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## Study of Workplace Aggression, Employee Dissent, Organizational Cynicism and Job Performance: A Moderation Analysis with Organizational Commitment

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### ABSTRACT

*The study has been conducted to identify the impact of Workplace Aggression, Employee Dissent, and Organizational Cynicism on Job Performance. Further, this study checked the moderating impact of Organizational Commitment between Workplace Aggression, Employee Dissent, Organizational Cynicism and job Performance. The population was 1050 consisting on male and female teachers of Govt. colleges of Sukkur region, Sindh. From this population 280 respondents were selected. The data has been evaluated through SPSS and AMOS. The results of the hypotheses showed that Workplace Aggression, Employee Dissent, and Organizational Cynicism are negatively impacts on Job Performance whereas Organizational Commitment moderates positively in these relationships. So it has been concluded that Organizations that foster a culture of high Organizational Commitment may be better equipped to handle Workplace Aggression, Employee Dissent, and Organizational Cynicism and their negative effects on Job Performance.*

**Keywords:** Workplace Aggression, Employee Dissent, Organizational Cynicism, Job Performance, Organizational Commitment

### INTRODUCTION

In recent years, Workplace Aggression (WA), Employee Dissent (ED), and Organizational Cynicism (OCy) have been identified as important factors affecting Job Performance (JP) among college teachers. WA refers to any behavior directed toward an individual that is intended to harm or cause distress (Tyas et al., 2022). While, ED refers to opposition towards company policies and decisions (Nalbantoğlu & Kansoy, 2023). OCy is a dissatisfied negative thoughts toward members of the organization, groups, and objects (Kiral, 2023). There is some research on the impact of WA, ED, and OCy, on JP, but the role of Organizational Commitment (OC) as a potential moderator of these relationships has been largely overlooked. OC is the attachment,

loyalty, and identification that an employee has towards their organization (Aslan & Terzi, 2023; Zeynel, 2022). It is possible that OC could moderate the relationship between WA, ED, OCy, and JP among college teachers. The existing literature recommends; WA, ED, and OCy have a significant negative impact on JP (Chen & Wang, 2019; Goldman & Myers, 2015; Panchali & Seneviratne, 2019). However, it is unclear whether the strength of these relationships varies based on the level of OC. It is possible that teachers who are highly committed to their organization may be more resilient to the negative effects of WA, ED, and OCy, and may be more likely to maintain high levels of JP despite these challenges. Ultimately, this could lead to a more positive and productive work environment for college teachers and better educational outcomes for students.

