



# Effect of Organisational Cynicism on Employee Performance in Tertiary Health Sector Institutions in, Nigeria

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**Abstract** – This study investigates the effect of organizational cynicism on employee performance in tertiary health sector institutions in Nigeria. Specifically, it examines the influence of cognitive, affective, and behavioral dimensions of cynicism on employees' task performance. The research adopts a quantitative approach using a cross-sectional survey design, which enables the collection of primary data from employees at a single point in time. The study population comprises 1,200 employees across tertiary health institutions, including academic staff, administrative personnel, and healthcare professionals. A stratified random sampling technique was used to select 300 respondents, ensuring proportional representation across departments and job roles. Data were collected using a structured questionnaire adapted from validated scales in organizational behavior literature. The instrument measured organizational cynicism across its three dimensions cognitive, affective, and behavioral as well as employee task performance, including productivity, quality of work, and goal attainment. Responses were recorded on a five-point Likert scale, and reliability was confirmed through a pilot study with Cronbach's alpha values exceeding 0.80 for all constructs. The study employed multiple regression analysis to examine the relationships between organizational cynicism and employee performance. The results revealed that cognitive cynicism ( $\beta = -0.254$ ,  $p < 0.05$ ), affective cynicism ( $\beta = -0.198$ ,  $p < 0.05$ ), and behavioral cynicism ( $\beta = -0.211$ ,  $p < 0.05$ ) all negatively and significantly influence task performance. Collectively, these dimensions explained approximately 46.7% of the variance in employee performance (Adjusted  $R^2 = 0.455$ ,  $F = 37.84$ ,  $p < 0.05$ ). The findings suggest that employees' negative beliefs, emotional detachment, and cynical behaviors toward their institutions substantially reduce task performance. The study concludes that organizational cynicism is a significant predictor of employee effectiveness, emphasizing the need for management interventions aimed at fostering trust, engagement, and positive organizational culture. The research contributes to the understanding of how cynicism impacts employee outcomes in the health sector and provides actionable insights for policy formulation and organizational development strategies in Nigerian tertiary health institutions.

**Keywords** – Organizational Cynicism, Cognitive Cynicism, Affective Cynicism, Behavioral Cynicism, Employee Performance, Tertiary Health Institutions, Nigeria.

## I. INTRODUCTION

### Background to the Study

Employee performance is a fundamental determinant of organizational effectiveness, particularly in the healthcare sector where service quality directly influences patient outcomes and overall public health. In tertiary health institutions, employees are expected to deliver high-quality, timely, and professional services under often demanding conditions. However, the ability of these institutions to achieve their mandates is increasingly being challenged by negative employee attitudes, one of which is organizational cynicism.

Organizational cynicism is conceptualized as a multidimensional construct comprising cognitive, affective, and behavioral components. The cognitive dimension reflects employees' belief that the organization lacks integrity; the affective dimension captures negative emotions such as anger, frustration, and distress toward the organization; while the behavioral dimension involves critical and disparaging actions directed at the organization (Kim, Bateman, & Gilbreath, 2022). These dimensions

collectively shape employees' perceptions and reactions to organizational policies, practices, and leadership behaviors.

Recent studies have shown that organizational cynicism is becoming increasingly prevalent across various sectors due to perceived organizational injustice, unmet expectations, and lack of managerial transparency (Abraham, 2023; Nafei, 2022). In the healthcare sector, these issues are often exacerbated by high workloads, inadequate infrastructure, and limited institutional support, especially in developing countries such as Nigeria. As a result, healthcare workers may develop negative attitudes that undermine their motivation and effectiveness.

