a lot more resources are consumed in replacing and training the lost employee.

As indicated by Riley (2006) employee's work by relying on each other in an organization, due to which efficiency of an organization is affected when some employees quit which in turn affects the productivity of the rest of the workers. Research done by Spector (1997) indicates a direct connection between job fulfillment and an employee's tendency to leave. This has been further strengthened by the work of (Brayfield et al., 1964). Similar findings from a different perspective have been shown by Mobley (1977) who states that the tendency to leave the organization is inversely linked with job satisfaction i.e. the more satisfied an employee is with his/her job the least likely it is that he will leave and vice versa. Employees are constantly evaluating their jobs, comparing their perks with other jobs and when they find better option they tend to leave. Rizwan et al., (2014) found that the reward desire, acknowledgment, relational connections and workload greatly affect the level of responsibilities.

In effective remuneration programs worker should mean to raise the phase of fulfillment with inspiration and reward laborers for their offer to the change of efficiency. Most of the examinations inferred that workers' fulfillment is the most important element in turnover. Griffeth et al., (2000) characterized compensation relationship with administrator, working conditions and occupation content as various reason in a workers' fulfillment. At the point when the employment fulfillment and turnover considered later, extraordinary intrigue is required as an alternate thought of occupation fulfillment, the phrasing and the distinction in inquire about settings can

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cause diverse outcomes. On the off chance that the worker is disappointed with the employment, at that point the goal of leaving rate is high. Then again, if the representative is happy with its employment, at that point the extent of the staying is longer.

When an employee deliberately undermines his work and organization, that is manifestation of organizational cynicism (Hurtz & Donovan, 2005). Negative impacts are loss of profitability, decreased assurance, stressed relations amongst administration and worker, also money is spent in hiring new employee and training them. Some other causes of stress include lack of innovation in work, the fear of downsizing, which ultimately causes imbalance of work distribution. The same amount of work must be done by less number of people, which leads to long hours of work and strain. when economy is under stress so are all the businesses when workers are pushed to perform at their peak performance throughout it causes certain strain on their minds, because such pressure can lead to frustration and ultimately may end up in disillusioning the employee. The constant pressure of performing at maximum efficiency ultimately leads the worker weary and tired which leads to inefficiency and demotivation (Jianguo & Frimpong, 2002).

Employees have physical needs which are met by the pay they get; hence they are in a constant struggle to achieve good pay grade, hence cash rewards cater to their most basic needs and hence is more fulfilling (Parkin et al., 2004). Specially those organizations who are in production businesses cash rewards are most effective they're as the benchmarks are tangible. It makes employees work at better efficiency. Although net cash has a very important motivational value, but studies have also indicated a

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converse finding i.e. cash may not be sufficient to motivate employees over long periods of time (Whitley, 2002).

It is very important to keep in mind the effect of cash rewards. if organization promotes cash rewards it will tune up the employee to achieve only the physical aspect of job i.e. maximum pay benefit. however, it should also be kept in mind that morality or doing the right thing also has a motivating effect. This moral high ground should be realized by the leaders of the organizations. Hence it is very important for the leader to be able to inspire his followers i.e. the workers, a leader should be able to influence decision making and working ethos of the workers by following the highest standards (Baldoni, 2005). Leader and worker both are working to same end but in different capacities, so it is important that both are on same page if organizational goals are to be achieved. when such harmony does not exist, it leads to demotivation of the workers.

It has been opined by many researchers that there is a strong connection between job satisfaction and attendance at work. In study by Vroom (1964), it was demonstrated that low levels of employment fulfillment cause higher non-attendance rates. similarly, a study conducted by Clegg (1983) confirmed that low job satisfaction related to low attendance and higher inclination to quit. Drago & Wooden (1992) while investigating the reasons for absenteeism in 601 organizations across the globe in countries including Australia, New Zealand, Canada, and the United States also found that absenteeism was lesser in those organizations where employees had greater job satisfaction and more coherence amongst workers. Losado (2009) showed that it was difficult to nullify the effect of negativity. He showed that in order to neutralize effect of one negative remark three positive remarks had to be given. Considering these findings leaders were trained to infuse positivity which resulted in increase in positivity from 1.15 to 3.56.

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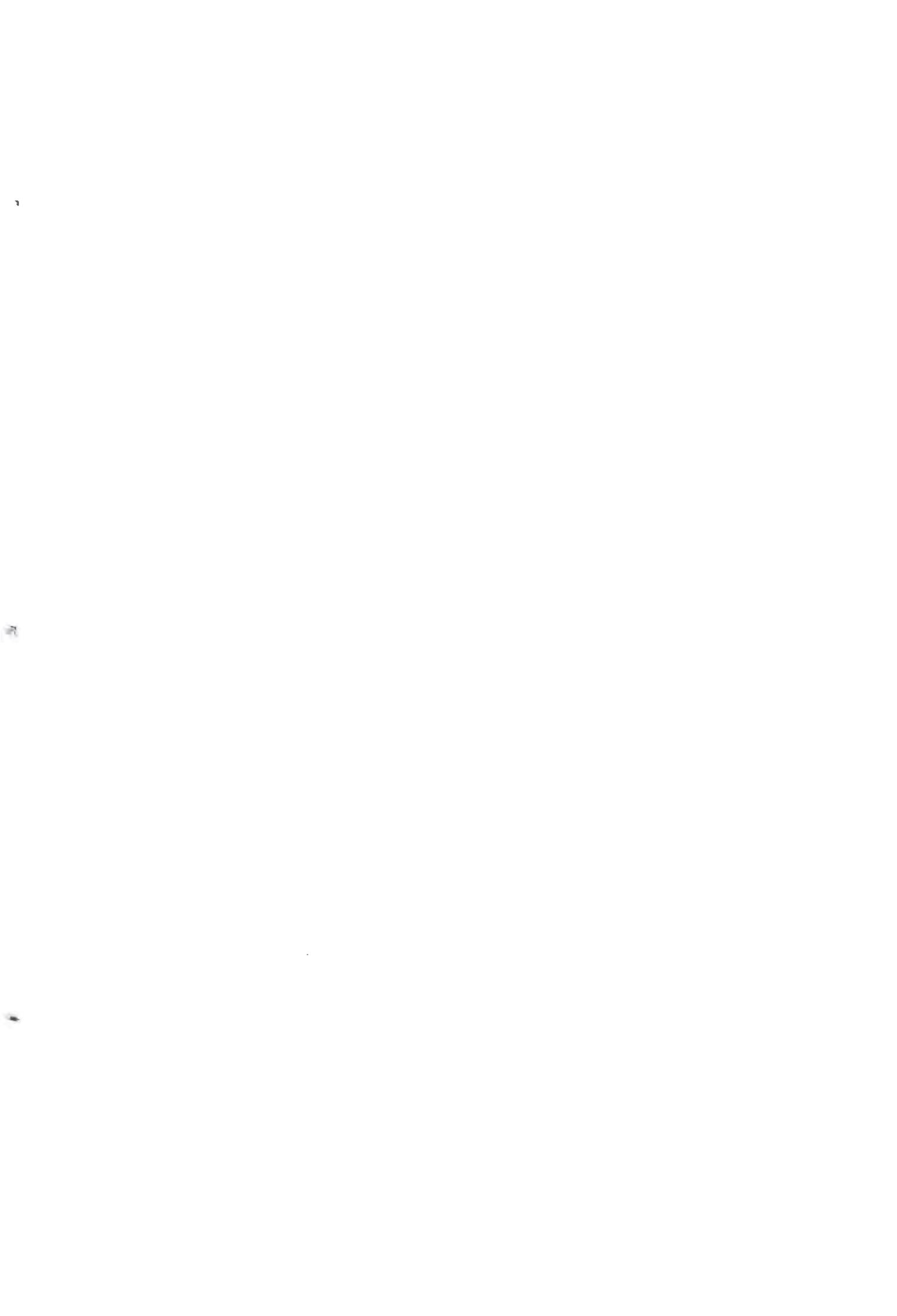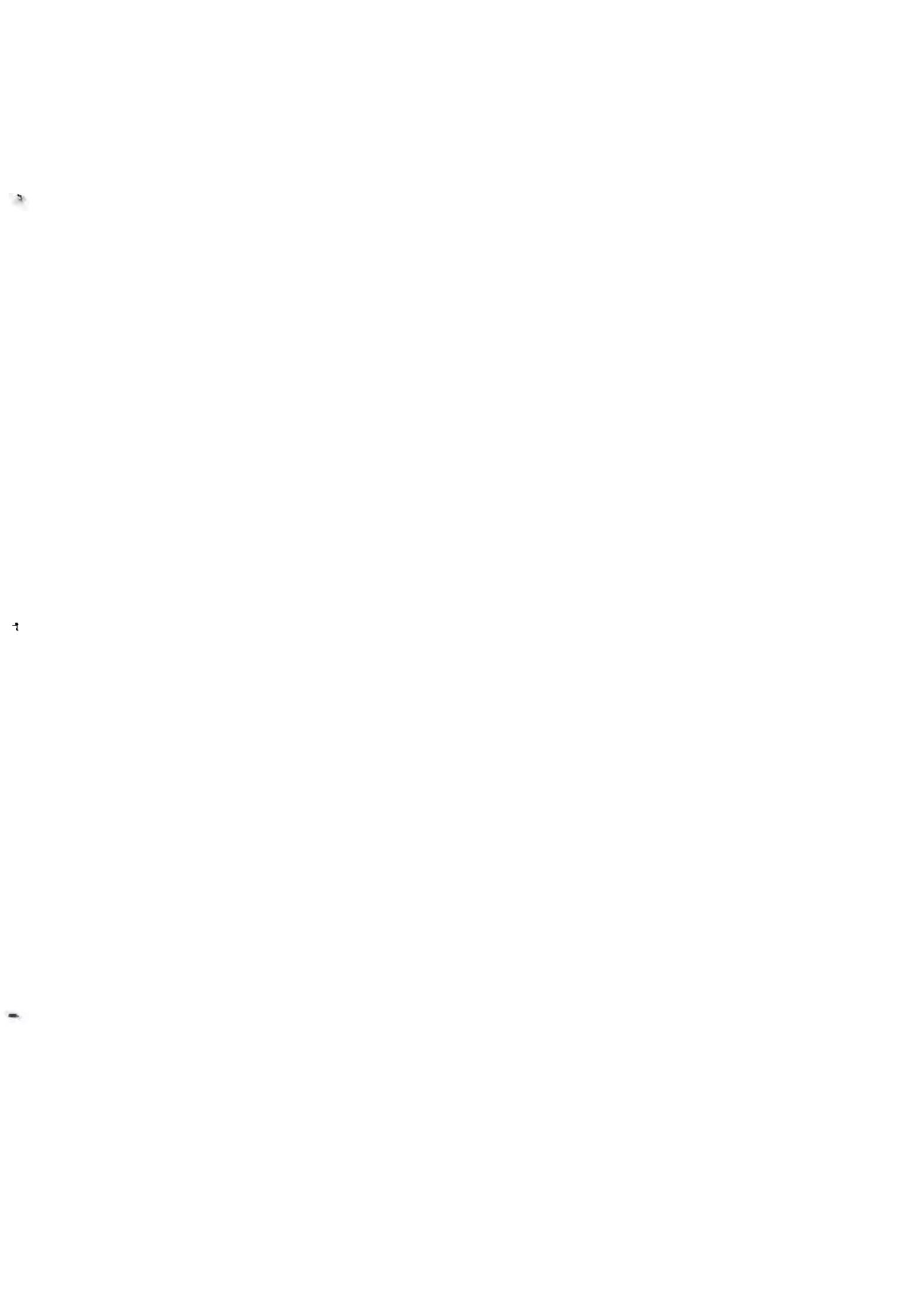
Only when an employee is made to stretch his/her limits and go beyond the ordinary only then the strategies to manage human resource bear fruit. Increasing capacity of employees is a continuous process whereby employees are given such opportunities where they can discover their true abilities and potential. When workers are continuously engaged by on job training, it is not only beneficial for the employee, but it also enables the organization to effectively respond to both global and local scenarios (Coetzer, 2007). Dynamic employees understand the importance of taking care of its' employee, they understand that to retain qualified human resource it is necessary that their needs such as health care, education of kids is well taken (Hewitt Associates, 2009).

One area of interest in many of the organizational studies done is to study work organization, abilities and new technology. These are three different but interrelated issues. first of work organization refers to issues such as how will the responsibilities be distributed; how will the autonomy be distributed i.e. either the command structure is going to be democratic or bureaucratic each having its own merits and demerits. also issues which hamper innovation (Braverman, 1974). This issue brings to light the fabric of skill: such as diametrically opposite relation between capital and labor is also of interest. So also, for firms with items or administrations that are innovatively out of date or have accomplished "development" in their piece of the overall industry, there may not be an impetus to give rare assets, for example, more elevated amount advertising or item advancement abilities, to expand their business life (Flaherty, 2000).

There is a relationship between the inclination of firms to enhance and the likelihood of them giving working training on job. There are two noteworthy reasons why this ought to be so. Right off the bat, the attributes that are decidedly connected

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with a high penchant to attempt development are likewise connected with a high affinity to give trainings which are funded by the employer. These attributes incorporate, for instance, expansive firm size; remote proprietorship; high capital power, particularly in hardware and programming and industry classification (Ventures, for example, property and business administrations, assembling and broadcast communications have a high affinity to both enhance and prepare, while different enterprises, for example, development and retail have a low penchant for the two exercises). Besides, when a firm presents another item, benefit, creation process or hierarchical change, new workforce abilities are regularly required (Toner et al., 2004).

Similarly, when workplace is stale without any place for amusement or distraction, this will have the effect of demotivation and will end up frustrating the employee, which in turn may cause increase in quitting rate (Kaye & Jordan, 1999). Similarly lack of coherence is one such cause, when there is distance between administration and employees, it leads to sense of alienation amongst them which cause lack in productivity (Branham, 2005). Lack of coherence leads an employee detached from his workplace. This means that the workers are feeling that they are not being listened to and contributions made by them are not being acknowledged. Workers should feel their work is important and that they matter (Branham, 2005).

It so happens that when an organization starts to profit, it loses sight of its manpower or the client, the whole focus is to earn more and more. It leads to such a situation when the workers feel that he is just a tool to further the interest of the organization, and that his work is not being acknowledged. In a pursuit to achieve maximum efficiency and productivity organizations tend to adopt an unforgiving and relentless attitude. So that when a worker does some fault it is handed down in such a

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tone that leads the worker frustrated and unsure of himself (Gregory, 2011). Recognition of work is a key component in job satisfaction (Kaye & Jordan, 1999). When employees are given participation in decision making and leadership it serves as a great motivation for them.

Impact of low job satisfaction and low devotion to work can range from gentle to extreme. some of the symptoms indicating this are coming late to office, missing important meetings without any reason, not completing tasks on time and lack of enthusiasm. These symptoms may aggravate and ultimately lead to permanent absence from work. other gentler symptoms of withdrawal include playing computer games while at work, making long calls to friends during work hours, not doing work properly and engaging in nonprofessional conversations (Gregory, 2011).

Ghatari & Hasiri (2010) found that workers who work for an organization with high resolve create higher rates of employment fulfillment, imagination and advancement, work goodness (i.e., regard for their own occupation), sense of duty regarding the employer, enthusiasm to fulfill aggregate targets rather than singular goals, and they want to enhance the association's execution. Then again, low staff assurance can be expensive to organizations. As per the Gallup Organization (2008), declared that low levels of work could cause expanded costs, non-appearance, strikes, absence of inspiration and intrigue, diminished effectiveness and could prompt staff's refusal to provide services (Reed, 2009).

Ineffective administrative practices diminish an organization's profitability. While analyzing causes of inefficiency in an organization it is important to take a look at procedures and rule being followed. Sometimes procedures are designed to incorporate unnecessary redundancy which is wasteful and leads to bureaucratic

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hassles. When administration is not good it hampers the worker in achieving the true potential. An average worker cannot perform well unless he is given specific tasks to perform. Hence, they do not achieve as much they should. similarly, those employees who find that their work is not being acknowledged tend to be less motivated to work (Gregory,2011). Goslin (2005) is likewise of the conclusion that fulfilled employees have higher standards for dependability and are more gainful. At the point when employees are disappointed, their physical and psychological well-being is adversely influenced (Faragher & Cooper, 2005). Subsequently, authoritative administration will likewise break down as more production time will be lost because disappointed employees are probably going to take more leave. Worker fulfillment has hence been generally perceived as an indicator of efficiency and execution in an organization (Silvestro et al., 2002).

Demonstrated by Michac (1997) absence of arranging and inspiration, poor climate and condition, insufficient correspondence at many levels, non-distinguishing proof with organization objectives leads to inefficiency in profitability. Desseler (2000) was of the supposition that negative consequences of work related stress included diminishing of quality and quantity of, more non-appearance and turnover, expanded grievances and medicinal services costs.