## LITERATURE REVIEW

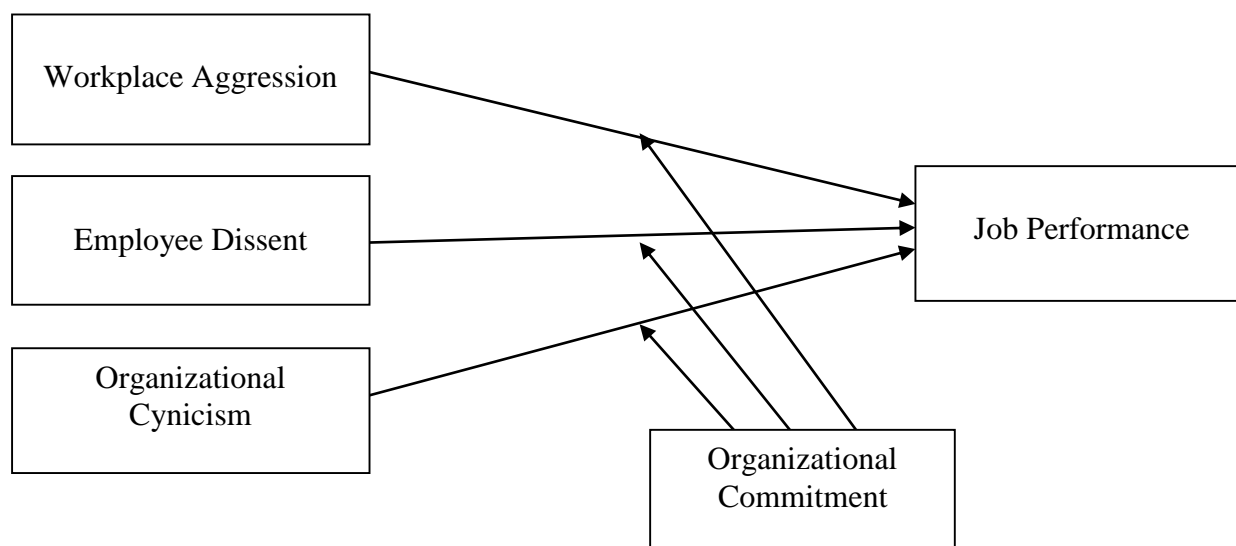
WA includes shouting, insulting, interrupting, sexual harassment, and pushing or hitting. This is mostly observed to occur between co-workers, guides, and assistants (Van Fleet & Van Fleet, 2022). It is simply defined as deliberate behavior that is aimed to hurt or damage others in the workplace. The forms of WA are verbal and physical aggression (Singh et al., 2024). WA reduces job satisfaction (Chen & Wang, 2019), and it also decreases JP (Arasli et al., 2018). Aggression towards teachers has been significantly co-related with fear, physical distress, and emotional distress. These factors in turn cause poor JP of a teacher (Dzuka & Dalbert, 2007; Galand et al., 2007; Moon et al., 2015; Wilson et al., 2011). Students are significantly co-related with different types of victimization of teachers consisted on physical or verbal aggression, property damage, and sexual harassment; in turn, these are negatively related to the JP of teachers (Moon & McCluskey, 2020). On the other hand, OC is the positive thinking of an employee in the workplace (Meyer & Allen, 1984). OC is positively as well as significantly related to JP (Arsalan et al., 2018; Badu et al., 2019; Indarto & Ayu, 2011; Susanto, 2016). OC can be a significant tool for improving JP (Fardeen et al., 2015; Fu & Deshpande, 2014; Hafiz, 2017). Furthermore, OC were significantly positively correlated with teachers' JP (Imam et al., 2013). Another study has found that OC significantly and favorably affects the JP of academic staff members (Tolentino, 2013).

ED is the expression of disagreement in the organization. This disagreement may be associated with the strategies, practices, or activities of the organization. ED is not open and straight words of disparity; it can also be obvious. ED is a usual and unavoidable part of the organization (Müceldili et al., 2021). ED is usually considered a harmful sign in organization because it interrupts the power of authority and status quo (Nalbantoğlu & Kansoy, 2023). There is a significant perception of ED among teachers (Korucuoğlu & Şentürk, 2018). Behaviors of ED are often seen as negative and challenging, and individuals who have a good grasp of ED may face the risk of lower performance evaluations and not being promoted (Eroğlu & Alga, 2017). Employees who expressed dissenting views and were not treated fairly are engaged in deviant behavior, which negatively impacts on JP (Brockner & Greenberg, 2015). While Employees with high OC were thought to exhibit highly positive behavior at their workplace, such as high JP (Albdour & Altarawneh, 2014). A dissenter with a high affective commitment level does not wish to quit the organization. He also does not permit himself to stay silent. Strong feelings of loyalty are experienced by true opponents (Shahinpoor & Matt, 2007).