Empirical evidence suggests that organizational cynicism has significant implications for employee outcomes. For instance, cynicism has been linked to reduced job satisfaction, lower organizational commitment, increased emotional exhaustion, and decreased job performance (Bashir & Gani, 2023; Tufail et al., 2022). In healthcare settings, these outcomes are particularly concerning because they can lead to poor service delivery, medical errors, and compromised patient safety. Moreover, studies indicate that employees who perceive a lack of fairness or



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inconsistency between organizational promises and actions are more likely to exhibit cynical attitudes, which in turn negatively affect their task performance (Kim et al., 2022). In the Nigerian context, the healthcare sector has been characterized by numerous systemic challenges, including inadequate funding, poor working conditions, irregular remuneration, and limited career advancement opportunities. These challenges have contributed to widespread dissatisfaction among healthcare workers, thereby increasing the likelihood of organizational cynicism (Ogunyemi & Okafor, 2023). Recent research on Nigerian healthcare professionals reveals that cynical attitudes are associated with low morale, decreased productivity, and increased intention to leave the organization (Afolabi, 2024).

Despite the growing body of literature on organizational cynicism, existing studies have largely focused on its relationship with outcomes such as turnover intention, job satisfaction, and organizational commitment, with relatively limited attention given to its direct effect on employee task performance. Furthermore, many studies treat organizational cynicism as a unidimensional construct, thereby overlooking the distinct effects of its cognitive, affective, and behavioral components.

Additionally, there is a scarcity of empirical studies focusing specifically on tertiary health sector institutions in Nigeria, a region with unique socio-economic and institutional dynamics that may influence employee attitudes and behaviors. Understanding how different dimensions of organizational cynicism affect employee performance in this context is essential for developing targeted interventions aimed at improving workforce productivity and healthcare delivery.

This study, therefore, seeks to bridge this gap by examining the effect of organizational cynicism specifically its cognitive, affective, and behavioral dimensions on employee task performance in tertiary health sector institutions in Nigeria.

### Statement of the Problem

Tertiary health institutions play a critical role in the provision of specialized medical services, training of healthcare professionals, and advancement of medical research. The effectiveness of these institutions largely depends on the performance of their employees. However, there is growing concern over declining employee performance in Nigeria's healthcare sector, which poses a significant threat to service delivery and patient outcomes. One of the major factors contributing to this challenge is organizational cynicism, which has become increasingly prevalent among employees. Organizational cynicism is characterized by distrust, negative emotions, and critical behaviors toward the organization, often resulting from perceived injustice, unmet expectations, and lack of organizational support (Nafei, 2022; Abraham, 2023). In healthcare settings, such attitudes can be particularly detrimental, as they may lead to reduced commitment, poor job performance, and increased likelihood of errors.

Empirical studies have demonstrated that organizational cynicism negatively affects employee performance by fostering disengagement, reducing motivation, and encouraging counterproductive work behaviors (Bashir & Gani, 2023). In Nigeria, the situation is further complicated by systemic issues such as poor working conditions, inadequate remuneration, and weak institutional frameworks, which intensify employees' negative perceptions and attitudes (Ogunyemi & Okafor, 2023).

Recent studies focusing on healthcare workers in Nigeria indicate high levels of cynicism, which are associated with adverse outcomes such as low morale, burnout, and increased turnover intention (Afolabi, 2024). While these studies provide valuable insights, they largely focus on general outcomes and fail to examine how organizational cynicism specifically influences employee task performance.

Moreover, existing literature tends to treat organizational cynicism as a single construct, thereby neglecting the possibility that its cognitive, affective, and behavioral dimensions may have differential effects on employee performance. This lack of dimensional analysis limits the ability of researchers and practitioners to fully understand the mechanisms through which cynicism impacts workplace outcomes.

Furthermore, there is limited empirical evidence on this subject within the context of tertiary health institutions in Nigeria. Given the unique challenges faced by healthcare institutions in this region, including resource constraints and workforce management issues, it is important to investigate how organizational cynicism manifests and affects employee performance.

Therefore, the central problem of this study is the lack of comprehensive empirical evidence on the effect of organizational cynicism particularly its cognitive, affective, and behavioral dimensions on employee task performance in tertiary health sector institutions in Nigeria. Addressing this problem is crucial for informing policy decisions and management strategies aimed at improving employee performance and enhancing healthcare service delivery.

