



Journal of Management Development

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Article information:

To cite this document:

Soumendu Biswas, Kanwal Kapil, (2017) "Linking perceived organizational support and organizational justice to employees' in-role performance and organizational cynicism through organizational trust: A field investigation in India", Journal of Management Development, Vol. 36 Issue: 5, pp.696-711, <https://doi.org/10.1108/JMD-04-2016-0052>

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Linking perceived organizational support and organizational justice to employees' in-role performance and organizational cynicism through organizational trust

A field investigation in India

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Abstract

Purpose – The purpose of this paper is to study the mediating role of organizational trust in the relationship between perceived organizational support and organizational justice on the one hand and their consequences, namely employees' in-role performance and their levels of organizational cynicism on the other. Along with this, accounting for organizational trust as a mediator and organizational cynicism as a critical consequence the authors aim to contribute to the literature pertaining to these variables.

Design/methodology/approach – Random sampling technique was applied. Data were collected from 237 managerial-level employees and 156 of their immediate supervisors of seven privately owned manufacturing and service sector organizations in India. A questionnaire comprising 49 items pertaining to the study constructs was administered. Item analyses were carried out to estimate the reliability of the instrument. A confirmatory factor analysis was conducted to establish the instrument's construct validity and uniqueness of the study constructs. The hypotheses of the study were tested and competing path models were compared using structural equation modeling (SEM) techniques with maximum likelihood estimates.

Findings – All scales were found to have acceptable reliability estimates. Results of the confirmatory factor analysis established that the manifest variables loaded significantly on their latent constructs and that the latent constructs were empirically distinct. This established the scales' construct validity. The results of the SEM procedures indicated that all hypotheses of the study could be accepted as statistically significant and that organizational trust mediates the path between the independent and the dependent variables.

Research limitations/implications – The study was cross-sectional in design and, as such precluded causal inferences. Data were collected from private sector firms operating in India, and hence, there was a limitation regarding the findings as far as cross-national generalization and generalizability among employees of state-owned enterprises were concerned.

Practical implications – The study identified some practical implications related to its findings. These include meeting the affiliative needs of employees, managers as organizational agents must manifest organizational support by regularly interacting with their subordinates, and that managers should address their reportees not as members of a given department but as members of teams and allocate job assignments accordingly.

Social implications – The findings of the study lend credibility to an interplay between social exchange ideologies, equity sensitivities, and fairness heuristics. Additionally, the results of this study extend the social exchange-equity theory literature which has placed social exchange variables as predictors of workplace outcomes in an Indian context. This, further leads to the enhancement of positive consequences such as task performance, and reduces negative outcomes such as cynical attitudes towards the organization.

Originality/value – The present research is among the first of its kind to examine the study variables *vis-à-vis* managerial employees working in India. This study would also qualify to be among the very few studies in India with reference to the social exchange, equity, and fairness heuristics theories.

Keywords Structural equation modelling, Organizational cynicism, Perceived organizational support, Organizational justice, Organizational trust, In-role performance

Paper type Research paper



The current business scenario is complicated, unpredictable, and chaotic (Harris and Short, 2013). In this connection, this study attempts to examine organizational practices and policies that are mutually beneficial to employers and employees, which lead to sense and meaning making at the workplace, and which emphasizes overall employee upliftment and learning (e.g. Harris and Short, 2013; Illeris, 2011). Accordingly, this study considers the Indian organizational setting comprising organizations that are of local origin as well as multinational corporations operating in India and employing an Indian workforce.

Based on the above discussion, we advance the specific objectives of our present study. First, we intend to test hypotheses related to the mediating role of organizational trust in the relationship between perceived organizational support (POS) and organizational justice on the one hand and their consequences namely, employees' in-role performance and their levels of organizational cynicism on the other. Accordingly, we draw a recursive latent variable model (LVM) and propose to assess its fit using structural equation modeling (SEM) procedures. Second, having based our model within a cluster of theoretical frameworks consisting of the SET, equity theory, and fairness heuristics, we intend to look into its theoretical feasibility and managerial applicability. Third, by accounting for organizational trust as a mediator and organizational cynicism as a critical consequence, we aim to contribute to the literature (e.g. Fritz *et al.*, 2013) pertaining to these variables. We believe that this shall be one of the first studies to investigate organizational trust and organizational cynicism among employees working in India.