Cynicism is an attitude composed of emotional components such as disappointment and frustration (Bellini et al., 2015; Chiaburu et al., 2013; Durrah et al., 2019; Nazir et al., 2016; Peter & Chima, 2018). The fact that employees in an organization do not perceive that they are supported and that there is a lack of trust, causes negative feelings (Akin, 2015; Tayfun & Çatır, 2014). Cynical employee has ability to slow down the organization in pursuance its goals and also he can influence the organization at a whole (Rehan, 2017). It decreases JP, increases absenteeism, and also increases burnout (Kalagan & Guzeller, 2010). OCy can

hamper JP. The negative as well as significant relationship have been found between OCy and JP (Panchali & Seneviratne, 2019). OCy has a very important impact on the success of the students, the performance of the teacher, and the efficacy of the school (Aydogan, 2009) The presence of OCy in the workplace reduces JP and also OCy reduces those efforts which are beneficial to the organization (Simha et al., 2014; Yıldız & Şaylıkay, 2014). However, OC is a positive behavior and impacts positively JP. A committed worker tends to confront better JP, better production, and low intention to leave the job. Though, increasing OC is a big challenge when a negative behavior such as OCy is growing (Dingba et al., 2022).

### Study model



The above model can be explained that WA, ED, and OCy (Independent Variables) impact on JP (Dependent Variable); while OC plays the role of moderator between them.

### Hypotheses

H<sub>1</sub>: Workplace Aggression Has a Negative and Significant Impact on Job Performance

H<sub>2</sub>: Employee Dissent Has a Negative and Significant Impact on Job Performance

H<sub>3</sub>: Organizational Cynicism Has a Negative and Significant Impact on Job Performance

H<sub>4</sub>: Organizational Commitment Moderates the Relationship between Workplace Aggression and Job Performance

H<sub>5</sub>: Organizational Commitment Moderates the Relationship between Employee Dissent and Job Performance

H<sub>6</sub>: Organizational Commitment Moderates the Relationship between Organizational Cynicism and Job Performance

### METHODOLOGY

This research is cross-sectional and its nature is quantitative. The proportionate stratified random sampling method is selected. The population of this study is male and female teachers of colleges of region Sukkur, Sindh, Pakistan. The total population is 1050 consisting of Lecturers, Assistant professors, Associate Professors, and Professors. This population has been obtained from 41 male and female colleges of the Sukkur region from the official website of College Education Department of Government of Sindh <https://dgcs.gos.pk/index.php?#top>. The sample size of 280 has been selected according to the table of (Saunders, 2009). The close-ended questionnaire having Likert type has been used. It ranges from 1 “strongly disagree” to 5 “strongly agree”. For the collection of data, the adopted and modified questionnaires have

been used; for WA questionnaire of (Buss & Perry, 1992), for ED questionnaire (Kassing, 2000), for OCy questionnaire by (Dean Jr et al., 1998), JP questionnaire of (Goodman & Svyantek, 1999), for OC questionnaire of (Mowday et al., 1979) have been used in this study. The Data has been analyzed through SPSS-26 and AMOS-22 software.

## ANALYSIS AND RESULTS

### Reliability Analysis

The reliability analysis for each variable is performed separately to ensure the internal consistency of the scale. If the results are equal to .70 or above then it can be said that the scale is reliable for collecting data (Pallant, 2020). Another view of (Nunnally & Bernstein, 1978) is that if the results are in the range of .60 to .80 then the scale is reliable for collecting data.

**Table 1**

**Reliability Statistics of All Variables**

Variable	Items	Cronbach's Alpha
WA	12	0.71
ED	09	0.77
OCy	07	0.74
JP	08	0.81
OC	06	0.75

In this study, Cronbach's Alpha Coefficient values for WA, ED, OCy, JP, and OC are 0.71, 0.77, 0.74, 0.81, and 0.75 respectively. These results seem as an ideal score of reliability. Therefore this has been concluded that scale is reliable to collect and analyze the data.

### Descriptive and Correlation Analysis

A descriptive study of all the study variables has been performed in the below table. Further, the correlation analysis has been also performed to know the relationship among the variables.