Findings of Frost (2003) showed an employee who does his work diligently and with devotion is affected by the frequency with which he comes across negative news. By and large employee woes are centered around workplace issues such as strict management, difficult customers etc. in any organization following a hierarchical structure such issues are bound to happen; however, they can be catered by a proactive approach and open communication. As per Thompson & Hugh (1990) costs are

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analyzed socially as far as mental issue and social brokenness and in working environment through consequences for work fulfillment, execution and non-appearance rates, and more as of late in the expenses of pay cases and medical coverage.

Workers need to trust that their leader's s are centered around the improvement of the group. Even if it requires not so transparent methods or political maneuvering to achieve group objectives, the workers understand and accept it. But if it turns out that a leader is exclusively aimed at his/her own interests without any regard to their team then trust from the group will be lost rapidly and it is hard to recover (liopis,2013). Those Employees who do not consider their work and organization important work only enough to keep afloat, they work only to that extent which would get them their pay and they are always looking for alternative jobs, in a bid to gain favors and land good jobs they give out key information regarding the organization they are working for (Hedges, 2014).

In summary, Dean et al. (1998) conceive of organizational cynicism as an attitude, thereby adopting a 3-dimensional cognitive, affective, and behavioral structure of the cynicism construct. Literature also explain that unequal distribution of resources, lack of accountability and transparency, compensation packages and salary issues, low participation in decision making and supervisor attitude creates feeling of less belongingness that ultimately causes decrease in motivation, targets, efficiency, effectiveness and quality work for organization.

Cynicism is typically examined in specific organizational settings, such as private departments and social service providers. However, little research attention is paid to cynicism in public organizations or work settings. The present study extends the range of public organizations where cynicism is examined and investigates previously

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untested relationships among relevant variables. This study contributes significance addition in existing literature in context of Pakistani culture.

2.1. Theoretical Framework

Herzberg's Two-Factor Theory and Adam's Equity Theory is an appropriate paradigm related to the topic of research regarding "Perception of employees about organizational cynicism and its effect on employee's job performance".

2.1.1 Herzberg's Two-Factor Theory

Research steered by Frederick Herzberg to ascertain as to what experiences satisfy and dissatisfy worker at the work place. He aimed at finding as to what makes people to do well at work. after his study, he found out that the two important factors in this regard are, motivation and hygiene things like success, dependability, improvement and growth constituted motivation. While environment of workplace, command, strategy and management are constituted parts of hygiene factors. There can be four different combinations of the above-mentioned factors. motivation level is good and there is not much complaints when both factors are high. Conversely motivation is low When both factors are low. The incidence of both factors cannot always be either high or low simultaneously. Hence, even though there may be a ton of grumbling undoubtedly if motivation is high and the other way around (Herzberg,1964).

Figure 2.1.1 Herzberg's Two Factor Model

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            ┌─────────────────────────┐
            │    Dual Factor Theory   │
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                         ▼
            ┌─────────────────────────┐
            │  Frederick Herzberg (1923-│
            │          2000)          │
            └─────────────────────────┘
                         │
                         ▼
            ┌─────────────────────────┐
            │  People's Motivation at Work │
            │          Place          │
            └─────────────────────────┘
                         │
   ┌──────────────┐  ┌─────────────┐  ┌──────────────┐
   │ 1. Motivation│◄─│Two factors are:│─►│  2. Hygiene  │
   └──────────────┘  └─────────────┘  └──────────────┘
          │                                   │
          ▼                                   ▼
   ┌──────────────────┐          ┌───────────────────────┐
   │ • Achievement    │          │ • Working Conditions  │
   │ • Responsibility │          │ • Status              │
   │ • Advancement    │          │ • Technical Supervision│
   │ • Growth         │          │ • Policy              │
   │                  │          │ • Administration      │
   └──────────────────┘          └───────────────────────┘

   ┌──────────────────────────────────────────────┐
   │ These factors are directly and indirectly    │
   │ interrelated and put their effect on organization│
   │ and employees' job satisfaction              │
   └──────────────────────────────────────────────┘
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Herzberg recognized these motivators into two groups; Primarily, Intrinsic factors that includes affirmation, achievement, the work itself, duty, development and progression while Extrinsic factors includes administration's policy and employees' appreciation, supervision and social connection between workers, working environment, position of employees, expense and rewards and employees' job safety (Herzberg,1959).

While applying this theory in Pakistani setting Intrinsic and Extrinsic factors are firmly identifies with each other and influence individual's job performance. Workers' job motivation has related to numerous others basic concepts. The interrelationship of objectives, performance, work fulfillment and work motivation are obvious from the literature of an organization (Lawler,1994). Such literature demonstrates that in private and government zone the worker's motivation is more determined by the fiscal components i.e. Pay and high-powered inducements. Pay has been found significant effect on the organization's performance on one hand and its HR's viable use then again (Gomez-Mejia, 1988).

Notwithstanding economic rewards, positive connection among employees' work motivation and other extrinsic incentives has additionally been found. while requirement has been strained upon a work place that utilize rewards and acknowledgment as apparatus of motivation (Smith, 1984). However, some evidence shows that there is positive connection between the intrinsic motivators like inward satisfaction of workers and the performance or operational adequacy (Amabile,1993). For few workers, the work itself may be the primary reward (Manolopoulos,2006).

2.1.2 Adam's Equity Theory and Job Satisfaction

Perceptions of distributional justice are explained by equity theory. In evaluating justice, employees can either focus on the amount of rewards they receive compared to others (distributional justice), or on the procedure according to which different rewards are allocated (procedural justice). Basically, equity theory assumes that individual reflect their personal gains considering their investments. For instance, a self-employed computer programmer is likely to ask herself whether the money she receives for a job is fair given the amount of time she has spent on it. Moreover, the

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theory assumes that persons compare these ratios with perceptions of others' gain/investment ratios. Perceived underpayment inequity occurs when persons perceive their gains to be lower than the gains of others who spent the same investments. This inequity results in dissatisfaction and compensatory behavior, such as absenteeism, turnover, and theft (Adams, 1965).

Research findings indicate that inequity is associated with decreased motivation, lowered performance, and turnover intentions (Ambrose, 1999). In work contexts, these evaluations determine workers' job satisfaction, i.e., cognitive, affective, and behavioral reactions. one of the main determining factors is whether expected results and consequences have been attained (Wanous, 1992). Thus, job satisfaction and work motivation are closely interrelated: The aspiration level and goals a person chooses or commits herself to during a job sequence determine the likelihood that the person will achieve satisfying results. In turn, the degree of satisfaction determines the motivation of this employee in later job sequences. Of course, job satisfaction is also influenced by numerous other factors, among them person factors such as affective dispositions and personality traits, context factors such as working conditions, stress, supervisor behavior, team climate, etc., as well as the interaction of both (Hulin, 2003).

Figure 2.1.2 Adam's Equity Model

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┌─────────────────────────┐
│  Equity Theory & Job    │
│      Satisfaction       │
└───────────┬─────────────┘
            │
            ▼
┌─────────────────────────┐
│   J. Stacy Adams (1963) │
└───────────┬─────────────┘
            │
            ▼
┌─────────────────────────────────┐
│ Individual reflect their        │
│ personal gains considering      │
│ their investments and           │
│ organizational incentive        │
└──┬──────────────┬───────────┬───┘
   │              │           │
   ▼              ▼           ▼
┌──────────┐ ┌──────────┐ ┌──────────┐
│Distribut-│ │Procedural│ │Contextual│
│ional     │ │Justice   │ │Behavior  │
│Justice   │ │          │ │          │
└────┬─────┘ └────┬─────┘ └────┬─────┘
     │            │            │
     ▼            ▼            ▼
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| Employees can either focus on the amount of rewards they receive compared to others | According to which different rewards are allocated (e.g., feedback, promotion) | Working conditions, stress, supervisor behavior, team climate |

If there is inequity, results are in dissatisfaction and compensatory behavior, such as absenteeism, turnover, and theft

However, one of the most central factors that determine the extent of job satisfaction is whether outcomes are perceived as just. The procedural justice of work-related actions or decisions (e.g., feedback, promotion), however, depends on whether the acting persons perceive to have voice and opportunities to express their personal interests and feelings, and whether procedures are consistently applied, free of bias,

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based on accurate information, and conform with ethical and moral standards (Leventhal, 1980).

In Pakistan, these two factors are directly related to each other. Low power of decision making, and involvement render them to innovate their work. Employees strictly attach to their traditional way of work without introducing new things. Moreover, job satisfaction seems to be even more closely related to voluntary behavior that is not prescribed by job contracts but nonetheless crucial for organizational effectiveness. contextual behavior (Motowidlo, 1994) includes helping others at work, loyalty toward the company, and commitment toward organizational goals. Finally, employees' commitment to and identification with an organization are closely related to job satisfaction (Mathieu,1990). It is also important that employees feel treated with dignity and respect, and that the decisions are clearly communicated and explained (Colquitt, 2001).

CHAPTER THREE

3. RESEARCH METHODS AND MATERIALS

Sociology is systematically a very comprehensive discipline that inculcate both objective and subjective research strategies to understand human wonders. Methodology tells the researcher how and what steps should be taken to gather the relevant data. Methodology is the comprehensive outline of the entire study.

3.1 Research Method

This chapter describe the procedure of data collection that were undertaken to conduct the research. As per the requirement of research and to get better results, the researcher selected quantitative method approach. The quantitative research method has been used for collecting the common public perception about the matter.

3.2 Universe

The researcher has selected the twin cities of Pakistan, Islamabad and Rawalpindi, as a universe of the study. Study area is important about availability of respondents and personal interests and benefit of researcher. This universe has been selected for researcher's own feasibility as being the resident of this region. The area of the present study is field offices of FBR located in Islamabad and Rawalpindi. That includes LTU (large tax payers' unit) Islamabad, RTO (Regional Tax Office) Islamabad and RTO (Regional Tax office) Rawalpindi. Researcher have selected respondent from the organization of Islamabad and Rawalpindi to collect the data on perception of workers regarding organizational cynicism.

3.3 Population

In this study, male and female CSP officers are population of study. Researcher selected this population because this population mostly belongs to authoritative position & directly affect or effected by organizational cynicism. The reason behind choosing this population depends on the nature of research as researcher aimed to explore the cynicism in government sector.

3.4 Sampling Technique and Sample Size

The researcher has used the non-probability sampling in this research. The researcher has used the purposive sampling technique by using the formula, to draw a sample for the quantitative study.150 male and female CSP officers of grade 17-20 having at least 1-5 years of their job experience have been selected from total population of 240 officers. This sample size is chosen because of less budget, limited time frame and easy access. Researcher complete the research with in time boundary, so this sample size is very much convenient for the researcher to complete research and get the data from respondents with in time limit. The sample size was drawn by using the formula:

$$n = \frac{N}{1 + N\,(e)^2}$$

$$n = \frac{240}{1 + 240\,(0.05)^2}$$

$$n = \frac{240}{1 + 240\,(0.0025)}$$

$$n = \frac{240}{1 + 0.6}$$

$$n = \frac{240}{1.6}$$

$$n = 150$$

The data was collected by both male and female respondents.

3.5 Data Collection Method

In the present study data has been gathered by using Survey method. The investigator analyzes the data obtained from surveys to learn about resemblances, variations and trends.

3.6 Tool for Data Collection

In present study, the tool was the structured questionnaires in which most of the questionnaires were self-administered, some of the questionnaires were filled through online source i.e. E-mails and rest of the questionnaires were handed over to other persons to get it filled.

3.7 Data Analysis and Interpretation

When researcher collects the data, he/she further analyzed the data by implementation of coding, tabulation &statistical method.

3.7.1 Coding

Coding denotes an analytical process in which information, in quantitative frame (such as questionnaires results) are characterized to enable analysis. Through coding

researcher transform the fact into a form understandable by computer program. This limits the possibility of mistakes from coding and increases the reliability of data.

3.7.2 Tabulation

The process of placing classified data into tabular form is known as tabulation. A table is a symmetric arrangement of statistical data in rows and columns. Tables and graphs were used to permanency of the method.

3.7.3 Statistical Presentation and Analysis of Data

Researcher entered information on SPSS. Frequencies and percentages were drawn with the help of SPSS. CHI-SQUARE was used to get result and check the association of hypothesis.

3.8 Pre-Testing

Pre- testing gives approaches to change the questionnaire as well as find new features of the issue under examination. Researcher use pretesting method to check the validity of the questionnaire. It was tested on 5 respondents. Their suggestions and comments have helped the researcher to improve the questionnaire.

3.9 Ethical Concerns

Ethical concern is the issues that emerge over the proper method to conduct research. Privacy related to data, independence, respect of individuals has been followed by the researcher besides it did not pose those inquiries which would discomfit the respondent.

Figure 3.1. Model of Research Methodology:

Research Method	→	Quantitative

Method of Data Collection	→	Survey

Area of Research	→	Islamabad/Rawalpindi

| | Universe | → | FBR (LTU, RTO) |

Sampling Method	→	Non-Probability

Sampling Technique	→	Purposive sampling	→	Sample Size

| | 150 |

Population	→	106 Male & 44 Female CSP Officers of FBR

Tools for Data Collection	→	Structure Questionnaire

Data Analysis	→	SPSS
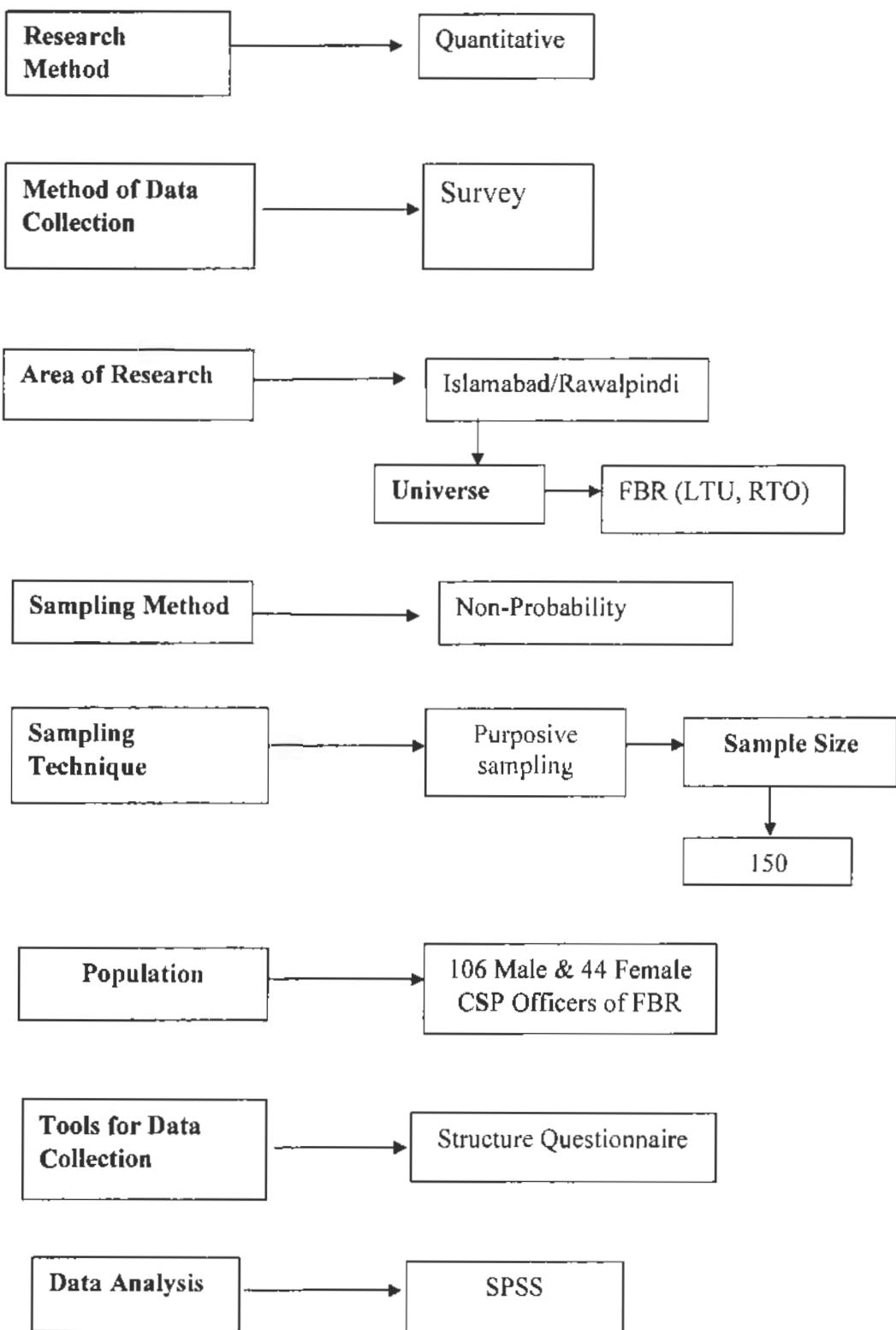
CHAPTER FOUR

4. RESULT AND DISCUSSION

The chapter constitute the demonstration of data that was analysed through SPSS. Despite biasness, data has been presented in-exclusion of personal taste and disliking. Male and female were the respondents of this research. The data, then, has been presented in tabular form with graphical representation of data having explanation, description and interpretation with inclusion of literature support. Moreover, only Civil servant within grade 17-20 have been focused to study the issue with sociological lenses.