### Objectives of the Study

The main objective of this study is to examine the effect of organisational cynicism on employee performance in tertiary health sector institutions in , Nigeria. The specific objectives of the study are to:

- To determine the effect of cognitive cynicism on task performance of employees in tertiary health sector institutions in Nigeria.
- To investigate the effect of affective cynicism on task performance of employees in tertiary health sector institutions in Nigeria.
- To determine the effect of behavioral cynicism on task performance of employees in tertiary health sector institutions in Nigeria.



## II. LITERATURE REVIEW

The literature reviewed highlights that organisational cynicism is a multidimensional construct that adversely affects employee performance. Theoretical perspectives such as Social Exchange Theory, Equity Theory, and Affective Events Theory provide a foundation for understanding this relationship. Empirical evidence supports the negative impact of cognitive, affective, and behavioural cynicism on performance outcomes. However, there is limited research focusing on tertiary healthcare institutions in Nigeria, thereby justifying the need for this study.

### Conceptual Framework

The conceptual framework for this study illustrates the relationship between organisational cynicism (independent variable) and employee task performance (dependent variable).

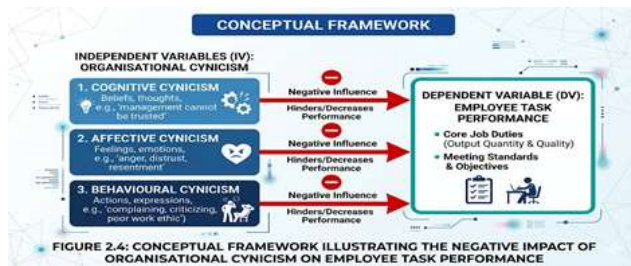


FIGURE 2.4: CONCEPTUAL FRAMEWORK ILLUSTRATING THE NEGATIVE IMPACT OF ORGANISATIONAL CYNICISM ON EMPLOYEE TASK PERFORMANCE

The framework posits that each dimension of organisational cynicism negatively influences employee task performance.

### Conceptual Review

#### • Organisational Cynicism

Organisational cynicism is defined as a negative attitude held by employees toward their organisation, characterized by a belief that the organisation lacks integrity, accompanied by negative emotions and critical or disparaging behaviours directed at the organisation (Kim, Bateman, & Qu, 2020; Li & Chen, 2021). This construct has attracted considerable scholarly attention due to its detrimental consequences for both individual employees and organisational effectiveness.

Scholars commonly conceptualise organisational cynicism as a multidimensional construct consisting of three interrelated components: cognitive, affective, and behavioural cynicism (Abraham, 2022; Nafei, 2023). These dimensions collectively capture how employees think about, feel toward, and act in relation to their organisation.

In tertiary health institutions, particularly within Nigeria, organisational cynicism may emerge from unfavourable working conditions, inadequate funding, ineffective leadership, and perceived organisational injustice. Such conditions can erode trust and foster negative attitudes, ultimately undermining employee commitment and performance (Okeke & Eze, 2022; Afolabi, 2023).

### Cognitive Cynicism and Employee Performance

Cognitive cynicism refers to employees' beliefs that their organisation lacks honesty, transparency, and fairness (Kim et al., 2020). Employees experiencing this form of cynicism tend to view organisational policies and managerial actions as manipulative or self-serving. These negative beliefs can significantly impair employee performance. When employees perceive a lack of integrity in leadership, they are less likely to align with organisational goals, leading to reduced effort, diminished initiative, and lower engagement levels (Li & Chen, 2021; Nafei, 2023). In tertiary healthcare institutions, where accuracy, diligence, and commitment are essential, cognitive cynicism can lead to decreased productivity, increased likelihood of errors, and compromised service quality, thereby affecting overall healthcare outcomes (Afolabi, 2023).