**Table 2**

**Descriptive and Correlation of Study Variables**

Variables	Mean	St: Deviation	WA	ED	OCy	JP	OC
WA	3.93	0.45	1	.78**	.76**	-.33**	-.60**
ED	4.34	0.47		1	.74**	-.17**	-.32**
OCy	3.87	0.43			1	-.19**	-.45**
JP	4.19	0.35				1	.66**
OC	4.46	0.56					1

“. Correlation is significant at the 0.05 level. \*\*. Correlation is significant at the 0.01 level”

Table 2 shows that All the variables are significantly related with each other. WA, ED and OCy are positively related with each other, as well as JP and OC has also positive relationship with each other. Whereas WA, ED and OCy are negatively related with JP and OC.

### Structural Equation Modeling

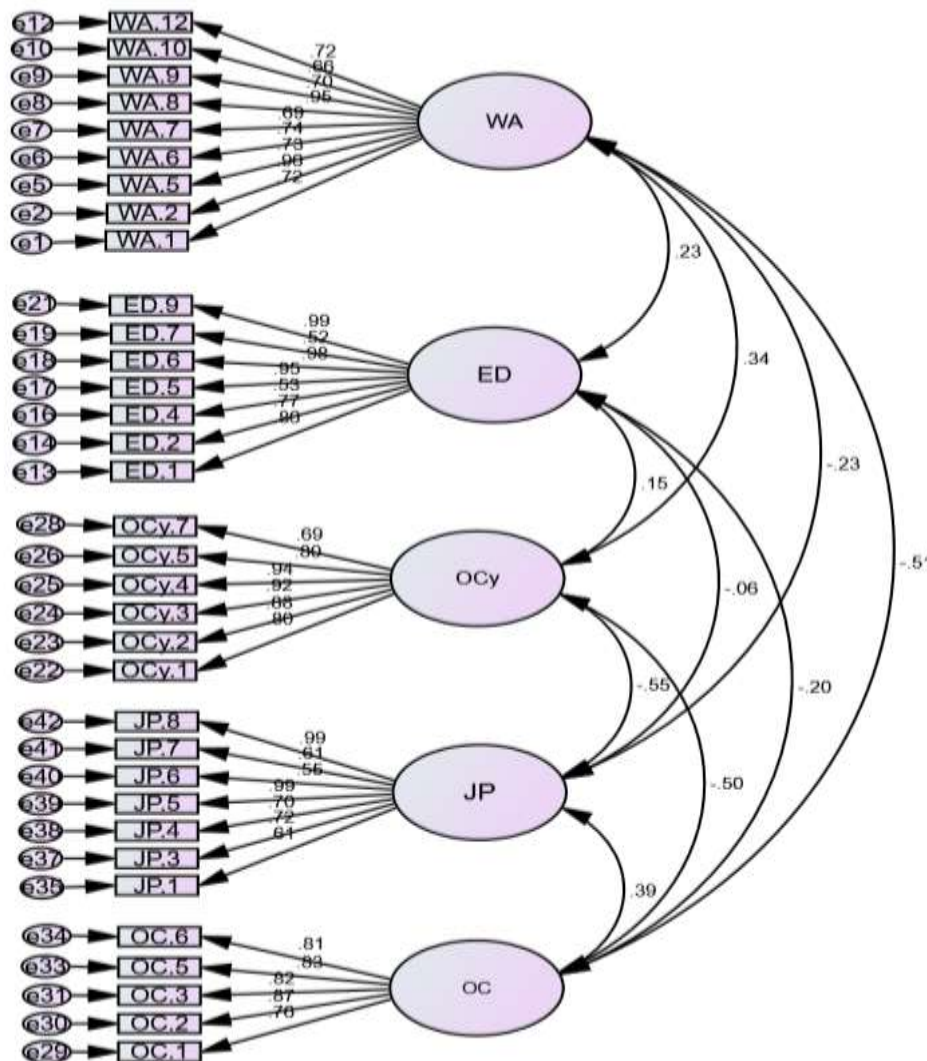
It's a statistical method or technique that contains different multivariate techniques. This is also acknowledged as covariance analysis. This is suitable for 200 or more sample size (Snoj et al., 2004).