Table 4.1

Distribution of the Respondents Regarding Their Age

Categories	Frequencies	Percentages
26-30	48	32.0
31-35	36	24.0
36-40	22	14.7
41-45	2	1.3
above than 45	24	16.0
Total	150	100.0
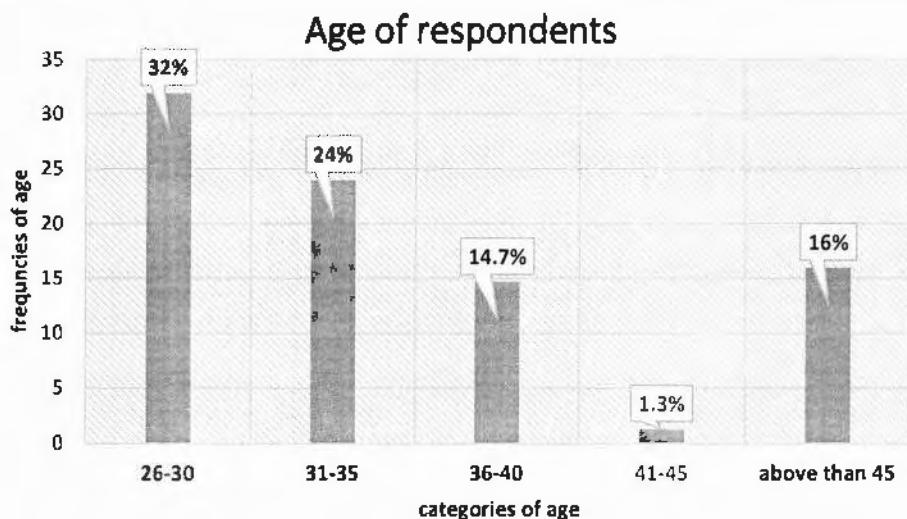
Age of respondents

Table 4.1 reflects the age of respondents. The above data shows that majority 32% of the respondents were falling under age of 26-30, whereas 24% were lying under category of 31-35, 14.7% belong to the age limit 36-40, 1.3% belong to the age limit 41-45 and 16% belong to the age limit above than 45.

A look at the age distribution reveals that most of the respondents fall within the age bracket of 26-30 (32%) and 31-35(24%), this is since officers in BPS-17 and 18 are more in number and form majority of the sample. Bare minimum age for CSS candidates is 22 years, and each candidate is allowed three attempts with maximum age of 28 years. This factor also needs to be factored in. Because an officer who passed CSS at age of 22 and the one who passed at 28, there is going to be age difference amongst them (Field survey, 2017).

Table 4.1.1

Distribution of the Respondents Regarding Their Gender

Categories	Frequencies	Percentages
Male	106	70.7
Female	44	29.3
Total	150	100.0

GENDER OF RESPONDENTS
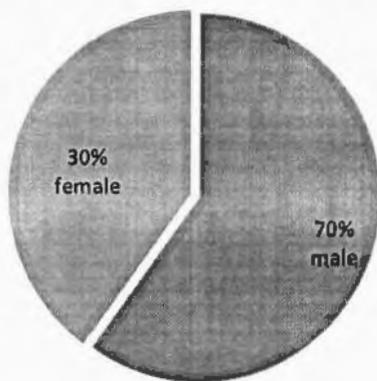
Table 4.1.1 shows the gender of the respondents. The respondents of this research are both males and females i-e. 106 males and 44 females, which together become 150 respondents.

As it is evident from the graph 70% of the respondents are males. This is due to the fact that more males apply for CSS than females because in our culture females do not have trend to do office job, they prefer teaching and medicine as an occupation for them. Hence male officers constitute major part of the cadre in FBR (Field survey, 2017).

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Table 4.1.2

Distribution of the Respondents Regarding Their Marital Status

Categories	Frequencies	Percentages
Single	33	22.0
Married	117	78.0
Total	150	100.0

Marital status of respondents
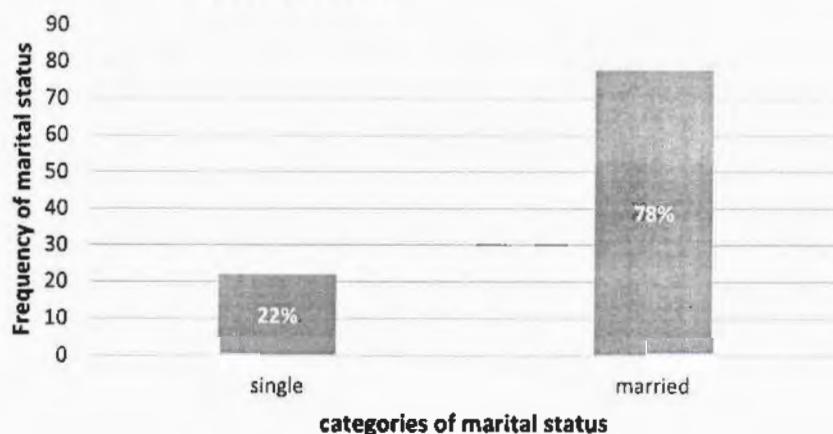
Table 4.1.2 illustrate the marital status of the respondents. The marital status of the respondents is also divided into two sections i-e single, married. The 22% respondents were single while 78% were married.

78% of the respondents are married. It's because to peculiar socio-cultural milieu of our society. When someone reaches marriageable age in our society and has a good job or is settled it is expected that the person will get married. Thus, most of the officers of FBR are married (Field survey, 2017).

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Table 4.1.3

Distribution of the Respondents Regarding Their Educational Background

Categories	Frequencies	Percentage
Graduation	6	4.0
Master	94	62.7
M.phill	48	32.0
P.hd	2	1.3
Total	150	100.0

Educational background of respondents
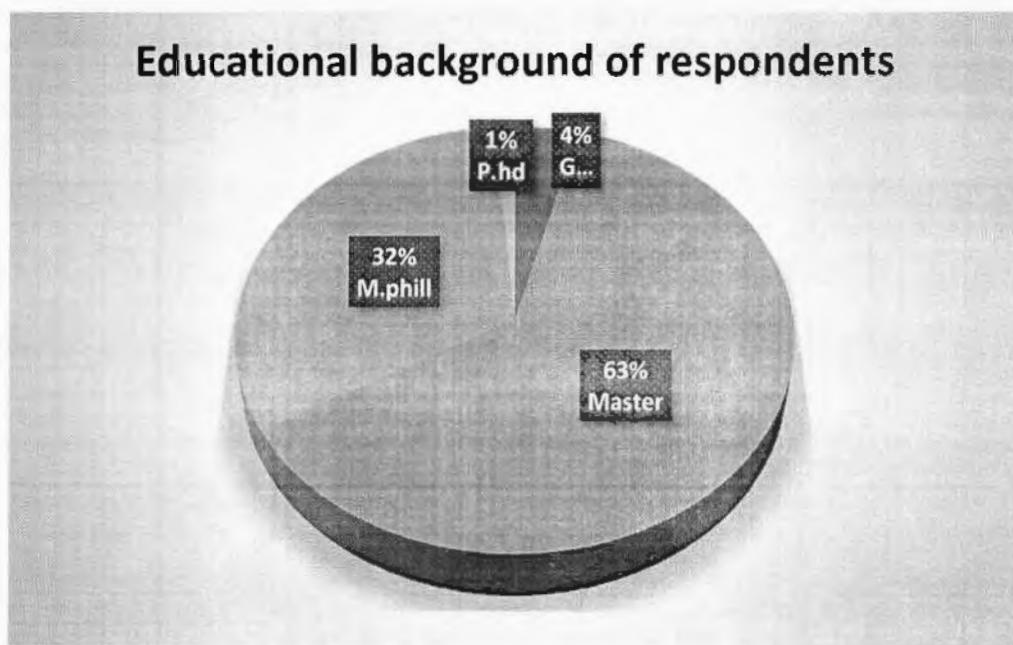
Table 4.1.3 reflects the educational background of the respondents. The qualification of the respondents is categorized into four types i-e. Graduation, Masters, MPhil, and PhD. In which 4% lies under Graduation, 63% lies under Masters, 32% MPhil and 1.3% were PhD.

As the graph shows 63% of respondents have done masters. This is so because the bare minimum qualification to attempt CSS is graduation, most of the candidates are not ready to take this difficult exam when they graduate, hence they opt for increasing their qualifications i.e. doing masters and then appear in exam. The candidates appearing too early or too late are those who have done their graduation or MPhil respectively. That's why P. HD students have very low ratio (Field survey, 2017).

Table 4.1.4

Distribution of the Respondents Regarding Their Service Duration

Categories	Frequencies	Percentages
1-5	56	37.3
6-10	28	18.7
11-15	42	28.0
above 15	24	16.0
Total	150	100.0

Service length of respodents

16% above 15

37% 1-5

28% 11-15

19% 6-10
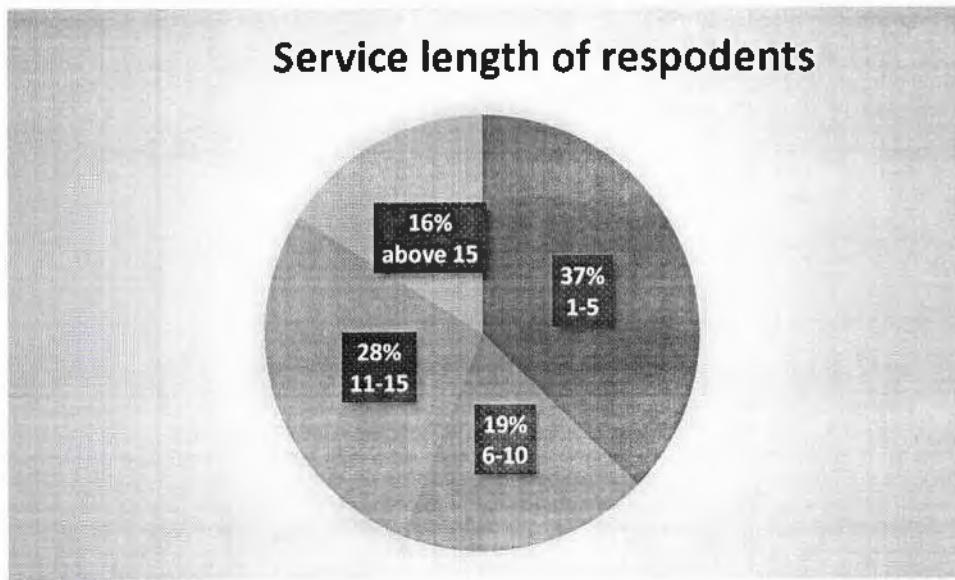
Table 4.1.4 reflects the service length of respondents. The above data shows that majority (37%) of the respondents were falling under category of 1-5, whereas 19% were lying under category of 6-10, 28% belong to the limit 11-15, and 16% belong to the limit above than 15.

Majority of the respondents fall within the experience of 1-5years (37%), this is because majority of the respondents were officers of BPS-17 & 18. Fresh officers are inducted in FBR in BPS-17, and they form majority in numbers. Second majority is officers with 11-15 years (28%), this is because officers falling in this category are of 18 and 19 grades. It takes 5 years for an officer to be promoted from BPS-17 to 18, it further takes 7 more years to be promoted to BPS-19 (Field survey, 2017).

Table 4.1.5

Distribution of the Respondents Regarding Their BPS

Categories	Frequencies	Percentages

44

17	66	44.0
18	40	26.7
19	32	21.3
20	12	8.0
Total	150	100.0
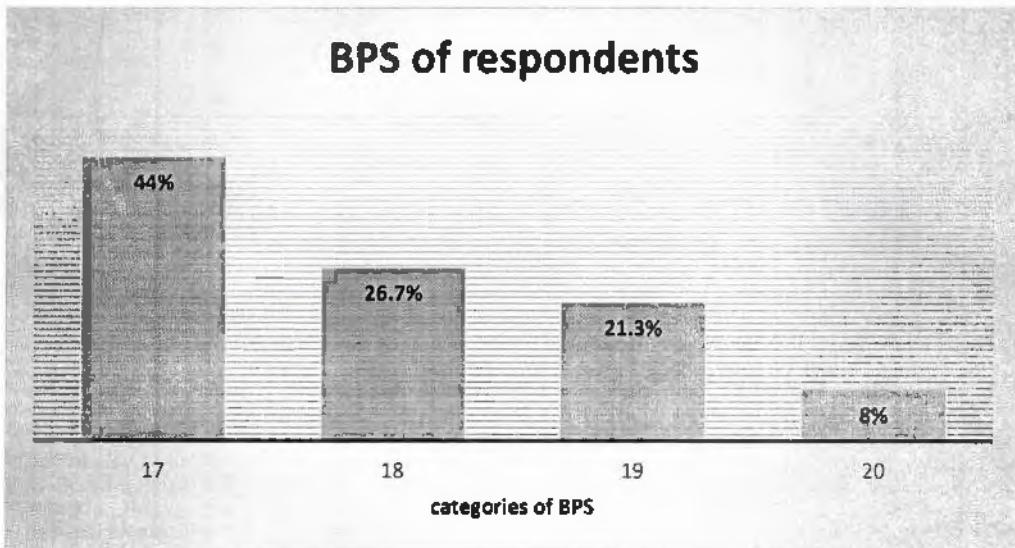
BPS of respondents

Table 4.1.5 illustrate the BPS of the respondents. The above data shows that majority (44%) of the respondents were falling under category of 17, whereas 26.7% were lying under category of 18, 21.3% belong to the limit 19, and 8% belong to the limit 20.

Officers in BPS-17 form majority of the respondents (44%) since they are more in numbers. Due to reasons such as posting transfers, and hierarchical nature of bureaucracy number of officers decrease with promotion. Hence make less number of respondents in BPS-20 (Field survey, 2017).

Table 4.1.6

Distribution of the Respondents Regarding Their Monthly Salary

Categories	Frequencies	Percentages
50,000-80,000	66	44.0
81,000-1,10,000	40	26.7
above 1,10,000	44	29.3
Total	150	100.0

MONTHLY SALARY OF RESPONDENTS
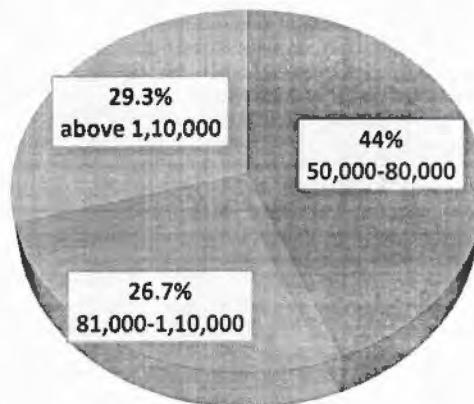
Table 4.1.6 illustrate monthly salary of the respondents. The above data shows that majority (44%) of the respondents were falling under category of 50,000-80,000, whereas 26.7% were lying under category of 81,000-1,10,000, and 29.3% belong to the limit above 1,10,00.

This statistic is also explained in line with above demographics i.e. since most of the respondents falls within BPS-17 and 18 hence the distribution of monthly salaries is according to their scale. grade 17 have low salary while Grade 20 have highest one

while 18 & 19 grade fall in the middle category. However, it is also pertinent to mention that those officers who served in other government departments before joining FBR are given pay protection. Which means it is possible that a fresh officer with previous government job maybe drawing more than his/her senior, but this is not a general rule (Field survey, 2017).