### Affective Cynicism and Employee Performance

Affective cynicism represents the emotional dimension of organisational cynicism and encompasses feelings such as anger, frustration, anxiety, and contempt toward the organisation (Abraham, 2022). These emotional reactions often arise from perceived organisational injustices or unmet expectations. Employees with high levels of affective cynicism are more prone to emotional exhaustion, job dissatisfaction, and burnout, all of which negatively influence job performance (Nafei, 2023; Okeke & Eze, 2022). Persistent negative emotions can also result in increased absenteeism and reduced organisational commitment.

Within healthcare settings, affective cynicism poses serious risks, as emotional stability is crucial for effective patient care. Negative emotional states can impair teamwork, reduce empathy, and hinder effective communication, ultimately compromising the quality of healthcare delivery (Afolabi, 2023).

### Behavioural Cynicism and Employee Performance

Behavioural cynicism refers to the outward manifestation of cynical attitudes through actions such as sarcasm, criticism, ridicule, and negative discourse about the organisation (Kim et al., 2020). This dimension reflects how employees express their dissatisfaction in observable ways. Such behaviours are often associated with counterproductive work behaviours, including resistance to organisational change, lack of cooperation, and the spread of negativity among colleagues (Li & Chen, 2021). These actions can disrupt workplace harmony and reduce organisational efficiency.

In tertiary health institutions, behavioural cynicism can be particularly damaging, as it undermines teamwork, weakens coordination among healthcare professionals, and fosters a toxic work environment. This ultimately leads to reduced employee performance and diminished organisational effectiveness (Okeke & Eze, 2022).

### Employee Task Performance

Employee task performance refers to the effectiveness with which employees execute activities that contribute directly



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to the organisation's core functions (Koopmans et al., 2021). It includes job-specific behaviours such as quality of output, efficiency, accuracy, and timeliness. In the healthcare sector, task performance is of critical importance, as it directly impacts patient safety, treatment outcomes, and service delivery standards. High levels of employee performance are essential for achieving organisational objectives and maintaining quality healthcare services (Afolabi, 2023; WHO, 2022).

### Theoretical Review

- **Social Exchange Theory**

Social Exchange Theory provides a foundational lens for understanding the dynamics between employees and organisations, emphasizing that workplace relationships are built on reciprocal exchanges of resources, both tangible and intangible. According to this theory, employees expect fair treatment, recognition, and support from their organisations, and in return, they are willing to demonstrate commitment, loyalty, and high performance. However, when employees perceive that the organisation has failed to meet its obligations such as through unfair treatment, lack of support, or unmet expectations this disrupts the balance of exchange. Such perceived breaches in the psychological contract often result in negative reactions, including organisational cynicism. Cynicism, in this context, manifests as distrust, skepticism, and negative attitudes toward the organisation, which can significantly reduce employee motivation and performance. Thus, Social Exchange Theory explains organisational cynicism as a retaliatory response to perceived organisational injustice and unfulfilled obligations (Blau, 1964; Cropanzano & Mitchell, 2005).

- **Equity Theory**

Equity Theory focuses on employees' perceptions of fairness within the workplace, particularly in terms of the balance between their inputs (such as effort, skills, and experience) and outputs (such as salary, recognition, and benefits). Employees continuously compare their input-output ratios with those of their colleagues or referent others. When they perceive inequity whether under-reward or over-reward it creates psychological tension and dissatisfaction. In most cases, perceived under-reward leads to negative emotional and attitudinal responses, including organisational cynicism. Within the healthcare sector, where workloads can be intense and resources limited, perceptions of inequitable treatment such as disproportionate workload distribution or inadequate compensation can heighten feelings of frustration and mistrust. These cynical attitudes may subsequently diminish employees' commitment, reduce job satisfaction, and ultimately impair performance. Therefore, Equity Theory highlights fairness perceptions as a critical determinant of employee attitudes and behaviors in organisational settings (Adams, 1965; Colquitt et al., 2001).