### Confirmatory Factor Analysis

To know the underlying arrangement of factors the CFA has been performed. It has been more favorable to conduct CFA so that maximum accuracy can be gained and the offsetting impact of low loadings can be nullified (Fatima, 2018). The modified model has been presented below:

**Figure 1**

**CFA for Modified Model**



CMIN/DF= 1.83, PVALUE=.000, GFI .949, AGFI .907, TLI .962, CFI .918 and PCFI .939 RMSEA=.039, PCLOSE=.067

In the above figure, the CFA for the modified model has been performed. Those items having low loadings (<.5) have been excluded and those items having high loadings (>.5) are retained as suggested by (Jackson

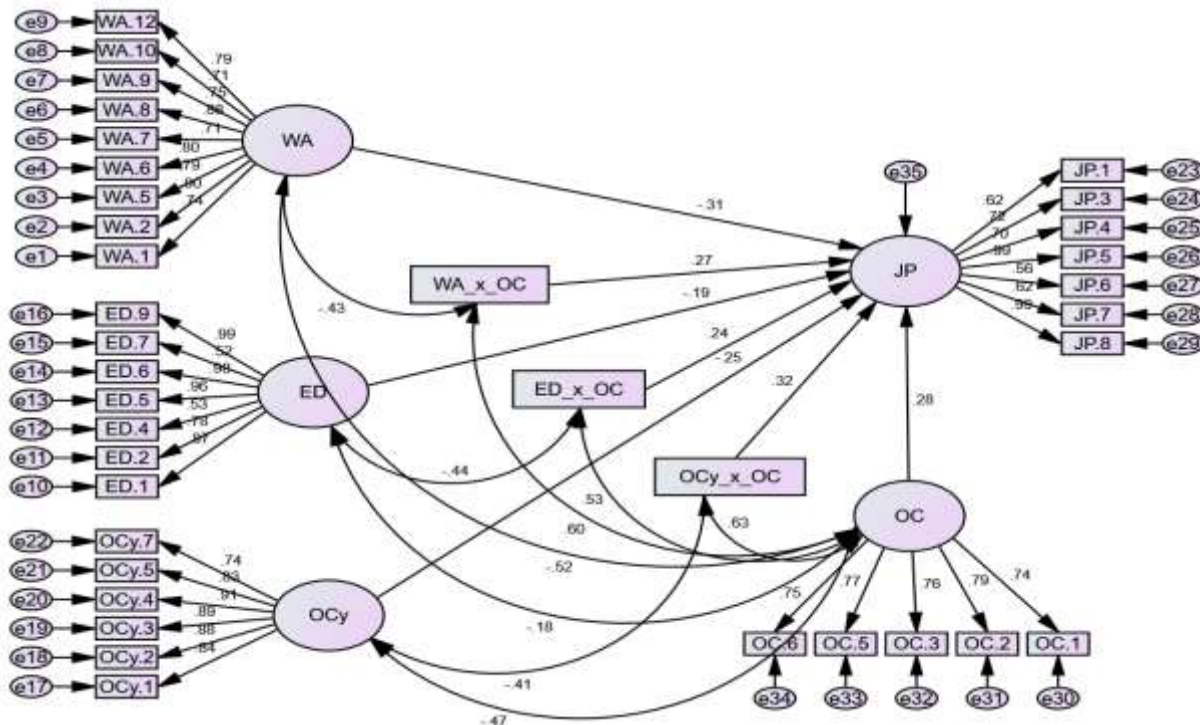
et al., 2009). Furthermore, the exclusion of items having low loadings (<.5) improved the fit indices for the model hence now it can be concluded that this model is fit.

### Hypotheses Testing

In this section, the hypotheses have been tested through SEM (Structural Equation Modeling). In this regard, hypotheses have been tested combined model (Structural Model). By using a structural model, already the hypotheses have been tested collectively by (Ashraf et al., 2018).