POS

POS, developed and reported by (Eisenberger *et al.*, 1986, p. 501), has been conceptually defined as an overall understanding by an employee that his/her organization is concerned about him/her and is ready to meet his/her role-related as well as extra-role needs and aspirations. According to Eisenberger *et al.* (2001), POS or lack of it may be viewed as employees' experiences of altruistic or selfish motives of his/her employing organization that creates a sense of duty or leads to negative outcomes such as stress and annoyance, respectively. It has been further argued that POS by employees is an expected outcome when employees on their part adhere to organization-espoused practices, scripted policies, traditions, and mores.

Any doubt about the organization's motives or confirmation of its malevolent designs would give rise to skepticism in the employee's minds. If such perceptions are recurrent, it would lead to increased disgruntlement and ultimately high levels of cynicism (McCarthy and Garavan, 2006). Such circumstances may arise if, for example, organizations are unable to provide intrinsically interesting work alternatives, rouses feelings of worthlessness by delegating such tasks to employees which he/she believes to be below his/her current level of skills and aptitudes, and a failure to provide, whether in actual or as perceived, adequate social support to meet his/her in-role and extra-role resource requirements (Watt and Hargis, 2010).

Based on the discussion above, we propose to test the following hypotheses:

- H1a. POS will have a significantly positive direct association with employees' in-role performance.
- H1b. Employees' POS and their levels of organizational cynicism will have a significantly negative direct relation.

Organizational justice

According to Liden *et al.* (2003), organizational justice applies to a wide range of HRM policies and practices that are administered in organizations all over the world. On joining the organization, an individual passes through a brief, but continuous and meaningful

period of induction and socialization. That is to say, individuals at this time may examine whether the organization has indeed made provisions for them as promised during the selection and recruitment phase. Subsequently, there comes a point in an employee's organizational tenure when he/she starts to compare their self-provisions in terms of material rewards and benefits such as pay and skills development, in terms of policies and procedures such as promotion opportunities in future, and in terms of the significance of jobs allocated as also with respect to interactions with supervisors, peers, and subordinates. Our observations corroborate with earlier comments found in the literature (Holtz and Harold, 2011; Liu and Ding, 2012). In the context of our study setting, historically in India we have the notions of belief in others (*vishwas*) and self-belief (*atma vishwas*) which is implicit in our social relationships. Thus, our trust and perceptions of benevolence of our employers shall be supported further by perceptions of fair treatments meted out to us. Extant interdisciplinary readings (e.g. Tod, 1829; Peck, 2011) bear out these arguments. More recently, studies have presented the process whereby social exchange interaction and equity perceptions have been placed side by side to promote a sense of fair play which, in turn, motivates employees to accomplish designated tasks and keep negative attitudes such as worry, frustration, and cynicism at bay (Rafferty and Restubog, 2011).

Based on our discussion above, we present the following hypotheses to be tested in this study:

- H2a.* Employees' perceptions of organizational justice will have a significantly positive direct association with their in-role performance.
- H2b.* Employees' perceptions of organizational justice and their levels of organizational cynicism will have a significantly negative direct relation.

Organizational trust

For the purpose of this study we identified another key construct, that is organizational trust, which is based in the SET and has been found to be an antecedent to various workplace consequences including in-role and extra-role behavior, employee involvement, and organizational commitment (Wang *et al.*, 2013).