Table 4.2

Distribution of the Respondents Regarding Their Feeling About Their Organization

Categories	To Some Extent		To Great Extent		Not at All	
	Fre	(%)	Fre	(%)	Fre	(%)
Frustrated	66	44.0	33	22.0	51	34.0
Disillusioned	64	42.7	39	26.0	47	31.3
Distrust	54	36.0	37	24.7	59	39.3
Shameful	46	30.7	30	20.0	74	49.3
Anxiety	73	48.7	35	23.3	42	28.0
Anger	92	61.3	25	16.7	33	22.0
Happy	90	17.3	34	22.7	26	60.0
Satisfied	90	60.0	35	23.3	25	16.7

Feeling of respondents
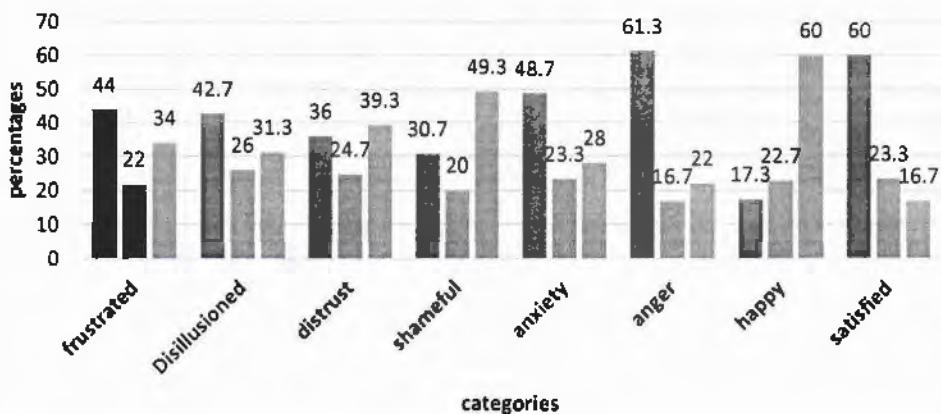
Table 4.2 shows the feeling of the respondents when they think about their organization. The perception about feelings were categorized into Eight statements.

Majority 44%,42.7%,48.7%,61.3%,60%,60% of the respondents feel frustration, disillusioned, anxiety, anger, and satisfied to some extent about their organization. While 39.3%, 49.3% ,60% were disagree with the statement of distrust, shameful and happy.

Job satisfaction in words of Vroom (1964) refers to the sort of feeling an employee has with respect to the tasks being performed by him/her at the place of work. it is essential that a worker is satisfied with the job to excel and perform better at it. there are many aspects of workplace such as work distribution, how long are working hours, style of administration, which affect job satisfaction of an employee (Salanova, 2010).

Mirvis (1989) proposed larger part of the laborers is disappointed, frustrated, incredulous, nervousness and distrustful in view of what they see to be unscrupulous conduct with respect to authoritative leaders, and their general vulnerability in the organization. these negative emotions are frequently communicated by hierarchical

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criticism; a generally understudied, but vital organizational phenomenon that can influence many organizational issues. Notwithstanding, the analyst additionally opined that desperation comes about because of academics' dissatisfaction with job structure and remuneration, the issues range from lack of input in staff assessment reports, administration style, distribution of tasks, and absence of help from superiors in being protective and salary, these issues result in further increase in job dissatisfaction (Kniveton, 1991).

Some of the factors which demotivate an employee and sap his/her energies at workplace include high levels of stress, lack of coordination within organization, no recognition of work done and no avenues for personal growth (Gregory, 2002). Similarly, dissatisfaction may also be caused by lack of entertainment at workplace, stale and dull work environment, which will cause workplace to be a dull and boring experience prompting employee to leave (Kaye & Jordan, 1999).

Table 4.3

Distribution of the Respondents Regarding Provision of Resources and Amenities by Organization in Fair Manner

Categories	Yes		No	
	Frequency	(%)	Frequency	(%)
Poor policy participation	99	66.0	51	34.0

Ambiguity in designing to provide resources	107	71.3	43	28.7
Open and honest communication	91	60.7	59	39.3
Monitoring and regulation	86	57.3	64	42.7

Resources and ameneties
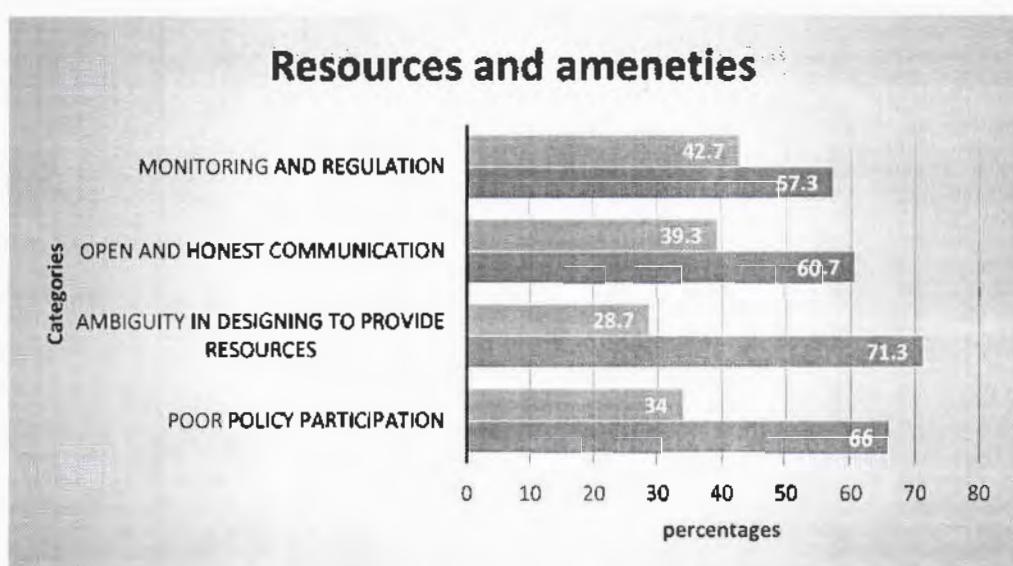
Table 4.3 expresses the data related to provision of resources and amenities in fair manner by their organization. Table is categorized into four statements.

In this respect, for 66% respondent's poor policy participation is obstacle behind to provide resources in fair manner. The second was ambiguity in designing to provide resources, 71.3% agree with the statement. In this respect, for 60.7% respondent's open and honest communication is obstacle behind to provide resources in fair manner. The forth was monitoring and regulation, 57.3% agree with the statement.

Clark (1997) contend that if workers are not happy with the task assigned to them, they do not have a clear picture of issues such as, their rights, working conditions are hazardous, associates are not helpful, boss is not giving them regard and they are not considered in the basic leadership process; this results in the form of feeling that the worker feels isolated from the organization.

Talebzadeh (2000) discovered that some of the methods employed by the organizations and managers to promote accountability include, but are not limited to, keeping check on performance of workers, establishing bare minimum benchmarks and evaluating against them, rewarding those workers who perform very well and punishing those who perform below threshold. Without working environment correspondence, nothing would be proficient. Pfeffer (1992) found that those organizations which promote effective communication and develop such methods which allow the employees not only to communicate their ideas and aspirations but also their needs and concerns.

Clutterbuck (2000) states that, the smooth working of a work environment is reliant on participation amongst associates and, to collaborate well, colleagues should have the capacity to convey adequately. Job fulfillment is absolutely related with measure of reward that he/she has gotten at work as per his/her own perception (Nasir, 2009). How an employee delivers relies on his drive and the degree to which a worker doing his or her work and what he or she got in return (Freitas, 2013). How much access an employee must resources is also an important factor, which is a direct result of what strategies are adopted and when (Jabbour et al., 2013).

Table 4.4

Distribution of the Respondents Regarding Comparison of Reward and Time Spend at Work

Categories	Sometime		Often		Never	
	Fre	(%)	Fre	(%)	Fre	(%)
Extra work done	69	46.0	62	41.3	19	12.7
Overtime	76	50.7	41	27.3	33	22.2
Enthusiasm to meet targets	48	32.2	83	55.3	19	12.7
Punctuality	38	25.3	74	49.3	38	25.3

TIME SPEND AT WORK PLACE

Table 4.4 under discussion documents the results of reward received as compare to time spent at workplace of the respondents. Table is categorized into four statements.

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The first option was extra work done. 46% respondents sometime feel extra work done. The second option was overtime. 50.7% respondents sometime feel overtime. The third option was enthusiasm to meet targets. 55.3% respondents often feel enthusiasm to meet targets. The fourth option was punctuality. 49.3% respondents often feel punctuality.

Long working hours required by many occupations seem to inflict significant damage on employees' wellbeing. This depicts the issue of employees not being adequately tested by their occupations. Employment requiring overtime or under time is related with monotonous standard, exhausting and un interesting work which leads to lack of excitement and enthusiasm in meeting targets. This implies that when employees are not given work which challenges their capacities and abilities they demonstrate inconsistency in work due to uneven distribution of rewards. This leads to imposition of deadlines to complete extra work (Cooper ,1991).

Both long working hours and additional work done have negative impact on worker's execution and on their families, the business and the society. Researchers demonstrate that the relationship between long working hours and additional work have more many complex and varied dimensions, as long working hours may be indicative of, employee control and work distribution and may have negative impact on social or family life of an employee. The dangers of long work hours are stated by a few components: restlessness, less time for the family and other individual life duties. These issues have a negative impact on human body and mind and may lead to fatigue, irritating behavior, tardiness and ultimately may lead to poor execution of work (Qureshi ,2011).

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Table 4.5

Distribution of the Respondents Regarding in Equal Distribution of Incentives Within

Colleagues

Categories	Yes		No	
	Fre	(%)	Fre	(%)
Monopoly power or discrimination	111	74.0	39	26.0
Exploitation	74	50.0	75	50.0
Favoritism	93	62.0	57	38.0
Relation with boss	79	62.7	71	47.3
Personal interest of supervisor	91	60.7	59	39.3

INEQUALITY IN DISTRIBUTION OF INCENTIVES
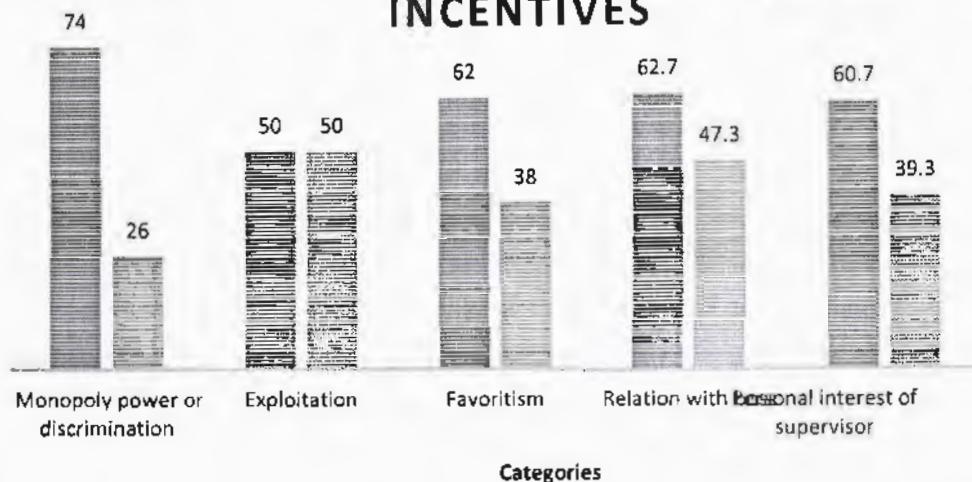
Table 4.5 explain the results regarding in equal distribution of incentives within their colleagues. Table is categorized into five statements.

Results shows that 74% respondents feel monopoly in organization. While 50% feel exploitation. 62% ,52.7%, 60.7% feel favoritism, relation with boss and personal interest of supervisor respectively.

Stiglitz (2015) has shown that central control over authority, unfair distribution of resources leads to disparity. Also, as a rule, disparity is impacted by numerous institutional and political elements – relations, welfare and individual enthusiasm of the leaders, and so forth – which can both work autonomously of profitability and influence efficiency. Many studies have noticed the connection between imbalance between outcomes and opportunities. At the point when there are expansive disparities of wages, those at the top tend to believe that it is their privilege and right such. What's more, obviously, those at the bottom of the distribution are probably going to wind up there: imbalances of results sustain themselves (Corak, 2013).

Mullin (1995) underlined that the level of employee fulfillment is influenced by an extensive variety of factors i.e. association with colleagues, group working and standards and chance for frequent interactions. Hierarchical components i.e. nature and size, formal structure, staff strategies and methods, employee relations, nature of the work, supervision and styles of authority, administration frameworks and working conditions. natural variables i.e. monetary, social, specialized and legislative impacts, these variables undermine worker's efficiency at work.

Table 4.6

Distribution of the Respondents Regarding Benefits Commensurate with Their Work

Categories	Yes		No	
	Fre	(%)	Fre	(%)
Promotion	110	73.3	40	26.7
Recognition	85	56.7	65	43.3
Reputation	84	56.0	66	44.0
Travel	57	38.0	93.0	62.0
Training	64	42.7	86	57.3

Bonus	53	35.3	97	64.7

Perks and benefits
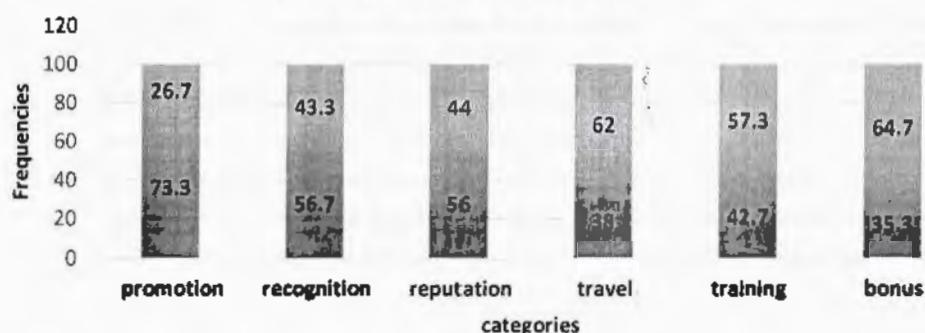
Table 4.6 reveals the results related to perks and benefits commensurate with their work and status. Table is divided into six categories.

73.3% ,56.7% and 56% respondents were experienced promotion, recognition and reputation respectively .62%,57.3% and 64.7% not experienced travel, training and bonus respectively.

Osibanjo (2014) trusted that there is solid connection between remuneration and employees' performance. It demonstrates that there is solid connection between the independent and dependent variables (compensation, extra, motivating forces, remittances, and incidental advantages) and status of employee. Workers' readiness to remain at work relies upon pay incentives of the organization (Armstrong,2003).

To guarantee workers ideal performance, organizations need to consider an assortment of fitting approaches to remunerate the worker to get the coveted outcomes (Falola ,2014). It has been contended that how much workers are happy with their employment and their availability to stay in an organization is directly linked with

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monetary incentives and reward distribution of the Organization (Osibanjo,2012). Allen (1990) discovers that there are critical connections between pay, extra bonuses rewards and an employee's loyalty to the organization.

It has been demonstrated that employees with better salary and incentives are more satisfied and motivated. Catillo & Cano (2004) opined that on job satisfaction among employees increases if there is proper focus on interpersonal skills, and appreciation, it will increase the level of satisfaction. Pay involves some essential components that tend to influence employees to fulfill on their employment among which incorporates compensations, rewards, motivations, recompenses, advancement, acknowledgment (Werner,2000). As indicated by Bartol (1992) consequences of pay include, enhanced worker fulfillment, low worker turnover and better hierarchical execution. Research done by Walsh (2007) uncovered that although pay, rewards and benefits are critical, the major component in job satisfaction remains the opportunity to grow.

Table 4.7

Distribution of the Respondents Regarding Low Salary Hamper Their Career Advancement

Categories	Yes		No	
	Fre	(%)	Fre	(%)
Decrease in loyalty to organization	106	70.7	44	29.3

Low job satisfaction	110	73.3	40	26.7
Lower work engagement	98	65.3	52	34.7
Bribery	82	54.7	68	45.3
Robbery	57	38.0	93	62.0
Fraud	68	45.3	82	54.7

Low salary and career

FRAUD	54.7 / 45.3
ROBBERY	62 / 38
BRIBERY	45.3 / 54.7
LOWER WORK ENGAGEMENT	34.7 / 65.3
LOW JOB SATISFACTION	26.7 / 73.3
DECREASE IN LOYALTY TO ORGANIZATION	29.3 / 70.7

0 10 20 30 40 50 60 70 80
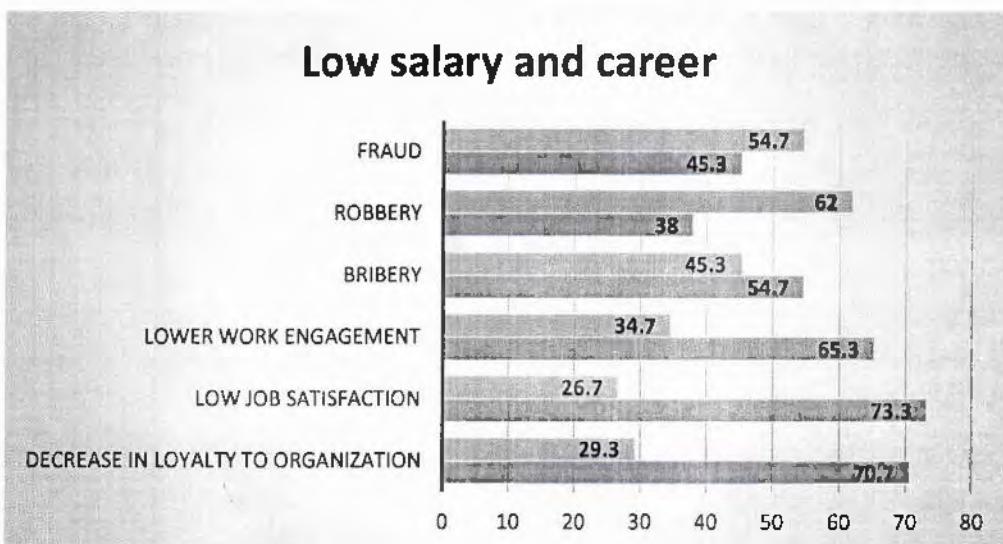
Table 4.7 highlights the reason which affect the career advancement of the respondents. Table is divided into six categories.