- **Affective Events Theory**

Affective Events Theory (AET) explains how specific events in the workplace influence employees' emotional

responses, which in turn shape their attitudes and behaviors. According to this theory, work environments are composed of a series of daily events both positive and negative that trigger emotional reactions. Negative events, such as conflicts with colleagues, poor management practices, or stressful working conditions, can generate adverse emotional responses like anger, frustration, and disappointment. Over time, these repeated negative emotional experiences may culminate in affective cynicism, characterized by strong negative feelings toward the organisation. In emotionally demanding sectors such as healthcare, employees are particularly vulnerable to such experiences due to high job stress, patient interactions, and organisational pressures. Consequently, affective cynicism can adversely impact job performance by reducing emotional engagement, increasing burnout, and weakening commitment to organisational goals. Affective Events Theory thus provides a useful framework for understanding how workplace experiences translate into emotional and behavioral outcomes, including cynicism and performance (Weiss & Cropanzano, 1996; Barsade & Gibson, 2007).

### Empirical Review

Several empirical studies have examined the relationship between organisational cynicism and employee performance. Ike, et al., (2024) examined the relationship between organizational cynicism and turnover intention among nurses in Nigeria, with particular emphasis on the moderating role of perceived organizational support (POS). Using a descriptive cross-sectional survey design, data were collected from 515 nurses drawn from government-owned hospitals in southeastern Nigeria through snowball sampling, while standardized instruments and Hayes' PROCESS Macro were employed for moderation analysis. The findings revealed that the cognitive, affective, and behavioral dimensions of organizational cynicism were positively and significantly associated with turnover intention, whereas perceived organizational support demonstrated a negative relationship with turnover intention and significantly moderated the effects of affective and behavioral cynicism. These results underscore the critical role of organizational support in buffering the adverse effects of cynical attitudes on nurses' retention and morale.

However, despite its empirical contributions, the study is limited by its cross-sectional design, which restricts causal inference, and the use of snowball sampling, which may reduce the generalizability of the findings beyond the sampled region. Additionally, reliance on self-reported measures raises the possibility of common method bias. Nonetheless, the study provides valuable evidence for healthcare administrators on the importance of fostering supportive organizational climates to mitigate cynicism-induced turnover intentions among nurses in Nigeria (Ike et al., 2024).

Rehan et al. (2017) reviewed the relationship between organizational cynicism and employee performance among staff of teaching hospitals in Islamabad, Rawalpindi, and



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Wah Cantt, Pakistan, using a survey design and purposive sampling technique. From a population of about 3,500 employees, 280 questionnaires were distributed, with 200 valid responses analyzed through SPSS (version 20) using reliability tests, correlation, and regression analyses. The findings revealed a statistically significant negative relationship between organizational cynicism and employee performance, indicating that higher levels of cynicism among hospital employees were associated with reduced job performance. This study contributes to organizational behavior literature by providing empirical evidence from the healthcare sector in a developing country context, where such studies remain limited. However, the study is constrained by its cross-sectional design, which limits causal inference, and the use of purposive sampling, which may reduce the generalizability of the findings beyond the selected hospitals. In addition, reliance on self-reported measures may introduce common method bias, while the study did not explicitly control for contextual variables such as leadership style or organizational culture that could influence both cynicism and performance. Despite these limitations, the study offers useful managerial implications by highlighting the need for hospital administrators to address cynical attitudes to enhance employee performance and organizational effectiveness.

Chidinma, et al., (2022) examined the relationship between organizational cynicism and employee performance in logistics companies operating in Southwest Nigeria, with particular emphasis on workplace bullying and employee turnover. Anchored on Social Exchange Theory and Conservation of Resources Theory (Hobfoll, 1989), the study adopted a survey research design and drew a sample of 380 employees from a population of 4,560 across sixty haulage logistics companies in Lagos, Oyo, and Ogun States. Data were analyzed using Pearson Product Moment Correlation Coefficient, and the findings revealed a significant positive relationship between workplace bullying and employee turnover ( $r = 0.602$ ,  $p < 0.05$ ), suggesting that increased bullying heightens employees' intentions to exit, thereby reinforcing organizational cynicism.