Organizational trust has been conceptualized as an acknowledgment of favors received by employees from their organization which, in turn, leads to a perceived assurance of agreeable expectations in future (Cook and Wall, 1980). Alternatively, organizational trust has been defined as an "[a priori] willingness to be vulnerable" (Dietz *et al.*, 2010, p. 10). It has been found in the literature to be a distinct construct which is different from trustworthiness, trusting propensity, and the behavior of trust (Colquitt *et al.*, 2007). First, our view of organizational trust is based in the SET which in this study is one of the key theoretical foundations and second, our conceptualization of organizational trust follows the principles of unwritten virtues of integrity, honesty, fair play, and conscientiousness. In other words, we follow an objectivist perspective of organizational trust (Becker, 1998). As such, we hypothesize that:

- H3a.* POS will have a significantly positive direct association with employees' perceptions of organizational trust.
- H3b.* Employees' perceptions of organizational justice and their organizational trust will have a significantly positive direct relation.

Recent research has also detected organizational trust as a significant explanatory variable for organizational identification, job satisfaction, communication, in-role performance, organizational learning, and employee-organization relationships (Colquitt, 2012; Dirks *et al.*, 2011).

Contrary to the exposition above, employees begin to experience reduction in trust towards their organization when they feel that social exchange norms are being violated or there appear instances of organizational misbehavior, specifically what Vardi and Weitz (2004) have categorized as organizational actions that may be termed as unwarranted partisanship. Findings from previous studies suggest that such perceptions of deceptive organizational behaviors which are not strong enough to be labeled as retaliation but at the same time possess traits of negative affect reduce employees' level of organizational trust (Edwards and Greenberg, 2010). This leads to chagrin which finally ends up in organizational cynicism.

On the basis of the above, we present the following hypotheses:

- H4a.* Organizational trust will have a significantly positive direct association with employees' in-role performance.
- H4b.* Employees' organizational trust and their levels of organizational cynicism will have a significantly negative direct relation.

We also postulate that:

- H5.* Employees' perceptions of organizational justice will mediate the relationship between POS and organizational trust as antecedents of employees' in-role performance and their levels of organizational cynicism.

The hypotheses above linking the study constructs are presented in the conceptual path model as shown in Figure 1.

Research design

Subjects and procedures

We collected 237 complete and usable data on our study constructs from supervisors and their subordinates from seven organizations belonging to both the service and manufacturing sectors in India. We initially contacted the human resource/personnel department of 37 organizations which were selected at random from the *Economic Times*' (ET-a leading Indian business daily) list of top 50 companies across different sectors. Final permission for data collection by the said seven organizations was granted on condition of respondents' anonymity. This condition implied that we could not collect data on a longitudinal basis.

However, we negated the potential risk of common method bias (Podsakoff *et al.*, 2003) by collecting data for the construct of employees' in-role performance from their immediate supervisors. For the purpose of our study, we collected in-role performance data of 237 employees from 156 of their immediate supervisors. In all, 81 supervisors filled questionnaires about two direct subordinates and 75 supervisors filled questionnaires

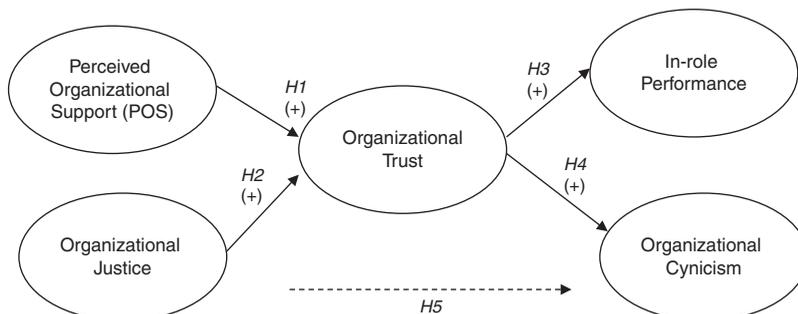


Figure 1.
The conceptual model

about one of their direct subordinates. They were furnished with detailed instructions of the form fill-up procedures. We collated all data and created a combined data file. Hence, herein forward we treat our sample size (n) as 237 which represent 47.4 percent of the total number of questionnaires that were floated.