Majority 70.7%,73.3%,65.3% ,54.7% of the respondents feel that due to low salary their career is affected as it decreases loyalty to their organization, low job satisfaction, lower work engagement and bribery respectively.62% and 54.7%

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respondents not agree with the statement that low salary divert their attention to do robbery and fraud in organization.

As per Frost (2003) the recurrence with which dedicated, significant workers have negative encounters in the work environment or hear news that leaves their expectations dashed, their objectives wrecked, or their certainty undermined. The sources of agony shift, yet quite a bit of it originates from low compensation, oppressive bosses, absurd organizational approaches, problematic colleagues or customers, or from ineffectively oversaw change.

Ince (2003) is additionally of the assessment that because of low pay employees have been known to engage in reprisal, attack, burglary, vandalism, withdrawal practices, spreading tattle or by and large acting negative or doubtful, all of which can cause heavily to the organization. In this manner, low compensation never fulfills the workers need and they continued searching for other legitimate and unlawful methods for money (NACS, 2002). Accordingly, huge numbers of government workers ended up associated with money related corruption.

Orpen (1999) examined the relationship of compensation with work performance and his outcome demonstrated that organizations with long haul compensation plans had increased efficiency. Especially in Pakistan employees purse remuneration more than any other reward. Different rewards and advantages appended to the pay can likewise bring about more prominent change in work performance which if not satisfied drives low work engagement and pay off (Idrees ,2015).

Table 4.8

Distribution of the Respondents Regarding to Support of Organization to Increase Work Performance

Categories	To Some Extent		To Great Extent		Not at All	
	Fre	(%)	Fre	(%)	Fre	(%)
Communicate clear goals and Expectation	101	67.3	20	13.3	29	19.3
Encourage open communication	53	35.3	66	44.0	31	20.7
Encourage innovation	79	52.7	43	28.7	28	18.7
Provide Constant feedback on positive work	74	49.3	45	30.0	31	20.7
Provide education and learning opportunities	77	51.3	41	27.3	32	21.3

Support to increase work performance

PROVIDING EDUCATION AND LEARNING OPPORTUNITIES	51.3	27.3	21.3
PROVIDE CONSTANT FEEDBACK ON THE POSITIVE WORK	49.3	30	20.7
ENCOURAGE INNOVATION	52.7	28.7	18.7
ENCOURAGE OPEN COMMUNICATION	35.3	44	20.7
COMMUNICATE CLEAR GOALS AND EXPECTATIONS	67.3	13.3	19.3
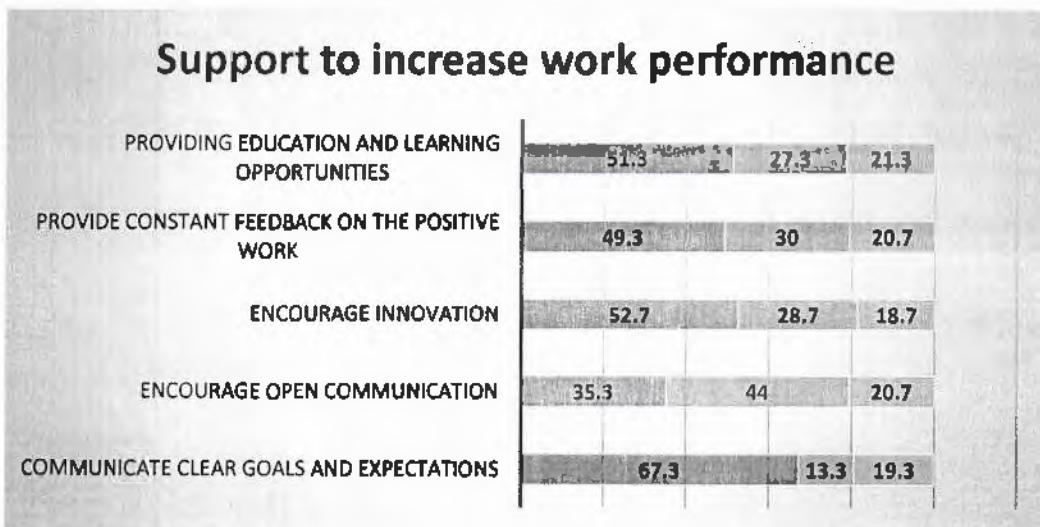
Table 4.8 demonstrate organizational support to increase their work performance. Table is divided into five categories.

Majority 67.3%,52.7%,49.3%,51.3%,35.3% respondents believed that to some extent organization provide support in form of clear goals, encourage innovation, provide constant feedback on positive work, provide educational and learning training and encourage open communication respectively.

According to study of Chen & Lien (2008) job performance at service-oriented companies is linked with open communication and opportunities to learn and grow i.e. constant feedback, educational and learning training and open communication, because these factors has been found to have a direct impact on job performance of employees in service organizations. Workplace friendliness is also very important, as some employees quit just because of the stress. Correspondingly, respect among colleagues, encourage innovation, clear goals and supervisions work as motivational factor as it contributes to create a friendly environment for workers at workplaces (Halbesleben et al., 2007).

This is a lesson for managers that if they sense stress is building at workplace they should mitigate it (Hourani et al, 2006). Rose (2003) stated that administration can minimize stress by providing assistant to employees. This work as back support to lessen work-related anxiety. Stamper (2003) found that appreciation and recognition also help in reducing stress and increasing level of job satisfaction, which highlights the importance of management creating a friendly environment.

Table 4.9

Distribution of the Respondents Regarding Lack of Transparency and Targeted Outcomes

Categories	Yes		No	
	Fre	(%)	Fre	(%)
Nepotism at work place	112	74.7	38	25.3
Political interference	68	45.3	82	54.7
Pressure from higher authorities	96	64.0	54	36.0
Favoritism	97	64.7	53	35.3
Distrust on supervisor	83	55.3	67	44.7

LACK OF TRANSPARENCY
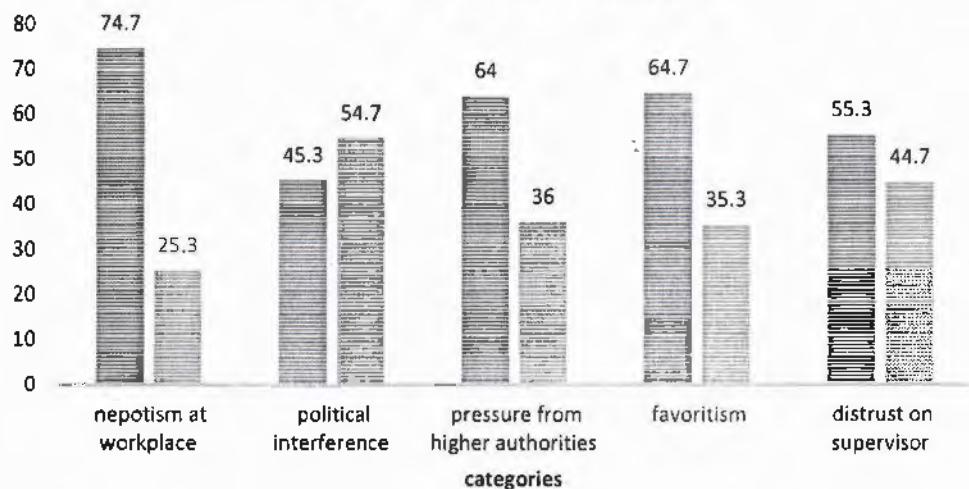
Table 4.9 illustrate the results related to lack of transparency and targeted outcomes. Table is divided into five categories.

Majority of respondent's experience nepotism, political interference, pressure from higher authorities, favoritism and distrust on supervisor at work place.

In the words of Young (2008) favoritism and nepotism is a cancer which eats at the roots of the organization and should be removed completely. Factually it destroys the probable of organization. Its treatment is only depending upon that how long it's been removed from its core. Similarly, George (2014) classified different types of favoritism i.e. nepotism, sexual favoritism, racial, religious favoritism. Nepotism is defined as exercise to give advantage to your family associate rather considering merit criteria. All these Favoritism tinker with fairness and distribution of rewards (Nadler & Miriam, 2006).

In this context, it is fair to say that political factionalism divides an organization especially the municipalities and it leads to unfair managerial practices including 'cadre deployment' strategy (Mashala, 2012). These biases affect in a way that instead of

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actual performance favorites are made on basis of different biases. This biasness which is depend on political intervention results in unfair job distribution, unworthy promotion and discrimination in privileges (Kanyane, 2000).

Table 4.10

Distribution of the Respondents Regarding Efforts to Create Collaborative Work Environment

Categories	Yes		No	
	Fre	(%)	Fre	(%)
Build relation of trust	92	38.7	58	61.3
Mutual understanding among employees	76	50.7	74	49.3
Open and honest communication	77	48.7	73	51.3
Share knowledge and information	82	54.7	68	45.3

Collaborative work environment
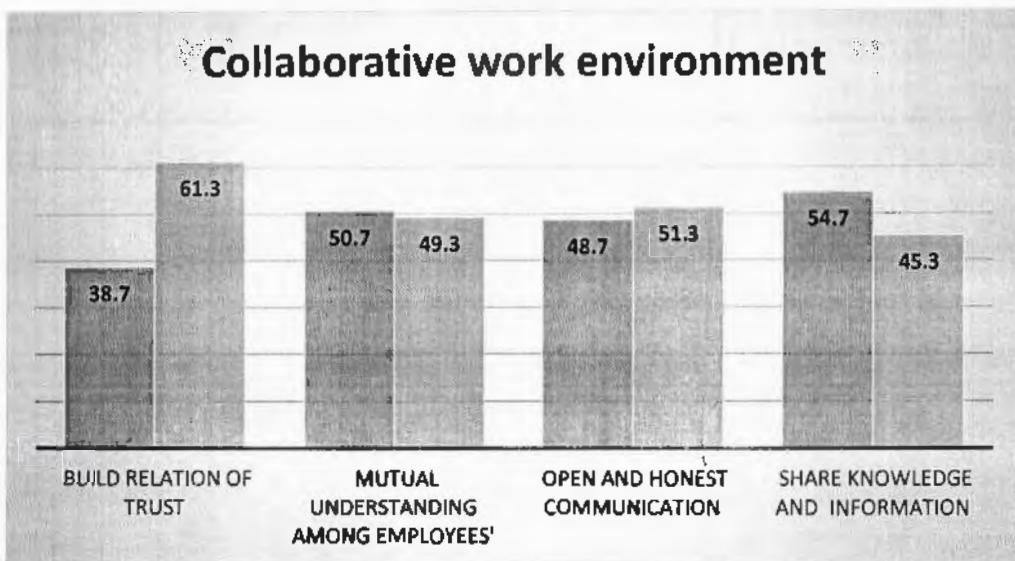
Table 4.10 demonstrate results related to officer's efforts to create collaborative work environment in organization. Table is divided into four categories.

Majority of the respondents agreed with the categories that there is mutual understanding among employees and share knowledge and information to create a collaborative work environment while majority of the respondents not agree that senior officers build relation of trust and share open and honest communication.

Humans need a sense of belonging; this behavior is also manifest in employee behavior. Organizations have traditionally connected employees for collaboration and coordination i.e. supervisor administration, just to support innovation, advancement, to cultivate cross-practical exercise. This joint effort produces positive results when it functionally works in an organization. Notwithstanding to expand innovation, coordinated effort builds representative vitality, innovativeness, and profitability, that make employees more satisfied and indulge their work instead to be stressed (Goman, 2012).

Sense of belonging can only be created within an organization if the environment is collaborative i.e. all units of the organization work as one. At any organization, the senior management understands the need for this synergy. But due to conflicting interests of each sub unit within an organization it becomes difficult to create such an environment. The reason is that collaboration work out is only exercise to those employees who have high abilities or the hierarchal fall in senior officers, but to shape up only these groups cannot establish friendly environment rather its devastating for an organization (Schaefer ,2014).

Another very important factor is that, first of all collaborative behavior should be inculcated first and enforced through different functions and cross departmental activities to foster the spirit (Maynard, 2009).

Table 4.11

Distribution of the Respondents Regarding Low Participation in Policy Making that Affects Their Performance

Categories	To Some Extent		To Great Extent		Not at All	
	Fre	(%)	Fre	(%)	Fre	(%)
Lower the commitment to the organization	79	52.7	43	28.7	28	18.7
Decrease in motivation	60	40.0	82	54.7	8	5.3
Feeling of low responsibility	76	50.7	54	36.0	20	13.3

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Low participation in policy affect performance

LOWER THE COMMITMENT TO THE ORGANIZATION	DECREASE IN MOTIVATION	FEELING OF LOW RESPONSIBILITY
52.7, 28.7, 18.7	40, 54.7, 5.3	50.7, 36, 13.3
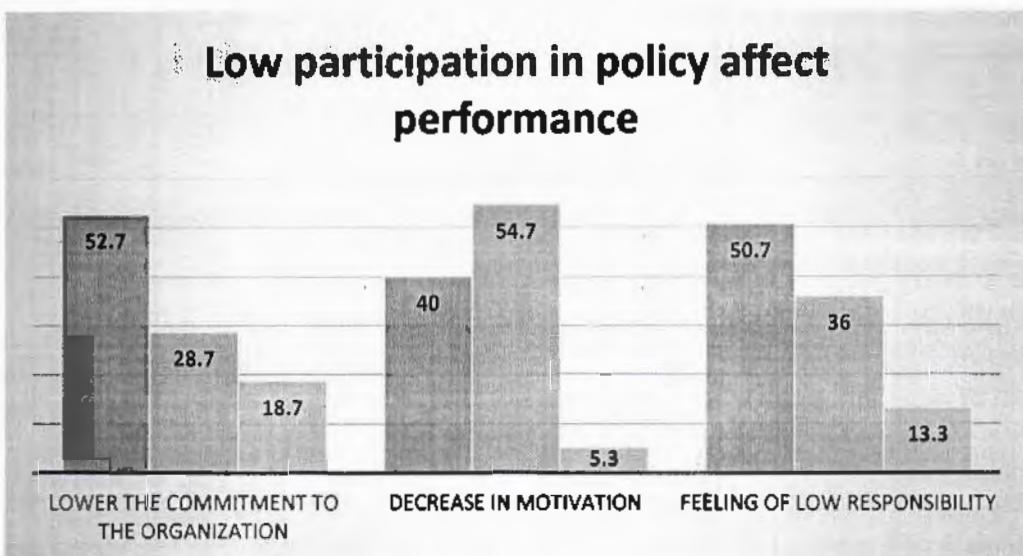
Table 4.11 determines the results regarding low participation and decision making affect the performance of respondents. Table is divided into three categories.

Majority of respondent agreed that low participation in policy cause lower commitment and feeling of low responsibility to some extent in organization. While majority agreed with great extent to the category of decrease in motivation.

When employees are involved in planning it leads to innovative ideas (Zivkovic et al., 2009). Which ultimately leads to better production and better functioning of the organization. these are the dividends of participatory governance style. That leads to extensive effect on the productivity of organization (Miller et al., 1999). Bowin & Harvey (2001) showed that low participation is directly linked with low morale of workers as it does not give them any sense of ownership or control, which leads to lack of motivation and ultimately low efficiency. As it restricts the workers capability regarding their work, policy changes, abrupt reforms, surprising alteration in their timetable, lack of feedback, unclear roles, and conflicting situation with their colleagues, supervisors and juniors. This finding has been also confirmed by Graham & Harvey (2015).

However, Blanchard & Witts (2009) stated that workers want to perform their jobs correctly and for that they want proper support. Across (2005) also has the same findings. He explains when employees know how to work on their own-reliance then it becomes difficult for them to accomplish in hooked circumstances where they feel absence of independency.