The study further concluded that organizational cynicism significantly influences employee performance, implying that negative workplace perceptions can undermine productive outcomes. However, a major limitation of the study lies in its reliance on correlational analysis, which restricts causal inferences between cynicism and performance variables. In addition, the aggregation of employee performance without clearly disaggregating task and contextual performance dimensions limits the depth of empirical insight. Despite these limitations, the study contributes to organizational behavior literature by highlighting the critical role of psychosocial work conditions in shaping employee outcomes within Nigeria's logistics sector.

Khalid, (2020) studied the moderating role of occupational self-efficacy in the relationship between organizational

cynicism (cognitive, affective, and behavioral) and employee performance (task and contextual) across manufacturing and service sectors in Pakistan, using a cross-sectional survey design. The findings revealed that occupational self-efficacy significantly moderated the relationship between organizational cynicism and employee performance in both sectors, with stronger effects observed for cognitive cynicism on task performance in the manufacturing sector and for cognitive and behavioral cynicism on task performance in the service sector.

Additionally, occupational self-efficacy moderately influenced contextual performance in the manufacturing sector, while a stronger moderating effect was found between behavioral cynicism and contextual performance in the service sector. Empirically, the study contributes to organizational behavior literature by integrating self-efficacy as a psychological resource capable of buffering the negative effects of cynicism on performance outcomes. However, the study is limited by its reliance on self-reported data, which may introduce common method bias, and its cross-sectional design, which restricts causal inference. Furthermore, the context-specific focus on Pakistan limits the generalizability of the findings to other cultural or institutional environments. Despite these limitations, the study offers valuable insights for managers and policymakers on leveraging occupational self-efficacy to mitigate the detrimental impact of organizational cynicism on employee performance (Khalid, 2020).

Alhassan, (2020) examined organizational cynicism (OC) across employee groups in a multi-campus public university in Northern Ghana, focusing on whether educational attainment influences cynical attitudes among teaching staff, non-teaching staff, and senior staff. Using survey data from 192 employees of the University for Development Studies, the study applied one-way ANOVA and correlation analyses to assess group differences and the relationship between education level and cynicism. The findings revealed a significant inverse relationship between employees' level of education and organizational cynicism, indicating that higher educational attainment was associated with lower cynical tendencies, while senior staff exhibited the highest level of cynicism, followed by teaching and non-teaching staff.

Empirically, the study contributes to the organizational behavior literature by contextualizing cynicism within a developing-country public university setting and disaggregating employees into meaningful occupational groups. However, the study is limited by its cross-sectional design, which restricts causal inference, and its reliance on self-reported data, which may be affected by social desirability and response bias. Additionally, the focus on a single institution limits the generalizability of the findings to other universities or sectors. Despite these limitations, the study provides valuable managerial insights by highlighting the need for targeted interventions to manage cynicism among highly placed staff and to leverage



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education-based strategies in fostering positive organizational attitudes.

Mohammad et al. (2022) investigated the effect of organizational cynicism on quality of work life and employee effectiveness among nursing staff in selected Minia University Hospitals in Egypt using a descriptive survey design. Data were collected from 314 nurses through standardized instruments measuring organizational cynicism, quality of work life, and employee effectiveness. The findings revealed that over half of the respondents experienced moderate levels of organizational cynicism (50.6%), quality of work life (52.5%), and employee effectiveness (55.4%). Correlation analysis showed that organizational cynicism was negatively related to both quality of work life and employee effectiveness, while quality of work life was positively associated with employee effectiveness, indicating that cynical attitudes undermine nurses' well-being and performance. Although the study provides valuable empirical evidence on the interrelationships among these constructs in a healthcare setting, its reliance on a descriptive cross-sectional design and convenience sampling limits causal inference and generalizability beyond the studied hospitals. Additionally, the exclusive use of self-reported measures may introduce response bias. Future research could adopt longitudinal or mixed-method approaches and incorporate broader samples to deepen understanding of how organizational cynicism evolves over time and affects employee outcomes in diverse healthcare contexts.