Measures

As stated, data for this study were collected with the help of two questionnaires. One of the questionnaires was self-rated filled by the individual employees. In all, 40 items were used to measure employees' POS, their perceptions of organizational justice, their levels of organizational trust, and their attitude towards their organization in terms of their levels of organizational cynicism. Four items measured the demographic variables of age, sex, work experience, and job levels. These four variables were latter used as controls. The employee's immediate supervisors filled a questionnaire related to the employee's in-role performance and this comprised nine items. The Table I gives snapshot and Cronbach's α of measures and scales used for this study.

Analytical strategy

For the purpose of data analysis, the Statistical Package for Social Science (SPSS version 16.0) and the Analysis of Moments Structure (AMOS version 16.0; Arbuckle and Wothke, 1999) were utilized.

Results

To assess the uniqueness of the measures of the self-reported study variables, that is POS, organizational justice, organizational trust, and organizational cynicism, a confirmatory factor analysis (CFA) was conducted. Using AMOS 16.0, the fits of two nested models were compared: a one-factor model including all the four constructs, and a four-factor model considering the constructs separately. On the basis of the sequential χ^2 differential test (James *et al.*, 1982), the four-factor model χ^2 (224, $n = 237$) = 558.37 was found to fit the data significantly better than the one-factor model, χ^2 (230, $n = 237$) = 717.54; $\chi^2_{diff.}$ (6, $n = 237$) = 159.17, $p \leq 0.001$. Thus, we treated the four constructs as different in subsequent analyses.

Descriptive statistics and correlations

Table II reports the means, standard deviation, internal reliabilities, and the inter-correlations among the study variables. All measures showed acceptable levels of internal reliabilities, with coefficient α s ranging from 0.71 to 0.94. The pattern of correlations was consistent with the hypothesized relationships. POS and organizational justice were positively correlated with in-role performance ($r = 0.31$, $p \leq 0.01$; $r = 0.46$, $p \leq 0.01$) and organizational trust ($r = 0.68$, $p \leq 0.01$; $r = 0.70$, $p \leq 0.01$), but negatively to organizational cynicism ($r = -0.53$, $p \leq 0.01$; $r = -0.55$, $p \leq 0.01$). It may be noted that organizational

Table I.
Measures and scales
used for the study

Variable	Scale	No. of items	Cronbach's α
POS	Rhodes <i>et al.</i> (2014)	8 (2 reverse coded)	0.79
OJ (distributive justice)	Niehoff and Moorman (1993)	5	0.94
OJ (procedural justice)	Niehoff and Moorman (1993)	6	0.77
OJ (interactional justice)	Niehoff and Moorman (1993)	9	0.88
OT	Gabarro and Athos (1976)	7 (2 reverse coded)	0.84
IRP	Eisenberger <i>et al.</i> (2001)	9 (1 reverse coded)	0.86
OC	Dean <i>et al.</i> (1998)	5 (2 reverse coded)	0.71

Table II.
Descriptive statistics, correlations, and reliability indices

Variables	Mean	SD	1	2	3	4	5	6	7	8	9
1. Age	29.08	5.99	–								
2. Sex	1.27	0.44	–0.18*	–							
3. Work experience	4.76	4.71	0.66**	–0.03	–						
4. Job level	1.58	0.63	0.36**	–0.01	0.17*	–					
5. POS	3.40	0.57	0.13	–0.06	0.12	0.16*	(0.79)				
6. Organizational justice	3.40	0.60	0.05	–0.07	0.09	0.10	0.64**	(0.94)			
7. Organizational trust	3.44	0.69	0.09	–0.13*	0.10	0.10	0.68**	0.70**	(0.84)		
8. In-role performance	3.75	0.60	0.11	–0.16*	0.06	–0.04	0.31**	0.46**	0.47**	(0.86)	
9. Organizational cynicism	2.77	0.64	–0.16*	0.02	–0.12	–0.17**	–0.53**	–0.55**	–0.61**	–0.28**	(0.71)

Notes: $n = 237$. Values in parentheses are Cronbach's α . * $p \leq 0.05$; ** $p \leq 0.01$

trust was more strongly correlated to in-role performance ($r = 0.47, p \leq 0.01$) and organizational cynicism ($r = -0.61, p \leq 0.01$) than POS and organizational justice. Finally, in-role performance had a significant negative correlation with organizational cynicism ($r = -0.28, p \leq 0.01$).