Table 4.12

Distribution of the Respondents Regarding Work Place Conditions Face in Their Organization

Categories	To Some Extent		To Great Extent		Not at All	
	Fre	(%)	Fre	(%)	Fre	(%)
Inadequate and up to date IT support	76	50.7	20	13.3	54	36.0
Shabbiest infrastructure	57	38.0	42	28.0	51	34.0
Disrespect from senior officers	41	27.3	46	30.7	63	42.0
Unhealthy environment for employees	54	36.0	29	19.3	67	44.7
Discourage to development	80	53.3	19	12.7	51	34.0

Work place condition
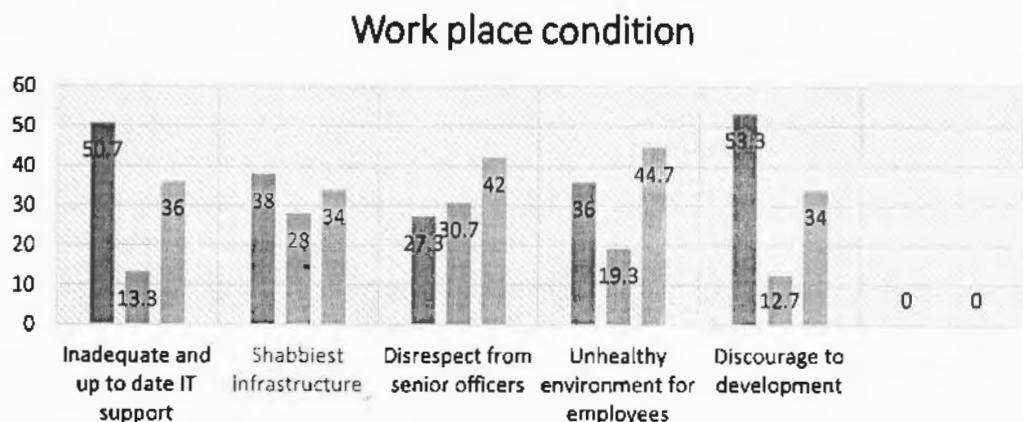
Table 4.12 shows the responses regarding poor work place conditions faced by respondents in organization. Table is divided into five categories.

Majority agreed with the category of Inadequate and up to date IT support, shabbiest infrastructure and discourage to development to some extent. while majority not agreed with the category of disrespect from senior officers and unhealthy environment for employees.

Robertson & Cooper (1993) states that use of new technology at workplace requires employees to adapt to it hence creating a pressure to learn. As an illustration if boss and subordinate are not at same level of using technology it will create problems for both. Therefore, causing Burdon on employees. A positive work place environment is required to bring about less non-attendance, representative turnover, less instances of extortion, enhanced security hones, enhance workforce prosperity and luxury which is impractical in messiest organization. He stated that better work environment leads to better results (Schulte ,2014).

Spector (1997) points to the fact that a lot of organizations undermine the importance of healthy, comfortable working environment which leads to lower job satisfaction and high employee turnover. He further elaborated that once employees

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realize that the firm considers them important, they will have high level of commitment and a sense of ownership for their organization. As indicated by him, working condition comprises of wellbeing to representatives, employer stability, great relations with colleagues, acknowledgment for good execution, motivation for performing admirably and involvement in decision making are the mechanism of the organization. He additionally expounded that once workers understand that if their organization take these factors significant it establishes a sense possession and loyalty to their organization. where workers have been made a piece of the general basic leadership process, being given adaptable working hours, less work stack, a collaboration approach and a strong best administration have positive effect on the execution of representatives.

It has been shown that participatory work style coupled with comfortable working conditions lead to better job satisfaction and loyalty towards organization (Raziq & Maulabakhsh ,2015).

Table 4.13

Distribution of the Respondents Regarding Effects of Poor Work Place Conditions on Their Performance

Categories	Yes		No	
	Fre	(%)	Fre	(%)
Dissatisfaction	115	76.7	35	23.3

Low level dedication to work	95	63.3	55	36.7
Loss of innovation	103	68.7	47	31.3
Attention deficiency	89	59.3	61	40.7
Decrease in organization commitment	86	57.3	64	42.7
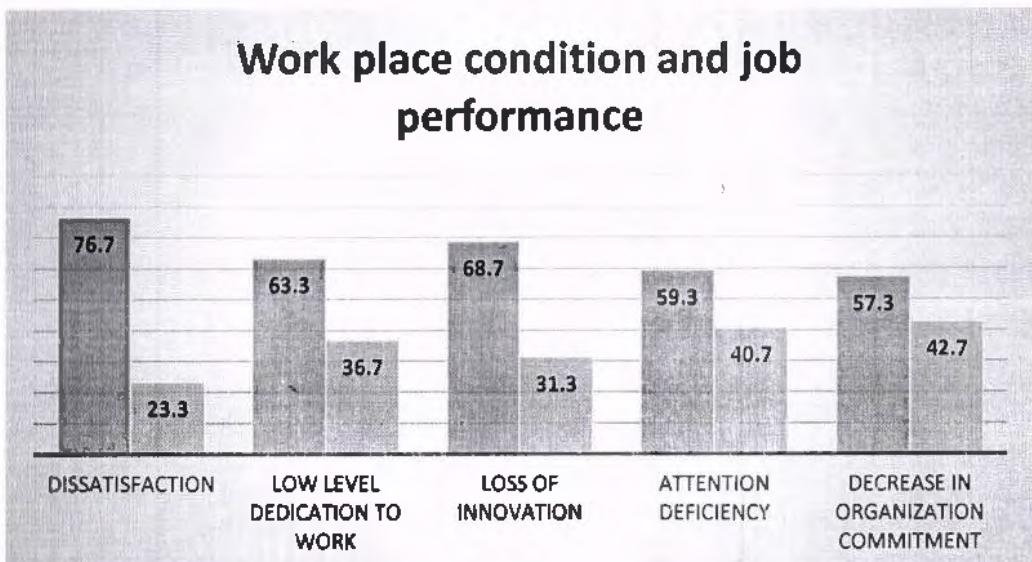
Table 4.13 indicate the responses regarding effect of poor work place conditions on the job performance of respondents. Table is categorized into five statements.

Majority of the respondents agreed with the statement that poor work place conditions caused dissatisfaction, low level dedication to work, loss of innovation, attention deficiency and decrease in organization commitment.

Some of the factors which can affect an employee's mood and mental peace have been enumerated by Dwamena (2012) as temperature, level of noise, ventilation,

smells etc. physical design of the workplace is very important for mental calmness and focus. e.g. if too many workers are cramped in a small place it will lead to irritation, interference with each other's work, which might eventually lead to strained relations and ultimately poor concentration on job and tasks assigned. For example, compensation, working hours, self-rule given to representatives and correspondence between workers and administration are the distinctive aspects that may influence work fulfillment (Lane et al., 2010).

Workers who work in poor working condition have low communication network, low level dedication to work, loss of innovation which is owing to poorly corporeal design of office that not fulfil the staff everyday contact requirement properly. Arnetz (1999) claim that in organizations, where many workers have problems with their supervisor who is not giving them the respect they deserve. They also show punitive attitude to employee's in owing to which they are not comfortable to share good and innovative ideas with their supervisors.

Bakotic & Babic (2013) observed that those workers who work under difficult working conditions are dissatisfied mostly because of the work conditions. Hence it is very important for management to ensure comfortable working conditions for its workers. This will not only to improve total performance of employees but also make them contented to their working situation.

Table 4.14

Distribution of the Respondents Regarding Withdrawal at Workplace

Categories	Sometime	Often	Never

	Fre	(%)	Fre	(%)	Fre	(%)
Psychological	70	46.7	56	37.3	24	16.0
Physical	54	36.0	70	46.7	26	17.3

Withdrawal at workplace

PSYCHOLOGICAL			PHYSICAL		
46.7	37.3	16	36	46.7	17.3
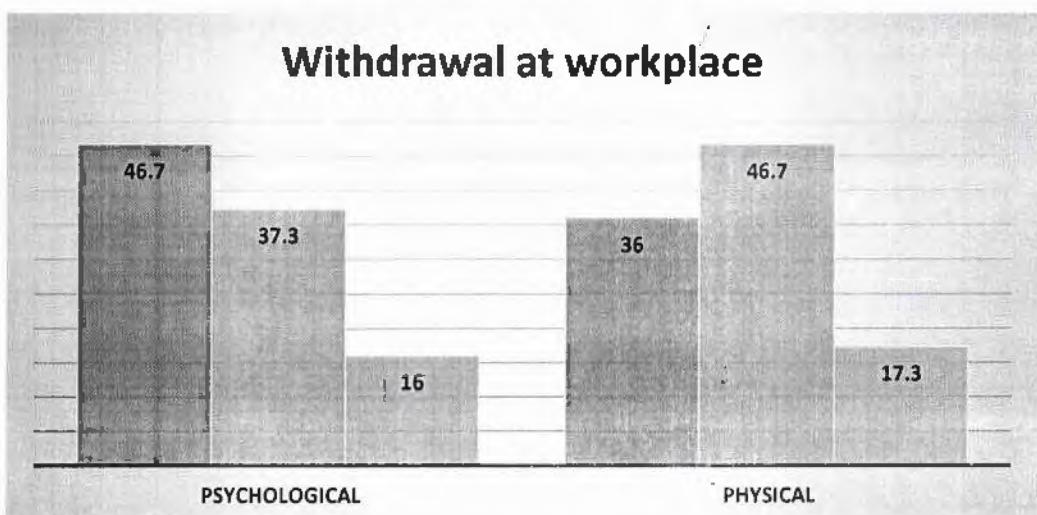
Table 4.14 expresses the data about respondent's experience of withdrawal at work place due to cynicism.

Majority of the respondents agreed that sometimes they experience psychological withdrawal. while majority often experience physical withdrawal at work place.

Table 4.15

Distribution of the Respondents Regarding Psychological Withdrawal

Categories	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree

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	Fre	(%)	Fre	(%)	Fre	(%)	Fr	(%)	Fre	%
Daydreaming	64	42.7	31	20.7	24	16.0	19	12.7	12	8
Looking busy	32	21.3	45	30.0	37	24.7	29	19.3	7	4.7
Moonlighting	11	7.3	59	39.3	53	35.3	9	6.0	18	12
Cyber loafing	26	17.3	67	44.7	36	24.0	19	12.7	2	1.3

psychological withdrawal
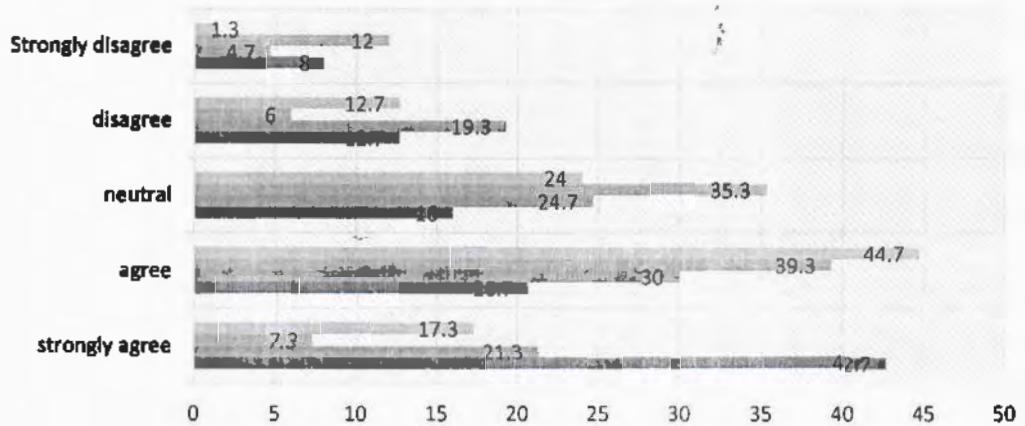
Table 4.15 indicates data of respondents regarding type of psychological withdrawal at work place. Table is categorized into four statements.

Majority of the respondents strongly agree that they daydream at workplace. while majority of the respondents agree with the other statements i.e. looking busy, moonlighting and cyber loafing.

Workers who are not dedicated to their organization participate in withdrawal conduct, characterized as an arrangement of activities that employees perform to stay away from the work —practices that may in the long run come full circle in harming the organization (Hulin,1991). As far as its mental effect is concerned being left out results in increased social tension, dejection, and lower mental wellbeing. For instance, the worst health effects reported by individuals themselves were regarding conditions of high exclusion and low abuse. Also, exploratory research demonstrates that excluded workers report not liking their colleagues, increased hostility and highly biased view against the group and employees (Schneider et al., 2000).

Blackwell (1998) expressed that Unlike the Physical side effects, Psychological side effects could likewise cause employees performance to fall apart. Outrage, uneasiness, melancholy, apprehension, fractiousness, forcefulness, digital loafing, wandering off in fantasy land and weariness brings causes low worker performance, decreases in confidence, disdain of supervision, powerlessness to focus, difficulty in making choices and employment disappointment.

Likewise, the mental side effects of stress can prompt burnout. Occupation burnout is a delayed withdrawal from work which influences the sufferer to cheapen his work and considers it to be a source of disappointment. Also, workers see the practices as a causal arrangement moving from left (fantasizing) to right (quitting), the practices that are nearest to each other in the grouping tend to be more exceptionally associated and influence their performance (Koslowsky & Krausz ,2002).

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Table 4.16

Distribution of the Respondents Regarding Physical Withdrawal

Categories	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree	
	Fre	(%)	Fre	(%)	Fre	(%)	Fe	(%)	Fre	%
Missing meetings	45	30.0	36	24.0	31	20.7	29	19.3	9	6.0
Tardiness	14	9.3	72	48.0	47	31.3	12	8.0	5	3.3
Absenteeism	19	12.7	52	34.7	58	38.7	15	10.0	6	4.0
Alienation to organization	29	19.3	53	35.3	45	30.0	16	10.7	7	4.7

Physical withdrawal
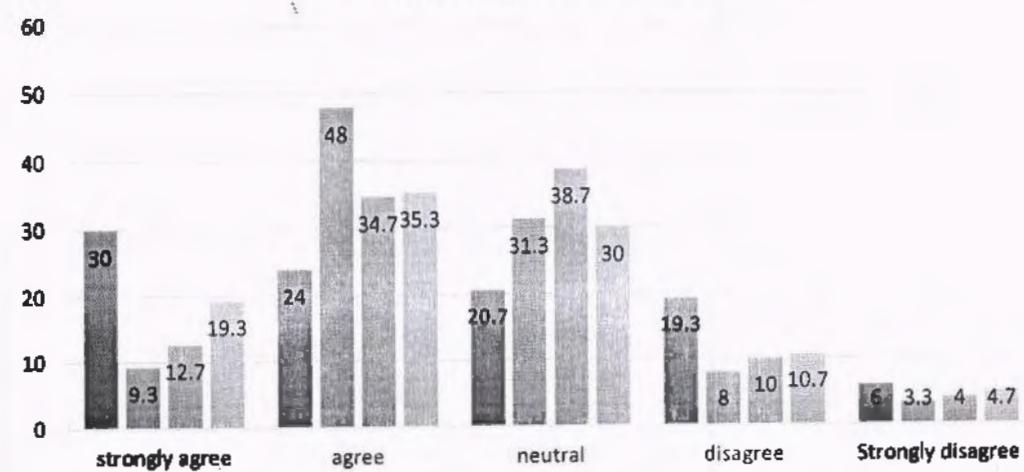
Table 4.16 indicates data of respondents regarding type of physical withdrawal at work place. Table is categorized into four statements.

Majority of the respondents strongly agree that they miss meetings at workplace. while majority of the respondents agree with the other statements i.e. tardiness, absenteeism and alienation to organization.

Gaumail (2003) accepted that at the organization level business related anxieties might oversee physical withdrawal that influences organizational results, for example, decrease in performance, disappointment, absence of inspiration and duty, and an increase in non-appearance, estrangement with the organization and turnover. Lim (2002) encountered that the workers who stayed away from the money related embezzlements got engaged in ethical mal practices such as non-attendance, late-going to and early-leaving the workplaces, working too moderate or not working at all which demonstrates their physical withdrawal at working environment.

There is solid confirmation demonstrating that working environment culture affects workers absenteeism and that a culture that appreciates attendance can compensate for the negative impacts of sickness and other negative issues affecting organizational performance (Robson et al., 2007). According to many other studies done some of the factors which could harm an organization are: hierarchical organizational conduct, working environment negativity such as aim to leave, work withdrawals, missing meetings, which decrease performance and even lead to workplace alienation (Lee & Allen, 2002). Worker alienation likewise has been demonstrated to affect workers' professionalism through job dissatisfaction (Diaz et al., 2013). Work estrangement as a physical condition of the individual laborer makes

him/her depart from one's occupation and other business-related setting, feeling of dissatisfaction and other related negative effects (Kanungo ,1982).

Weakness at work is the sentiment that the worker has no control over the way things are done at work (McKinlay, 2011). While meaningless is the view of employee that their work is not critical or advantageous, for example since it has no incentive for society or for their own customers. These two measurements are viewed as the key measurements of alienation at work, as they strongly affect work results, for example, work fulfillment and organizational conduct (Suárez et al., 2008).

