

The Effect of Emotional Intelligence and Organizational Cynicism on Job Performance: The Role of Motivation as Mediator

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Abstract: *The present study aims to investigate the mediation effect of motivation on the relationship between emotional intelligence, organizational cynicism and job performance. The participants were civil servants currently working at government office in Medan city, North Sumatera, Indonesia. A Structural equation modeling (SEM) was used in order to test the hypotheses development. The research found that emotional intelligence positively and significantly affected motivation and job performance, while organizational cynicism was also found to have negative and significant effect on motivation and job performance. Motivation was also proven as determinant of job performance. However, motivation did not mediate the relationship between emotional intelligence, organizational cynicism and job performance. Importantly, results of this study have extended the literature of emotional intelligence and organizational cynicism in organizational settings.*

Keywords: *Emotional intelligence, Organizational cynicism, Motivation, and Job performance, Mediation, Indonesia.*

I. Introduction

The concept of emotional intelligence has been recently regarded as a function to develop qualities of employees and has been the subject of much attention among managers, educators and scholars (Daus & Ashkanasy, 2005).

Emotional intelligence defines as the ability of emotion and their relationships to recognize the meanings, and to reason and problem-solve on the basis of them, which involves in assimilate emotion-related feelings, capacity to perceive, emotions understand the emotions' information, and manage them (Mayer, Salovey & Caruso, 2000). In the beginning of the 1990s, John Mayer formulated the basis upon which the concept of emotional intelligence was constructed and in 1995 Daniel Goleman offered to use emotional intelligence as an alternative construct to intelligence quotient to predict employees' performance. Since then and till the present day, academic interest in the construct has been growing and researchers specializing in the field of organizational psychology have been exploring different angles and conceptualizations of emotional intelligence (e.g. Goleman, 1995; Mayer et al., 2000; Perez, Petrides, & Furnham, 2004) as a factor affecting different work outcomes including job performance (Vratskikh, Mas'deh, Al-Lozi & Maqbleh, 2016; Deshwal, 2016; Kojongian, Pangemanan & Tielung, 2016) and motivation (Khan, 2014; Karadag & Kilicoglu, 2014).

On other hand, organizational cynicism is an attitude that involves unfriendliness oneself from the organization due to a confidence that the organization lacks honesty and will always attempt to fool its employees (Nair & Kamalanabhan, 2010). It is an individual negative feeling, such as disturbance, dissatisfaction and hopelessness about the staff and organization (Ozler, Derya & Ceren, 2011). The concept of cynicism has become the subject of various disciplines in social sciences like philosophy, religion, political science, sociology, management and psychology (Ince & Turan, 2011). Organizational cynicism as a crucial variable to employee performance (Bayram, Bickes, Karaca & Caki, 2017; Nafei, 2015; Johnson & O'Leary-Kelly, 2013) and motivation has been found in previous studies (Khan, 2014; Kradaq & Kilicoglu, 2014; Nair & Kamalanabhan, 2010).

The results of previous studies indicated that significant relationship exist between emotional intelligence, organizational cynicism and job performance (Bayram et al, 2017; Vratskikh, Mas'deh, Al-Lozi & Maqbleh, 2016; Deshwal, 2016; Nafei, 2015; Johnson & O'Leary-Kelly, 2013). However, there were some preceding studies revealed that the linear effect model of emotional intelligence and organizational cynicism on job performance may be overly simplistic and incomplete (Brunetto, Teo, Shacklock & Wharto 2012). Therefore, there is still a lack of understanding of how emotional intelligence and organizational cynicism are related to job performance. Likewise, motivation mediates the direct effect of emotional intelligence and organizational cynicism on job performance is yet to be studies. In addition, studies examining the interactive effects of the four constructs namely emotional intelligence, organizational cynicism, motivation and job performance in a single study is absent from the literature and remain an empirical gap to be studied.

II. Literature Review

Job Performance

Performance is a reflection of the organization's ability to achieve its goals (Miller & Broamiley, 1990). It is a combination of resources, capabilities of the organization that are being used efficiently and effectively in order to achieve its objectives (Collis & Montgomery, 1995). Performance is the level of the outputs of the organization after conducting operations on its inputs. It is the output of the activities that occur within the organization (Wit & Meyer, 1998).

Individual performance has become a topical issue in today's business environment, so much so that organizations go to great lengths to appraise and manage it (Armstrong & Baron, 1998). Individual job performance is a function of knowledge, skills, abilities, and motivation directed at role prescribed behavior, such as formal job responsibilities (Campbell, 1999). Job performance is a multidimensional construct consisting of task dimension and contextual dimension (Borman & Motowidlo, 1993).