However, most existing studies have been conducted in non-health sectors or outside Nigeria, creating a contextual gap. Additionally, few studies have simultaneously examined the three dimensions of organisational cynicism in relation to task performance within tertiary health institutions in Nigeria.

### III. METHODOLOGY

#### Research Design

This study adopts a quantitative research design to investigate the effects of organizational cynicism on employee performance in tertiary health institutions in Nigeria. A cross-sectional survey approach was employed, which allows the collection of primary data at a single point in time. This design is suitable for assessing the relationships between different dimensions of organizational cynicism cognitive, affective, and behavioral and employee task performance, providing an empirical understanding of their effects within the target population.

#### Population and Sample

The population of the study comprises all employees in tertiary health sector institutions in Nigeria, the population of 1,200 employees, this including academic staff, administrative personnel, and healthcare professionals. For this study, a stratified random sampling technique was used to ensure proportional representation across job roles and

departments. This approach enhances the generalizability of the findings. The sample size was calculated using the Tayo-Yamane formula (2020) for finite populations:

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

**Where:**

- n = sample size
- N = population size
- E = margin of error (0.05 for 95% confidence level)

Applying the formula to the population of 1,200 employees:

$$n = \frac{1200}{1 + 1200(0.05)^2} = \frac{1200}{1 + 3} = 300$$

#### Data Collection Instrument

Data were collected using a structured questionnaire, adapted from validated scales in organizational behavior literature. The instrument consisted of two sections: Organizational Cynicism: Measuring cognitive, affective, and behavioral cynicism. Employee Performance: Assessing task performance, including productivity, quality of work, and goal attainment.

Responses were recorded on a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree), allowing quantitative analysis of perceptions and experiences. The questionnaire was pretested with 30 employees in a pilot study to ensure reliability and validity, with Cronbach's alpha values exceeding 0.80 for all constructs.

#### Model Specification

To test the hypotheses, a multiple regression model was specified:

$$TP = \beta_0 + \beta_1 CC + \beta_2 AC + \beta_3 BC + \epsilon$$

**Where:**

- TP = Task Performance of employees
- CC = Cognitive Cynicism
- AC = Affective Cynicism
- BC = Behavioral Cynicism
- B0 = Constant
- B1,β2,β3 = Regression coefficients

ε = Error term

The analysis was conducted at a 5% significance level ( $\alpha = 0.05$ ) to determine the effect of organizational cynicism dimensions on employee task performance.

### IV. DATA PRESENTATION AND ANALYSIS

#### Regression Results

Data collected from 300 respondents were analyzed using multiple regression analysis to examine the effects of cognitive, affective, and behavioral cynicism on employee task performance. The results are presented below:



Variable	Coefficient ( $\beta$ )	Std. Error	t-value	p-value
Constant	2.015	0.398	5.063	0.000
Cognitive Cynicism (CC)	-0.254	0.067	-3.791	0.000
Affective Cynicism (AC)	-0.198	0.062	-3.194	0.002
Behavioral Cynicism (BC)	-0.211	0.058	-3.638	0.000

**Model Summary:**R-Squared (R<sup>2</sup>): 0.467Adjusted R<sup>2</sup>: 0.455

F-statistic: 37.84 (p &lt; 0.05)

The model explains approximately 46.7% of the variance in employee task performance, indicating a substantial effect of organizational cynicism dimensions on performance.

**Discussion of Findings****Cognitive Cynicism and Employee Performance:**

The results indicate a significant negative relationship between cognitive cynicism and task performance ( $\beta = -0.254$ ,  $p < 0.05$ ). This suggests that employees who harbor negative beliefs or skepticism toward the organization tend to perform poorly in their tasks. This aligns with previous studies highlighting that cognitive cynicism undermines motivation, commitment, and engagement.