Table 4.17

Distribution of the Respondents Regarding Character Assassination at Workplace

Categories	Yes		No	
	Fre	(%)	Fre	(%)
Spread of allegation	75	50.0	75	50.0
Person routinely engages in disturbing behavior	71	47.3	79	52.7
Deliberate exaggeration of facts	92	61.3	58	38.7
Excessive criticism	98	65.3	52	34.7
Misinformation related to morals and integrity	71	47.3	79	52.7

Character assassination at work place

Statement		
e) Misinformation related to morals and integrity	52.7	47.3
d) excessive criticism	34.7	65.3
c) deliberate exaggeration of facts	38.7	61.3
b)person routinely engages in disturbing behavior	52.7	47.3
a) Spread of allegation	50	50

Table 4.17 shows the opinion of the respondents about character assassination at work place by supervisor. Table is categorized into five statements.

Majority of the respondents agreed with statements of allegation spread, deliberate exaggeration of facts and excessive criticism. while majority disagree with the other statements of person routinely engage in disturbing behavior and misinformation related to morals and integrity.

Crawshaw (2009) uncovered that in the work environment, negativity is when colleagues deliberately prohibit, disregard or candidly pull back another worker. Pessimism is carried on by not looking, not talking, and not tuning in. Another exceptionally harming tactic used to harm others is slander.

Character Assassination at work environment alludes to the defaming or individual verbal assault on other employee with the aim of harming that worker notoriety or certainty. slander is effective strategy of working environment negativity since it is a well thought endeavor to wreck a partner's reputation, particularly by condemning them in an uncalled for and deceptive way when they are absent. It can likewise include misrepresentation or control of facts to introduce a false photo of the focused-on individual, twofold talk, spreading of gossipy tidbits, vagueness or think

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deception on points identifying with the subject's ethics, respectability, and notoriety (Abraham, 2000).

Character assassination is additionally harming to a worker since it is not a strategy that could be overlooked by worker. slander is carried on by associate in endeavors to discolor a man's notoriety. At the point when a worker is looking to smear another worker's character they may do as such by intentionally spreading false facts in the working environment. At the point when somebody's character has been discolored, they could encounter being rejected by family, group and work colleagues. A worker who has encountered character smearing may even lose regard from their colleagues at work (Stanley,2005).

Discouraged workers lose enthusiasm for the organization. They might be available at their work, but they just do the normal tasks and nothing more. Employees get debilitated when they are offended, undervalued, disregarded or not allowed to utilize their inventiveness and abilities at work. Such workers don't impart anything additional other than what is essential, prompting powerless lines of correspondence (Andersson, 1996). Employees having negative attitude turn out to be physically, mentally and emotionally depleted. They feel as if they don't have anything of significant worth left to offer and they don't make any effort to motivate themselves. they have completely succumbed to cynicism (McMahon, 2000).

Table 4.18

Distribution of the Respondents Regarding Stealing Credit for Work Caused Lack of Confidence

Categories	Yes	No

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	Fre	(%)	Fre	(%)
Weaker job performance	121	80.7	29	19.3
Low self esteem	84	56.0	66	44.0
Feeling of ignorance	97	64.7	53	35.3

Stealing credit of work
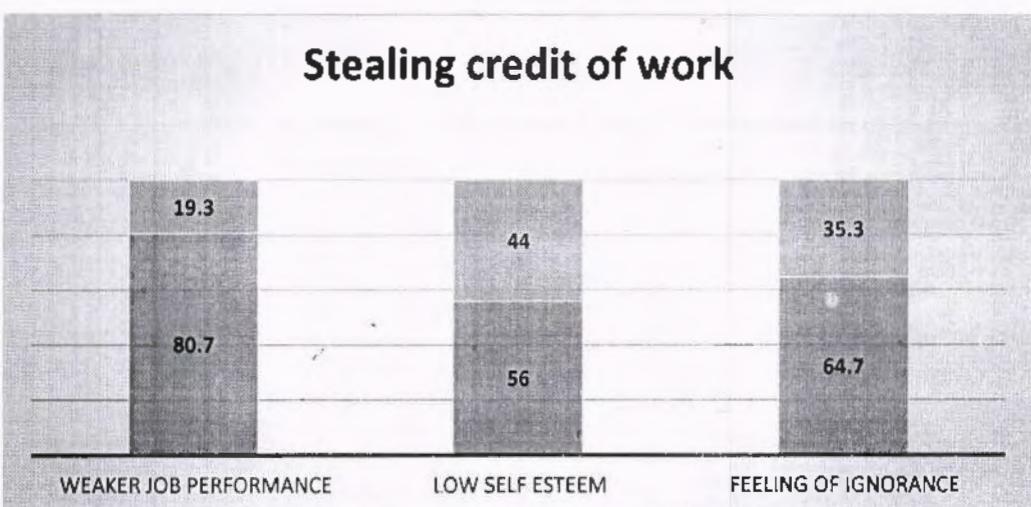
Table 4.18 demonstrated the results regarding credits of respondent's work. Table is divided into three categories.

Majority of the respondents agreed that when some else stole credit of their work it causes weaker job performance, low self-esteem and feeling of ignorance.

Credit is defined as having one's endeavors perceived by others, can be traded for little benefits e.g., a day away from work, and used to improve a notoriety through a performance assessment, accrued main reward like promotion, cash in form of kindness or get chance of supervision (Jhonson & Kelley, 2003). The negative

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behavioral impacts of unjustified credit taking may incorporate a lessened readiness to work together later on, requital to settle a score, expanded turnover and the brought down responsibility that originates from being undermined by associates and bosses (Marcus, 2005). For organizations, the unreasonable conveyance of credit can debilitate standards of coherence and value, lessen straightforwardness and crush trust among employees.

Einarsen and his associates have recommended that pessimism through taking credits undermines employee inner self or lower his or her confidence (Einarsen, 2000). Worker's self-esteem is loomed by workplace cynicism since it is linked with the penalty of unspoken allegation to the targeted workers that conveys them that they have done something erroneous. Along these lines, when workers are pessimist, they start to ponder what isn't right with them. This pondering may prompt loss of self-confidence as pessimist imagines that different employees don't find them deserving of affiliation (Wright ,2001).

An employee's requirement for a feeling of having a place and additionally their confidence is a critical piece of sound work environment relations. That need comes under assault when negativity is extreme and ceaseless. At the point when workers are pessimist, it can influence their recognitions, physiological condition, states of mind and without a doubt their conduct. The morale of the excluded workers falls as they see an absence of regard for their position, their insight or their contributions (Leary ,2006).

Table 4.19

Distribution of the Respondents Regarding Decrease in Opportunity for Social

Interaction Due to Cynicism

Categories	Yes		No	
	Fre	(%)	Fre	(%)
Less sense of belongingness towards organization	97	64.7	53	35.3
Less workplace contribution	75	50.0	75	50.0
Loss of trust towards other employees	99	66.0	51	34.0
Loss of trust towards other employees	95	63.3	55	36.7

## Less social interaction due to cynicism
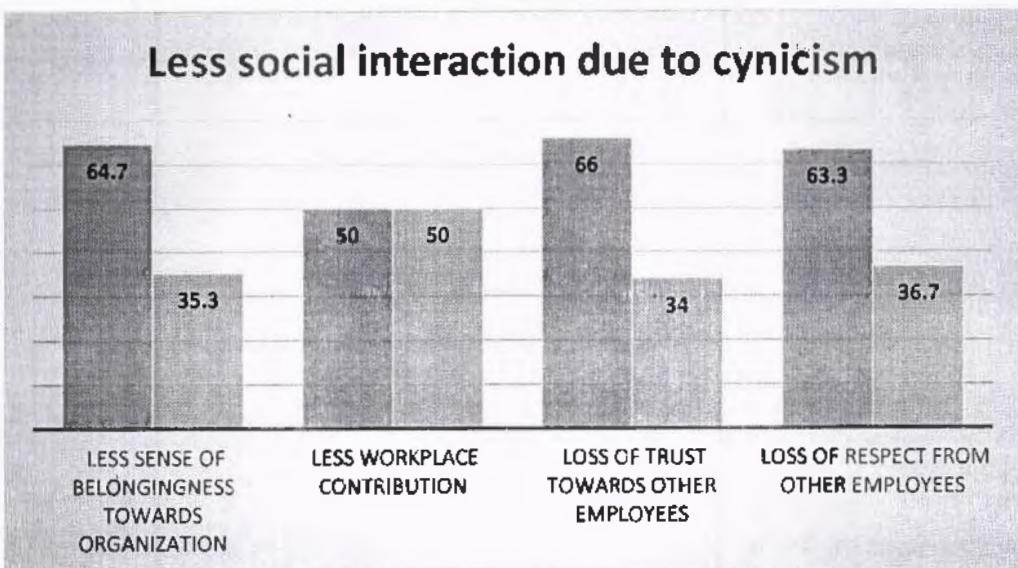
Table 4.19 indicates the responses regarding less social interaction opportunities in result of cynicism. Table is divided into four categories.

Majority of the respondents agreed with all the statement that organizational cynicism causes less sense of belongingness towards organization, less work place contribution, loss of trust towards other employees and loss of respect from other employees.

To have a sense of purpose in their work individuals need to feel a sense of belonging and to connect with the energy of their feelings. The more workers find connection between individual goals, organizational missions and goals, and broader societal aspirations, the more noteworthy their sense of duty regarding their objectives. Yet, because of negativity their ability to associate their inner identity with that of their organization, to be part of the whole, is hampered extremely. This gives silly articulation of thinking about caring about the organization they work in (Dienesch, 2012).

At the point when trust is deficient, this influences profitability and organizational efficiency and productivity. Employees invest more energy keeping an eye out for administration and covering their own backs. Supervisors invest more energy determining the status of workers. Workers who don't believe their boss are more likely to quit. Workers in low-trust situations are debilitated from sharing learning and going out on a limb – squandering advancement potential (Purcell, 2014).

Näswall (2006) clarified that a worker who feels instability about his employment circumstance demonstrates an assortment of behavioral responses in an organization. One of them is worker's less inclination to stay in the organization, this

implies he/she is not at all willing to contribute any work to the organization. Workers' performance is directly linked with how they view security of their job.

Table 4.20

Distribution of the Respondents Regarding Job Tension Between One's Self and Workplace Environment

Categories	Yes		No	
	Fre	(%)	Fre	(%)
To lose the successful and hardworking employees	125	83.3	25	16.7
Increase in turnover rate	103	68.7	47	31.3
Unable to fulfill expectation of organization	102	68.0	48	32.0
Increase in intention to quit the job	71	47.3	79	52.7

Job tention at work place

Category	Agree	Disagree
INCREASE IN INTENTION TO QUIT THE JOB	47.3	52.7
UNABLE TO FULFILL EXPECTATION OF ORGANIZATION	68	32
INCREASE IN TURNOVER RATE	68.7	31.3
TO LOSE THE SUCCESSFUL AND HARDWORKING EMPLOYEES	83.3	16.7
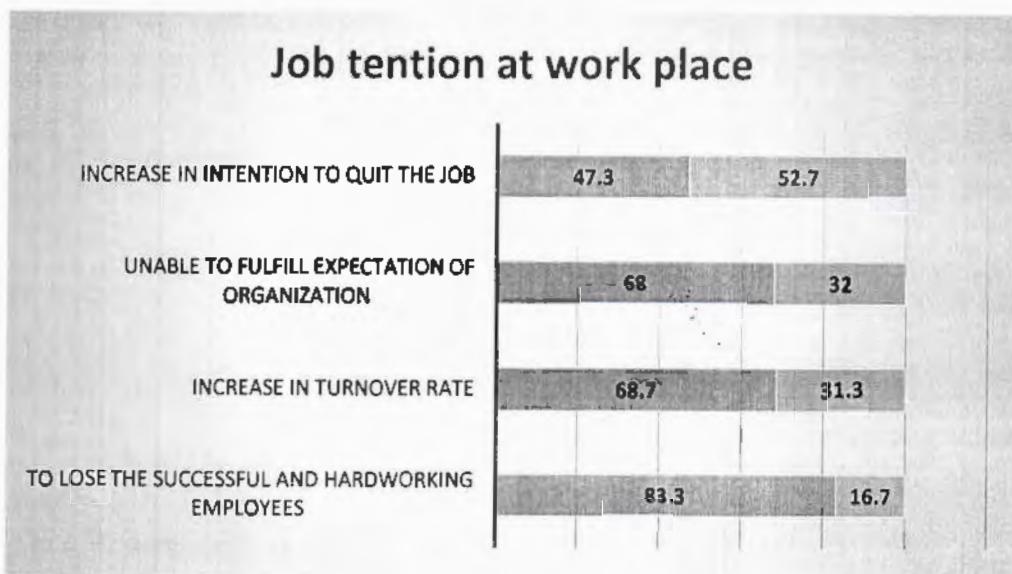
Table 4.20 shows the results of respondents regarding job tension between one's self and workplace environment. Table is categorized into four categories.

Majority of the respondents agreed with the statement that due to cynicism organization loss successful and hardworking employees, increase in turnover rate, unable to fulfil expectation of organization while majority of the respondents not agreed that it causes increase in intention to quit job.

Naus (2007) arranged a few results of pessimism specified in the literature, for example, a reduction in organizational obligation, to lose positive workers, diminish the motivation and gratification in workers, an expansion in doubt, doubt and alienation to organization and different types of psychological disentanglement and disinterest. Cynicism in the work environment can prompt high turnover and low employment fulfillment. Losing the qualified workforce prompts diminishment on quality, efficiency, advancement and competitiveness. In this perspective, work instability, turnover goal and desire of workers are fundamental issues for organization as they influence employees' emotions, states of mind and conduct, and ultimately their performance (Masum,2014). The concept of Workforce turnover is viewed as a tacky

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one that causes organizational issues. The subject matters are related with losing the qualified workforce prompts poor performance, low yield and output, novelty in work, and intensity (Abbasi et al., 2008).

Table 4.21

Distribution of the Respondents Regarding Steps They Think Will Reduce Cynicism and Improve Their Job Performance

Categories	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree	
	Fre	(%)	Fre	(%)	Fre	(%)	Fre	(%)	Fre	%
Decisive in their work and encourages them to take initiatives	51	34.0	52	34.7	24	16.0	16	10.7	7	4.7
Participation of employees in seminar and workshops	26	17.3	60	40.0	48	32.0	13	8.7	3	2.0
To give creative and	31	20.7	55	36.7	46	30.7	17	11.3	1	0.7

meaningful

task

| Specialized skills and ongoing feedback	43	28.7	72	48.0	22	14.7	12	8.0	1	0.7
Performance evaluation should fair and constructive	74	49.3	35	23.3	30	20.0	9	6.0	2	1.3
Equality in incentives	70	46.7	58	38.7	13	8.7	7	4.7	2	1.3

STEPS TO REDUCE CYNICISM

Table 4.22 shows responses of the respondents that what steps will contribute to reduce cynicism and improve job performance. Table is categorized into six statements.

Majority of the respondents agree that decisive work, participation of employees in seminar, workshop and conferences, to give creative and meaningful work, specialized skills and ongoing feedback will reduce cynicism. while majority strongly agree that fair and constructive performance evaluation and equality in incentives cause reduction in cynicism.

Brack & Kelly (2014) recommended that employees and organization ought to take part in ways that increases cooperation. For this, make sure that those in initiative positions have the requisite aptitude and skill set. Workers require an individual association with each other. Make sure to give chances to colleagues to become more acquainted with each other in an easygoing, nonworking setting.

As per Schaefer (2014) an examination by ESI International, 81 percent of the organizations reviewed said their employees expected to enhance relational abilities and almost half expected to enhance initiative and basic intuition aptitudes. Joint effort is extraordinarily encouraged when everybody is in agreement. Human resource management and administrators ought to guarantee that objectives are sketched out, duties are explained, and due dates are set. Construct groups in view of what every individual can convey to the table. Make sure that meetings have clear targets and a motivation. Seminar, conferences and upright meetings have clear purposes and plan. They should serve to spur individuals. Regard workers and give them self-rule to carry out their employments. It is once in a while conceivable to have all workers required at one place at one time. Consider putting resources into a synergistic programming framework to give a brought together center point of equivalent motivating forces for

correspondence and undertaking administration. these steps will have the effect of retaining and hiring quality human resource, which will result in increased efficiency and productivity of the organization, which will help to bring better and effective solutions to the market, build confidence of its customers and improve profitability and efficiency of the organization.

4.1 Discussion

This present study has revealed some significant results. There is evidence to the effect that most employees reported to work under pressure and that they feel uncared for by the organization. Thus, they feel frustration, disillusioned, anxiety, anger, and distrust to some extent about their organization. Most of the employees have issues with the organization regarding the provision of resources in fair manner because of poor policy participation, open and honest communication, monitoring and regulation operate by organization.

Most of the employees think that they do not received rewards as compare to time spent at workplace and often they feel unenthusiastic to meet targets for the organization. The fact that most of the employees indicated that monopoly, exploitation, favoritism, relation with boss and personal interest of supervisor respectively are reason to believed causes unequal distribution of incentives. Majority of the employees feel that due to low salary their career is affected as it decreases loyalty to their organization, low job satisfaction, lower work engagement and bribery respectively.