Job performance refers to the effectiveness of individual behaviors that contribute to organizational objectives (McCloy, Campbell & Cudeck, 1994; Motowidlo, 2003). The effective management of individual performance is critical to the execution of strategy and the organization achieving its strategic objectives (Amos, et al., 2004). A review of literature indicated individual differences such as self-monitoring personality (Caligiuri & Day, 2000), gender (Sinangil & Ones, 2003), non-ethnocentrism (Hechanova et al., 2003), communicational ability, relational ability, stress tolerance (Holopainen & Bjorkman, 2005), task and people orientation (Shaffer, Harrison, Gregersen, Black & Ferzandi, 2006), goal orientation (Wang & Takeuchi, 2007) and previous international experience (Varma, Toh & Budhwar, 2006) related to expatriate job performance.

Hence, after a thorough review of the different concepts of performance, it can be argued that performance in its simplest form is the desired result which the organization seeks to achieve efficiently and effectively.

Motivation

The key role of employee motivation in organizations has long been acknowledged in the relevant organizational behavior literature (O'Reilly, 2015). While it is generally better for people's mental health to work (rather than not) because unemployment has been linked to depression, anxiety and even suicide (Blakely, Collings & Atkinson., 2003), it is also clear that organizations (and employers) need motivated employees to achieve in any given goals set (Smith, 2014).

Motivated employees are productive employees and help organizations to survive and prosper. In this context, one may define the notion of motivation as a psychological process that gives behavior purpose and direction (Kreitner, 2005), or as an internal drive to satisfy an unsatisfied need (Higgins, 2004), or as "internal processes and external forces that direct behavior" (Naylor, 1999). It is actually one of the management's key tasks to constantly motivate their employees, something difficult at times, as what motivates one person may not motivate another and certainly what motivates one do not necessarily remain static over time. For example, it has been argued that as income increases money becomes less of a motivator, or when employees get older, interesting work becomes more of a motivator (Kovach, 2015).

Emotional Intelligence

The term emotional intelligence appeared in the literature several times before it was introduced by Mayer et al (2000) and conceptualized as a topic of scientific study between 1990 and 1994. In 1995 Daniel Goleman popularized emotional intelligence as a construct through his book "Emotional Intelligence: Why it can matter more than IQ" and since 1997, through a considerable amount of peer-reviewed research conducted on the topic, the concept has developed and grown into a more refined construct (Beck, 2013).

Emotional intelligence was found to have significant effect on motivation (Magnano, Craparo & Paolillo, 2016; Sontakke, 2016) and job performance (Vratskikh et al, 2016; Deshwal, 2016; Kojongian et al, 2016; Yoke & Panatik, 2016), job satisfaction (Vratskikh et al, 2016; Yoke & Panatik, 2016). Most of previous studies conceptualize emotional intelligence to have four dimensions that introduced by Goleman (1995). The four dimensions of emotional intelligence were recognizing emotions, managing emotions, recognizing emotions of others, and building relationship.

Organizational Cynicism

There are different types of cynicism such as social cynicism, employee cynicism, civil servant cynicism, work cynicism and organizational cynicism (Dean, Brandes & Dharwadkar, 1998). General cynicism is an inborn and determined personality trait which reflects generally negative perceptions about human behavior. Cynicism is a defensive response, because it can shield employees against feeling strong emotions and prepare them for the next "inevitable failure" (Abraham, 2000).

Cynicism is an individual's having negative feelings, such as anger, disappointment, hopelessness, about many problems both for the staff and organizations (Ozler, Atalay & Şahin, 2010). Cynicism is an evaluative judgment that stems from an individual's employment experiences. Furthermore, irrespective of the accuracy or validity of the individual's perceptions on which the employee cynicism construct is based, it is real in its consequences (Bruch, & Vogel, 2006).

Cynicism can be expressed both overtly, such as through direct statements questioning the integrity of the organization, and covertly through the use of sarcastic humor and nonverbal behaviors, such as "knowing I looks," "rolling eyes," and "smirks" (Dean et al., 1998).

Previous studies have found organizational cynicism to have significant effect on certain variables such as motivation (Khan, 2014; Karadag & Kilicoglu, 2014), job performance (Bayram et al, 2017; Nafei, 2015; Johnson & O'Leary-Kelly, 2013). Nafei (2015) explained that organizational cynicism measured by three dimensions namely cognitive dimension, affective dimension, and behavior dimension.