**Affective Cynicism and Employee Performance:**

Affective cynicism also exhibits a negative and significant effect on task performance ( $\beta = -0.198$ ,  $p < 0.05$ ). Employees who feel distrust, frustration, or emotional detachment toward the organization demonstrate lower productivity and reduced quality of work. The finding reinforces the idea that emotional responses to perceived organizational shortcomings can impair overall employee effectiveness.

**Behavioral Cynicism and Employee Performance:**

Behavioral cynicism negatively influences task performance ( $\beta = -0.211$ ,  $p < 0.05$ ). Employees who exhibit cynical behaviors such as withdrawal, resistance to organizational initiatives, or passive-aggressiveness tend to reduce the efficiency and effectiveness of work processes. This finding underscores the importance of addressing behavioral manifestations of cynicism to sustain performance in tertiary health institutions.

The regression model indicates that all dimensions of organizational cynicism cognitive, affective, and behavioral collectively reduce employee task performance, explaining nearly half of the variance. This demonstrates that organizational cynicism is a significant predictor of performance outcomes, emphasizing the need for management interventions to mitigate its impact.

**V. CONCLUSION**

The findings of this study provide compelling evidence that organizational cynicism significantly affects employee task performance in tertiary health sector institutions in Nigeria. Specifically, the three dimensions of organizational cynicism cognitive, affective, and behavioral were found to have negative and statistically significant effects on employee performance. Cognitive cynicism, characterized by negative beliefs and skepticism toward the organization, undermines employees' motivation and commitment, leading to reduced productivity. Affective cynicism, which reflects emotional detachment, distrust, and frustration, similarly diminishes employees' engagement and quality of work. Behavioral cynicism, manifested through withdrawal, resistance to organizational initiatives, and passive-aggressive behaviors, negatively impacts the efficiency and effectiveness of organizational processes.

Overall, the study's regression model explained approximately 46.7% of the variance in task performance, highlighting the substantial influence of organizational cynicism. This demonstrates that cynicism is a critical predictor of employee performance outcomes in tertiary health institutions. The results underscore the importance of addressing both attitudinal and behavioral aspects of cynicism to enhance workforce effectiveness and institutional productivity. In sum, fostering a positive organizational climate and proactively managing employee perceptions are essential for improving performance and achieving organizational goals in the health sector.

**VI. RECOMMENDATIONS**

Based on the findings of this study, several recommendations are proposed to reduce organizational cynicism and enhance employee performance in tertiary health sector institutions in Nigeria. To mitigate cognitive cynicism, management should prioritize transparent communication and inclusive decision-making processes, ensuring that employees are provided with clear information about organizational goals, policies, and performance expectations. This approach helps to build trust and reduce skepticism toward the organization.

Addressing affective cynicism requires fostering a supportive work environment that attends to employees' emotional and psychological needs. Institutions can implement regular feedback mechanisms, recognition programs, counseling services, and initiatives designed to enhance employees' sense of belonging and organizational commitment, thereby reducing frustration and distrust. Similarly, curbing behavioral cynicism involves adopting strategies that minimize withdrawal and resistance behaviors. Encouraging employee participation in decision-making, promoting teamwork, and establishing channels for expressing concerns can help redirect negative behaviors toward constructive engagement.

Fostering a positive organizational culture is also essential. Leaders should cultivate an environment grounded in accountability, respect, and recognition, with policies and



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practices that promote fairness, professional growth, and ethical behavior. Such a culture can counteract cynicism and enhance overall task performance. Continuous monitoring and training are equally important; regular organizational assessments, surveys, and skill development programs can identify emerging cynicism and equip employees with the tools needed to manage stress, adapt to change, and maintain productivity in challenging work environments.

Finally, policymakers and institutional leaders should provide supportive frameworks that encourage positive organizational behavior, ethical leadership, and employee engagement across tertiary health institutions. By implementing these recommendations, institutions can reduce the adverse effects of organizational cynicism, improve employee task performance, and achieve higher levels of efficiency, quality of care, and overall organizational effectiveness.

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