Assessment of model fit through SEM analyses

We conducted a full path analysis using SEM procedures with the maximum likelihood estimation technique to establish the linkages between the latent constructs (latent variable model or LVM1) and compared it with a model where mediation by organizational trust is absent (LVM2). The results of the analyses are presented in Table III.

To check for adequacy of model fit, we checked four fit measures namely, normed χ^2 (acceptable range between 1.00 and 3.00), GFI, adjusted GFI (AGFI), and RMSEA. To compare between competing models we used comparative fit measures, namely incremental fit index, Tucker-Lewis index, and comparative fit index. As per Table IV, LVM1 fits our

Table III.
Results of the SEM procedures

LVMs	normed χ^2	GFI	AGFI	RMSEA	Comparative indices		
					IFI	TLI	CFI
LVM1 (mediation)	1.07	0.90	0.85	0.03	0.99	0.98	0.98
LVM2 (no mediation)	1.86	0.83	0.79	0.06	0.87	0.85	0.87

Table IV.
Additional tests of mediation

	Sobel's test	Aroian's test	Goodman's test
POS → Organizational trust → In-role performance	3.43**	3.40**	3.46**
Organizational justice → Organizational trust → In-role performance	2.99**	2.98**	3.00**
POS → Organizational trust → Organizational cynicism	–3.63**	–3.60**	–3.66**
Organizational justice → Organizational trust → In-role performance	–4.30**	–4.29**	–4.31**

Notes: $n = 237$. Standardized regression coefficients are reported. ** $p \leq 0.01$

theoretical formulation as per the recommendations. As such, we fail to reject LVM1. We also report the results of the Sobel's (Sobel, 1982), the Aroian's (Aroian, 1944), and the Goodman's (Goodman, 1960) tests in Table IV. These tests were conducted in line with the z-prime method (MacKinnon *et al.*, 2002) to check for the statistical power of the models and discount the possibility of Type I error while exploring the strength of mediation. With this, we meet the first objective of our present research.

Discussion

The results of our study, as noted in the previous section, are consistent with our theoretical proposition presented in the conceptual path (Figure 1) and our baseline model (LVM1). Our findings suggest that organizational trust does mediate the exogenous and the endogenous variables in LVM1.

Theoretical implications

First, from the results of our study it appears that supportive and equitable facets of one's organization's actions heighten employees' desires to overreach himself/herself in terms of discharging responsibilities and making role-related contributions. Second, from an exchange-balance approach, our findings highlight that the maintenance of a climate, wherein the organization is supportive and fair, leads to employees fulfilling their formal tasks and duties easily and without any complaint. Third, employees' experience and awareness of psycho-social benefits from their organization is used by them as a heuristic, which they employ to judge their organization's endeavors at being sincere and impartial in their acts. Fourth, our study implies that if perceived to be supportive, fair, and trustworthy, employees resonate optimal and familiar experiences in their in-role performances. Fifth, our findings suggest that a normally low level of negative workplace attitudes, such as organizational cynicism, is further weakened when employees trust their organization's acts, policies, and correspondence. This corroborates with recent studies, too (Snyder *et al.*, 2010).

Practical implications

First, our study underscores the importance of meeting employees' affiliative needs. POS and organizational justice within a climate of alliance and affiliation would encourage employees to deliver their best and also keep them away from brooding and/or harboring negative sentiments. Second, managers as organizational agents must manifest organizational support by regularly interacting with their subordinates and enquire about their needs and assistances required. Managers can discern between those employees such as the senior ones who might not be pleased with too much interaction, viewing this as interference vs those especially, the newer recruits who might need constant guidance. Thus, managers need to distinguish between the individual subordinates and approach each as one whose needs and aspirations are different from others. For better management of human resources and to approach employees individually, managers should address their reportees not as members of a given department but as members of teams and allocate job assignments accordingly. In this way, managers would foster teamwork, help build trust among team members which would percolate in building organizational trust, advance a sense of integrity, justice, and impartiality through equitable distribution of resources such as equipments, budgets, and/or learning opportunities and distribution of rewards on the basis of individual contributions within the team, and allow for team-made decisions in which individual team members can have their "voice" heard. In team meetings, managers can have a new spokesperson for the team each time to generate a sense of being given a fair chance to speak and express opinions. We believe, these incidents shall motivate employees to better discharge their in-role responsibilities and help develop communion within their