**Figure 2**

#### 2nd Order (Structural) Model



CMIN/DF= 1.77, PVALUE=.000, GFI .931, AGFI .973, TLI .944, CFI .963 and PCFI .954 RMSEA=.029, PCLOSE=.069

JP <--- WA -.314 \*\*\* JP <--- ED -.186 \*\*\* JP <--- OCy -.251 \*\*\* JP <--- OC .282 \*\*\*  
JP <--- WA\_x\_OC .271 \*\*\* JP <--- ED\_x\_OC .244 \*\*\* JP <--- OCy\_x\_OC .320 \*\*\*

Finally, the results of the above structural model show the negative and significant impact of WA on JP (-.31,  $p < .01$ ), also the negative and significant impact of ED on JP (-.19,  $p < .01$ ) has been seen. The negative and significant impact of OCy on JP (-.25,  $p < .01$ ) was also found. Further if the impact of WA\_x\_OC (interacting variable) has been seen it was positive and significant (.27,  $p < .01$ ) impact in between the relationship of WA and JP. These results indicate that OC decreases the negative impact of WA on JP. Based on criteria suggested by (Baron & Kenny, 1986; Igartua & Hayes, 2021), OC has been moderating between WA and JP. if the impact of ED\_x\_OC (interacting variable) has been seen it has a positive and significant (.24,  $p < .01$ ) impact in between the relationship of ED and JP. These results indicate that OC decreases the negative impact of ED on JP. Based on criteria suggested by (Baron & Kenny, 1986; Igartua & Hayes, 2021), OC has been moderating the relationship between ED and JP. Lastly, if the impact of OCy\_x\_OC (interacting variable) has been seen it has also a positive and significant (.32,  $p < .01$ ) impact on the relationship between OCy and JP. These results indicate that OC decreases the negative impact of OCy on JP. Based on criteria suggested



by (Baron & Kenny, 1986; Igartua & Hayes, 2021), OC has been moderating the relationship between OCy and JP.

## CONCLUSION

This research has investigated the impact of WA, ED, and OCy on JP. Further, this study checked the impact moderation of OC in the relationship between WA, ED, OCy and JP. All the hypotheses of the study were accepted. This study has been concluded with accepting all the hypotheses; 1<sup>st</sup> hypothesis WA has a negative and significant impact on JP has been accepted. 2<sup>nd</sup> hypothesis ED has a negative and significant impact on JP has been accepted. 3<sup>rd</sup> hypothesis OCy has a negative and significant impact on JP. Whereas, the result of the 4<sup>th</sup> hypothesis in which moderation analysis of OC was performed results indicated that OC moderates between WA and JP. The result of the 5<sup>th</sup> hypothesis in which also moderation analysis of OC was performed between ED and JP results indicated that OC moderates between ED and JP. The result of the 6<sup>th</sup> and last hypothesis in which also moderation analysis of OC was performed between OCy and JP, results indicated that OC moderates between OCy and JP. By seeing these results it can be concluded that WA, ED, and OCy negatively impact the JP of teaching faculty members of Sukkur region colleges. Further, this negative relationship can be moderated by OC. So organizations that foster a culture of high OC may be better equipped to handle WA, ED, and OCy and their negative effects on JP.

## Suggestions for Future Research

This is a fact that research will not come to an end; doors are open always for more research. For that purpose, the larger sample size can assist in the generality of the outcomes in future. The study on the same topic can be done in other regions such as Karachi, Hyderabad, Larkana, Mirpurkhas, and Shaheed Benazirabad of Sindh province or in other provinces of Pakistan. The same research may be done in other service and manufacturing organizations of Sindh or other provinces of Pakistan to know the behavior of employees with each other and with management. Moreover, some other theories may be included to expand the scope of this research work. In the model given in this research, more variables may be involved. The role of other mediators or moderators can be tested by utilizing the same independent variables and dependent variables. This study is quantitative so on the same topic qualitative or mixed method approach can be considered.

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