Majority of the employees believed that to some extent organization provide support in form of clear goals, encourage innovation, provide constant feedback on positive work, provide educational and learning training and encourage open

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communication. Majority of the employees have experienced inequality in benefits related to their work and status in form of recognition, reputation, training and bonus that prevail in organization. Majority of employees experienced nepotism, political interference, pressure from higher authorities, favoritism and distrust on supervisor at work place.

Majority of the employees agreed that there is mutual understanding among employees and share knowledge and information to create a collaborative work environment, but they think that senior officers not share open and honest communication with their junior colleagues. Most of the employees reported not to participate in decision making. low participation in policy cause lower commitment, feeling of low responsibility and decrease in motivation to some extent in organization. There must be a misfit between the employees and their working environment as majority agreed that there is lack of Inadequate and up to date IT support, shabbiest infrastructure and discourage development while minority indicated disrespect from senior officers and unhealthy environment for employees.

Majority of the employees agreed that poor work place conditions caused dissatisfaction, low level dedication to work, loss of innovation, attention deficiency and decrease in organization commitment. Majority of the employees strongly agreed that they feel psychological withdrawal at workplace as they experienced daydream, looking busy, moonlighting and cyber loafing etc. Majority of the respondents strongly agreed that they miss meetings at workplace. They agreed that cynicism also causes tardiness, absenteeism and alienation to organization. Majority agreed that due to organizational cynicism employees faced allegation's spread, deliberate exaggeration of facts and excessive criticism.

Most of the employees agreed that when some else stole credit of their work it causes weaker job performance, low self-esteem and feeling of ignorance. Majority of the employees agreed that organizational cynicism causes less sense of belongingness towards organization, less work place contribution, loss of trust towards other employees and loss of respect from other employees. Most of the employees agreed that due to cynicism organization loss successful and hardworking employees, increase in turnover rate, unable to fulfil expectation of organization. There seemed to be too much work pressure for the majority of the employees. It concluded that the employees may experience disengagement, low efficiency in organization and lack of innovation which in certain instances inhibit low growth in market and lack of profitability. There was evidence of good supervisor-subordinate relations for productivity of organization. The majority of respondents reported that decisive work, participation of employees in seminar, workshop and conferences, to give creative and meaningful work, specialized skills and ongoing feedback, fair and constructive performance evaluation and equality in incentives will reduce cynicism.

HYPOTHESIS TESTING

Hypothesis 1: Higher the discrimination among the employees lower their motivation towards organizational commitment.

Ho: There is no association between discrimination and motivation

H1: There is an association between discrimination and motivation

Variables			Decrease in motivation			
			To some extent	To great extent	Not at all	Total
Monopoly, power and discrimination	yes	Count	38	66	7	111
		Expected Count	44.4	60.7	5.9	111.0
	No	Count	22	16	1	39
		Expected Count	15.6	21.3	2.1	39.0
Total		Count	60	82	8	150
		Expected Count	60.0	82.0	8.0	150.0
{Observed count(o), expected count(e)}						
Chi-square = $\sum \frac{(o-e)^2}{E}$: **6.10**				Significance level (SL): **0.05**		

The above table shows the association between discrimination and motivation of the respondent. The hypothesis is tested by using chi-square test at significance level of 0.05. The value of chi-square (6.10) at 0.05 significance level (5.99) confirmed the existing of strong association between discrimination and motivational level of the respondents. The data shows those respondents who experienced higher level of

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discrimination have low motivation to their organization. Therefore, we accept our alternate hypothesis(H1) of association and reject our null hypothesis(Ho).

Discrimination at work place reduce employees motivational level. They measure this discrimination factor by comparing pay bundles, targets, chief conduct etc. which only can be undermine by providing equality at workplace. The slow step to this change may cause adverse results on the productivity of employees and profitability of the organization (Tesfaye,2011). Hypothesis result shows that when an employee is discriminated, he feels anxiety and destitute, which ultimate decrease their interest in professional success, work obligations and organization's welfare.

Hypothesis 2: Increase in the promotion rights of employees, strengthen the perception of high level dedication to work.

Ho: There is no significant association between promotion and work dedication

H1: There is significant association between promotion and work dedication

Variables			High level dedication to work		
			Yes	No	Total
promotion	Yes	Count	69	41	110
		Expected Count	69.7	40.3	110.0
	No	Count	26	14	40
		Expected Count	25.3	14.7	40.0
Total		Count	95	55	150
		Expected Count	95.0	55.0	150.0

{Observed count(o), expected count(e)}
Chi-square = $\sum \frac{(o-e)^2}{E}$: 0.065   Significance level (SL): 0.05

The above table shows the association between promotion and work dedication of the respondent. The hypothesis is tested by using chi-square test at significance level of 0.05. The value of chi-square (0.065) at 0.05 significance level (3.84) confirmed the existing of no association between promotion and work dedication of the respondents. The data shows that promotional rights is not a strong variable that motivate employees to higher level dedication to their work. Therefore, we reject our alternate hypothesis(H1) of association and accept our null hypothesis(Ho).

Herzberg (1968) claimed that hygiene factors such as pay, job safety, prestige, working situations, perks and benefits, job policies, and relation with associates not generate satisfaction in employees but only could lessen dissatisfaction in workers. On the other hand, motivational factors that includes; challenges, the work itself, obligation, acknowledgment, advancement, interest and opportunities for creativity, could motivate employees to do progressive, dynamic and dedicated work for their organization. Hypothesis result shows that promotion may be a variable that reduce their dissatisfaction, but it not molds employees to do innovative and unconventional work. To be an enthusiastic or dedicated worker, there should be meaningful and creative task for the employees.

CHAPTER FIVE

5. SUMMARY, CONCLUSION AND RECOMMENDATIONS

In this chapter researcher going to wrap up this research study and share the findings with the social scientist as well as policy maker for the improvement of society. The study was conducted with reference to Pakistani society under the title of "Perception of employees about organizational cynicism and its effect on employee's job performance". After extensive review data was collected through appropriate methods as discussed in chapter 3. The data has been tabulated with explanation in chapter 4 of this study. Now the whole work is to be summarized with conclusion and suggestion. The suggestion must upright under the conclusion of study.

5.1 Summary

The present study aimed at exploring the problems faced by employees in public sector of Islamabad and Rawalpindi. An analysis was done to analyze the problems antagonized by these employees in these organization. The study also examined the variation in the kinds of problems faced by these employees within public sector. For the study, quantitative research methodology was applied. Survey was done through questionnaires. For this research three field offices of FBR were selected.

The current study was conducted on male and female civil servants of federal board of revenue. The offices targeted in the study were in Islamabad and Rawalpindi. To meet the objectives of study, 150 questionnaires were distributed and filled. Purposive sampling technique was used to successfully meet the objectives of the

current study. With the accomplishment of field work, quantitative data has been coded and analyzed in Statistical Package for Social Sciences (SPSS), the results of quantitative data have been presented in tabulation and graphical form. The researcher simply interpreted the data in the form of frequencies and percentages in the tabular form. The tables have been interpreted in the words as well. Furthermore, CHI-SQUARE was used by the researcher to get result and check the association of hypothesis.

As the study was to investigate the causes and effects of organizational cynicism on job performance of government employees. The major findings of the study depicted that majority of the employees agreed that organizational cynicism causes less sense of belongingness towards organization, less work place contribution, loss of trust towards other employees and loss of respect from other employees. Data also demonstrated that due to cynicism employees feel psychological and physical withdrawal at workplace in form of daydream, looking busy, cyber loafing, absenteeism and alienation to organization that effect quality of their work and productivity of organization. It was also observed from the study that employees were not completely satisfied with their job.

Opinion regarding distribution of compensation packages within their colleagues which includes perks, benefits, bonus, training etc were considered as significant factors that if not fulfil it generates dissatisfaction in form of disengagement, low efficiency in organization and lack of innovation which in certain instances inhibit low growth in market and lack of profitability. Nonetheless in public sector for this population of civil servant's promotion may be a factor but not the least one that motivate them to bestow themselves for the organization.

The data also supported Herzberg's two factors theory of job satisfaction which explained the motivational and hygiene factors in an organization. Through data it can be concluded that administration and the employees conflicted with each other in terms of facilities, behavior, attitude, authority, salaries and appreciation.

Adam's equity model also supports the research as it explained employees can either focus on the amount of rewards they receive compared to others, or on the procedure according to which different rewards are allocated. Basically, equality in incentives with respect to their colleagues reflect individual's perception about organizational discrimination as they consider their personal gains in term of their investments. Likewise, employees of FBR were facing job related issues due to cynicism. Cynicism slow down the opportunity for social interaction among others in the organization which effects the physical and psychological issues of an employee that ultimate result in dissatisfaction and low job performance.

5.2 Conclusion

The purpose of the present study was to investigate the relationship between organizational cynicism and job satisfaction of employees. Findings of current study showed that employees were facing various problems in public sector. It can be concluded from the study that employees from the public sector, though belong to any demographic i.e.; age, gender, grade or service length were oppressed by the organization administration in different ways. From the study, the data expressed that employees were not totally satisfied with their job due to different causes and some of the similarities which were nepotism, low wages as compared to their work and status, bad attitude of administration, poor policy participation, favoritism and lack of support from the organization. The results from this study showed that the negative factors that

distressed employees had a negative effect on productivity and loyalty towards their organization as it creates less sense of belongings and work place contribution. In those organizations which have less sense of fairness, motivation and inner disloyalty, employees are more likely to be disloyal to their work and organizations (Nafei,2013).

The current study conducted to represent the cynic employees working in the work setting of Pakistani public-sector organization with positive relationships between workplace cynicism and gratification behaviors of employees. The results of the study showed that workplace cynicism and counterproductive behaviors of employees is facilitated by organizational cynicism. Hence, it becomes noticeably imperious for employees of the organization to concentrate on creativity, innovation, unity and adequacy. Thus, organizational cynicism can be disastrous for an organization and offenders should be scolded (Lane et al., 2010).

The findings were consistent for organizational cynicism and job dissatisfaction behaviors with the previous studies. The study found that when an employee is being cynic will lead to mal-behaviors towards an organization. Therefore, working in cynic environment will enhance their counter productivity. This research aims to explore phenomena of cynicism in civil servants of the public sector, while future researchers should consider investigating the relationship between gender and organizational cynicism keeping the same population.

5.3 Recommendations

Based on the findings of the research, it is recommended that the following measures be put in place to help employees of FBR to manage and reduce dissatisfaction at their work place.

- For employees, organization must lead a needs evaluation for an Employee Assistance programmed.

- Management must ensure to investigate the reasons why the workers figure out that FBR does not upkeep its workers and what measure they can do to change it by analyzing organizational temperament and atmosphere.

- There should be necessity of supervisor and mangers to determine the causes of dissatisfaction of employees within the working environment.

- Supervisors must evaluate about the abilities of their subordinate to know about their capacity to meet their targets. They should agree on performance agreement, so they can give employees with work development and control over their employment.

- FBR must invest in a stress management plan that will help increase in productivity.

- Managers should call those employees who think about discrimination with respect to their jobs that are not consistent with each other and must elucidate their roles.

- Managers should facilitate an employee skill assessment that will help to place employees that feel underutilized.

- In order to build trust of employees on supervisors, managers should review their decision-making policy.

- Managers must focus on different program like training, growth, perks and rewards, orientation, counselling etc to improve the abilities of employees, as main emphasis of these efforts are towards the attainment of the goals.

- Organization will do well if employees motivation is not underestimated, if they realize that workers come to work with desires and needs they want to fulfill by means of their work endeavors.

- Managers must make known to their workers about the compensation regarding their performance, so that they can easily distinguish about their gain and investment relationship at their workplace.

- Managers should provide such working environments where employees being given flexible working hours, less work load, a team work method, well maintain infrastructure and a supportive top management which will place positive impact on the performance of employees.

In short, administration must guarantee that policy, working conditions, ongoing feedback, fair and constructive performance assessment, rewards distributed to employees are dynamic and always re-assessed to ensure their transparency and fairness to all employees to continue to have their dedication, commitment and loyalty, which is the real drive for keeping satisfied and fulfilled employees, thus avoiding turnover but confirming holding of exciting employees.

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APPENDIX I

QUESTIONNAIRE

1. **Demographic Categories**
   a) Age
   26-30   31-35   36-40   41-45   above than 45
   b) Gender   Male   Female
   c) Marital Status   Single   Married
   d) Educational Background
   Graduation   Master   MPhil   Ph.D.   other
   e) Service Duration
   1-5 years   6-10 years   10-15 years   above 15 years
   f) BPS
   17   18   19   20
   g) Monthly Salary:
   Less than 50,000   50,000-80,000   81,000-110,00   Above 110,000

2. How do you feel when you think about your organization?

Categories	To some extent	To great extent	Not at all
Frustrated			
Disillusioned			
Distrust			
Shameful			
Anxiety			
Anger			
Happy			
Satisfied			

3. Do you think that your organization fails to provide you appropriate resources and amenities in fair manner?

Categories	Yes	no
poor policy participation		
ambiguity in designing to provide resources		
open and honest communication		
monitoring and regulation		
any other		

4. How often you feel that reward you receive is not fair as compared to time you spend at your work?

Categories	Sometime	Often	Never
Extra work done			
Overtime			
Enthusiasm to meet targets			
Punctuality			
any other			

5. Do you think there is inequality between distribution of incentives within your colleagues?

Categories	Yes	No
monopoly power or discrimination		
Exploitation		
Favoritism		
Relation with boss		
personal interest of supervisor		
any other		

6. Do you think that the perks and benefits you receive commensurate with your work and status?

Categories	Yes	No
Promotion		
Recognition		
Reputation		
Travel		
Training		
Bonus		
any other		

7.How does low salary hamper in career advancement?

Categories	Yes	No
decrease in loyalty to organization		
low job satisfaction		
lower work engagement		
Bribery		
Robbery		

fraud		
any other		

8. To what extent does your organization support you to increase your work performance?

Categories	To some extent	To great extent	Not at all
Communicate clear goals and expectations			
Encourage open communication			
Encourage innovation			
Provide constant feedback on the positive			
Providing education and learning opportunities			
Any other			

9. In what way do you think that lack of transparency in organization effects your targeted outcomes?

Categories	Yes	No
nepotism at workplace		
political interference		
pressure from higher authorities		
Favoritism		
distrust on supervisor		
any other		

10. Do you think that senior officers make any efforts to create a collaborative work environment?

Categories	Yes	No
Build relation of trust		
mutual understanding among employees'		
open and honest communication		

share knowledge and information		
any other		

11.To what extent do you think low participation in policy & decision making affects your performance?

Categories	To some extent	To great extent	Not at all
lower the commitment to the organization			
decrease in motivation			
feeling of low responsibility			
any other			

12. What kind of work place conditions are you facing at your organization?

Categories	To some extent	To great extent	Not at all
Inadequate and up to date IT support			
shabbiest infrastructure			
disrespect from senior officers			
unhealthy environment for employees			
discourage to development			
any other			

13. Do you think poor work place conditions are related to job performance?

Categories	Yes	no
Dissatisfaction		
low level dedication to work		
loss of innovation		
attention deficiency		
decrease in organization commitment		
any other		

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14. Do you think that you experience withdrawal at workplace due to organizational cynicism?

Categories	Sometime	Often	Never
Psychological			
Physical			

15. How does cynicism create psychological withdrawal at work place?

Categories	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Daydreaming					
Looking busy					
Moonlighting					
Cyber loafing					
Any other					

16. How does cynicism create physical withdrawal at workplace?

Categories	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Missing meetings					
Tardiness					
Absenteeism					
Alienation to organization					
Any other					

17. Have you ever faced character assassination at work place by your supervisors?

Categories	Yes	No
Spread of allegation		
person routinely engages in disturbing behavior		
deliberate exaggeration of facts		

excessive criticism		
Misinformation related to morals and integrity		

18.When someone else takes credit for your work, how it causes lack of confidence?

Categories	Yes	No
Weaker job performance		
Low self esteem		
Feeling of ignorance		
Any other		

19. Do you think organizational cynicism decreases opportunity for social interaction?

Categories	Yes	No
less sense of belongingness towards organization		
less workplace contribution		
loss of trust towards other employees		
loss of respect from other employees		
any other		

20. Do you think organizational cynicism creates job tension between one's self and workplace environment?

Categories	Yes	No
To lose the successful and hardworking employees		
Increase in turnover rate		
unable to fulfill expectation of organization		
Increase in intention to quit the job		
any other		

22. Which of the following steps do you think will reduce cynicism and improve job performance?

Categories	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Decisive in their work and encourages them to take initiatives.					
Participation of employees in seminars, workshops and conferences.					
To give creative and meaningful task					
Specialized skills and ongoing feedback					
Performance Evaluations should fair and constructive					
Equality in incentives					
Any other					