teams and ultimately with the organization. Third, it would also reduce interpersonal strains, apprehensions, and pessimism. Also, managers must continuously monitor their subordinates as well as the organizational environment.

Limitations

Our results and their implications should be interpreted keeping in mind certain study limitations which we outline here. First, given the cross-sectional nature of our data, our research design is quasi-experimental. As such, it precludes causal inferences. Second, the anonymity clause requested by respondents and provided by us excludes the possibility of longitudinal inspection of our study. This also prohibits us from making any claims of causality *vis-à-vis* the hypothesized relationships between the study variables.

Future research scope

Given the cultural implications of the conceptual model of our present study, we find it indicative for future researchers to consider organizational culture as a key construct in the chain of relationships among the same variables or variables similar to those of the present research. Additionally, we urge future researchers to consider cross-cultural examinations of our model and test for its variance/invariance and its implications across diverse cultural protocols. We also call upon future researchers to extend our model by incorporating suitable moderator variables. Variables like, psychological empowerment, employee advocacy, fulfillment of relational contract, consensual goal setting, high performance work systems, and/or leader-member exchanges can be considered as possible enhancing moderators. Also, future researchers may include suppressors such as perceived contract violations and/or organizational politics. This may also require methodological refinements such as hierarchical linear modeling procedures.

Conclusion

Overall, our study sought clarity about POS and organizational justice in terms of their impact upon employees' in-role performance and their levels of organizational cynicism when such relationships are mediated by perceptions of organizational trust. We found empirical evidence to validate our hypotheses. Based on this, we derived theoretical, practical, and cultural implications of our study. Despite its limitations, we are of the opinion that our study shall prove to be instructive in many ways for future researchers.

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Appendix 1

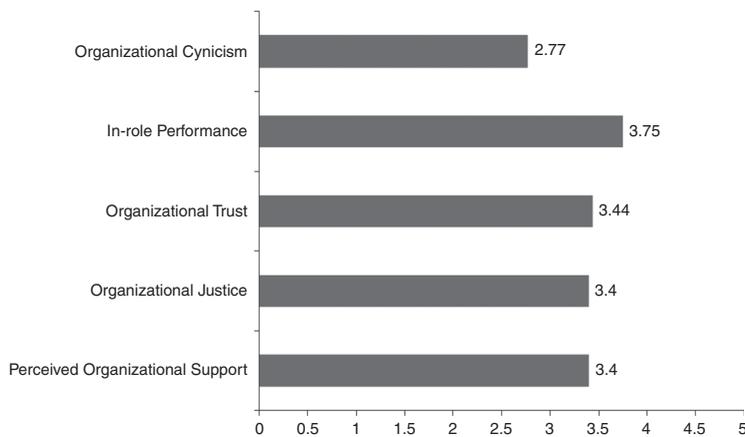


Figure A1.
The variable vs scale
bar chart

Variable-wise questionnaire items

Note: In the items below, ® refers to reverse scored items

Perceived organizational support: Eisenberger, R., Huntington, R., Hutchison, S., and Sowa, D. (1986), "Perceived organizational support", *Journal of Applied Psychology*, Vol. 71, pp. 500-507

The statements below ask for your general opinion about your feelings towards your organization. Please indicate the alternative which comes closest to your frank opinion

1	2	3	4	5	
strongly disagree	disagree	neither agree nor disagree	agree	strongly agree	Your response
This organization strongly considers my goals and values					
Help is available from this organization when I have a problem					
This organization really cares about my well-being					
This organization is willing to help me if I need a special favour					
If given the opportunity, this organization would take advantage of me®					
This organization shows very little concern for me					
This organization cares about my opinions					
This organization would forgive an honest mistake on my part					

Organizational justice: Niehoff, B. P., & Moorman, R. H. (1993), "Justice as a mediator between the relationships between methods of monitoring and organizational citizenship behavior", *Academy of Management Journal*, Vol. 36, pp. 527-556

The statements below ask for your opinion about the fairness of processes and policies in your organization. Please indicate the alternative which comes closest to describing them

1	2	3	4	5	
Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Your response
My work schedule is fair					
I think that my level of pay is fair					
I consider my workload to be quite fair					
Overall, the rewards I receive here are quite fair					
I feel that my job responsibilities are fair					
Job decisions are made by my manager in an unbiased manner					
My manager makes sure that all employees concerns are heard before job decisions are made					

To make formal job decisions, my manager collects accurate and complete information	
My manager clarifies decisions and provides additional information when requested by employees	
All job decisions are applied consistently across all affected employees	
Employees are allowed to challenge or appeal job decisions made by my manager	
When decisions are made about my job, my manager treats me with kindness and consideration	
When decisions are made about my job, my manager treats me with respect and dignity	
When decisions are made about my job, my manager is sensitive to my personal needs	
When decisions are made about my job, my manager deals with me in a truthful manner	
When decisions are made about my job, my manager shows concerns for my rights as an employee	
Concerning decisions about my job, my manager discusses the implications of the decisions with me	
My manager offers adequate justification for decisions made about my job	
When making decisions about my job, my manager offers explanations that make sense to me	
My manager explains very clearly any decisions made about my job	

Organizational trust: Robinson, S. L. (1996), "Trust and breach and organizational psychological contract", *Administrative Science Quarterly*, Vol. 41, pp. 574-599

The statements below ask for your own feeling towards the organization you are working for. Please indicate the alternative which you think most closely describe your feelings

	1	2	3	4	5
	strongly disagree	Disagree	Neither agree nor disagree	Agree	strongly agree
					Your response
I believe my management has high integrity					
I can expect my management to treat me in predictable and consistent fashion					
I sometimes feel that my management is not always being honest and truthful ®					
In general, I believe my management's motives and intentions are good					
I don't think my management treats me fairly ®					
My management is open and upfront with me					
I am not sure I fully trust my management ®					

In-role performance: Lynch, P. D., Eisenberger, R., & Armelli, S. (1999) "Perceived organizational support: Inferior versus superior performance by wary employees", *Journal of Applied Psychology*, Vol. 44 No. 4, pp. 467-483

The items below ask for your opinion about a specific employee reporting to you. Please indicate the alternative which comes closest to describing him/her

1	2	3	4	5	
Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	
To the best of your knowledge, this employee i.e.					Your response
_____:					
Performs tasks that are expected of him/her					
Exhibits punctuality in arriving at his/her work station on time after breaks					
Spends time in idle conversations					
Adequately completes assigned duties					
Fulfills responsibilities specified in his/her job description					
Attendance at work is above the norm					
Works cooperatively with his/her supervisor					
Meets formal performance requirements of the job					
Gives advanced notice when unable to come to work					

Organizational cynicism: Brandes, P., Dhadwarkar, R. and Dean, J.W. Jr (1999), "Does organizational cynicism matter? Employee and supervisor perspectives on work outcomes" *The 36th Annual Meeting of the Eastern Academy of Management, Philadelphia*, pp.1-33

The statements below ask for your own feeling towards the organization you are currently working for. Please indicate the alternative which you think most closely describe your feelings

1	2	3	4	5	
strongly disagree	Disagree	Neither agree nor disagree	Agree	strongly agree	
					Your response
I believe that this organization always does what it says it will do ®					
When this organization says it's going to do something, I know that it will really happen ®					
This organization's policies, goals, and practices seem to have little in common					
I see little similarity between what this organization says it will do and what it actually does					
This organization expects one thing of its employees, but rewards another					

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