III. Research Design

The purpose of this study is to investigate the mediation effect of emotional intelligence and organizational cynicism on job performance. In order to obtain valid and reliable measures of the variables, previously validated scales were used to measure all variables. All items were measured via 5-point bipolar scales with scale poles ranging from strongly disagree (1) to strongly agree (5).

The questionnaire and covering letter were translated into Indonesian language and then back-translated into English. The use of only two languages reduced the potential for errors resulting from multiple translations of the questionnaire. Minimizing the diversity of languages also helped ensure construct equivalence and data comparability (Johnson, Cullen, Sakano, & Bronson, 2001).

The population of the research includes all of civil servant of Medan city, North Sumatera, Indonesia. Due to some restrictions such as time, cost and difficulty to reach all the population, the study has been limited with the sample. Data have been collected via drop and pick survey in November 2016 until January 2017 and have resulted 310 respondents participated and used for the study. The collected data is analyzed using structural equation modeling (SEM). Specifically, confirmatory factor analysis, measurement model, and structural model were tested using AMOS 21.

IV. Findings

Prior to analyzing the primary data, the issue of non-response bias is discussed. An "extrapolation procedure" technique was used to assess non-response bias. This assumes that the groupings of actual respondents by an identified criterion are similar to the "theoretical" non-respondents (Armstrong & Overton, 1977). Frequencies and independent *t*-tests were used to determine whether significant differences existed between early and latest responses. No significant differences were identified between the early and latest responses for this classification variable. Therefore, as the results suggest that there were no significant differences between early response and latest response, the sample can be considered sufficient to draw conclusions about civil servant of Medan city, North Sumatera, Indonesia for the issues under study.

The respondents' profile indicated that 186 (60%) were male and 124 (40%) were female. On age profile, it shows that 1.9% were less than 27 years old, while most of the respondents (55.2%) were between 39 and 49 years old. Furthermore, 27.4% of the respondents fall in the age category of 28 to 38 years, and 15.5% were 50 to 60 years old. Finally, our results revealed that 18.4% had senior high school certificate, 12.9% had diploma, 65.2% had bachelor degree, and 3.5% had postgraduate degree.

In order to ensure the reliability of measurement scale, both Cronbach's alpha and composite reliability were used. The generated findings indicated that all constructs exceeded the cut-off value of 0.7 as the suggestions of Hair, Black, Babin & Anderson (2014). Specifically, the Cronbach's alpha of emotional intelligence was reported at the value of 0.948, organizational cynicism (0.913), motivation (0.849), and job performance (0.850). To support the Cronbach's alpha, composite reliability was calculated. Our results indicated that all constructs have acceptable values of composite reliability providing further evidence of existing reliability on the selected scales. In this study, confirmatory factor analysis (CFA) was conducted to test construct and convergent validity using the measurement model on AMOS 21. The model was finalized after achieving good fit according to some indicators. The results were shown bellow

Table 1. Confirmatory Factor Analysis (CFA)

Variables	Loading Factor	Chi-square	p	RMSEA	AGFI	CFI	GFI	TLI
Emotional intelligence	0.869-0.969	51.285	0.053	0.049	0.875	0.993	0.939	0.998
Organizational cynicism	0.863-0.906	36.652	0.071	0.063	0.816	0.989	0.906	0.991
Motivation	0.762-0.961	10.051	0.526	0.000	0.943	1.000	0.983	1.002
Job performance	0.879-0.971	18.118	0.419	0.007	0.901	0.994	0.927	0.997

Table 1 indicated that the Chi-square was less than 56.748 and other indicators also achieved the commended cut-off values to fulfill the assumptions of model fit and test for CFA ($p \geq 0.05$, $RMSEA \leq 0.08$, $AGFI \geq 0.90$, $CFI \geq 0.90$, $GFI \geq 0.90$, $TLI \geq 0.90$). To calculate CFA, factor loadings on items of each variable are reported based on standardized regression weight. There were no items with values of less than 0.50. Thus, the items have acceptable factor loading values ranging from 0.762 to 0.971, and this means that both construct and convergent validity are achieved.

In order to test the hypothesis presented in earlier sections, the structural model was drawn with some indicators to achieve good fit for the data. The final model yielded a significant Chi-square at 51.071. Furthermore, the value of degree of freedom is equal to 95. Other fit indicators were also used to ensure goodness of model fit ($p = 0.126$, $RMSEA = 0.071$, $AGFI = 0.862$, $CFI = 0.991$, $GFI = 0.912$, $TLI = 0.904$). Based on these results, it can be suggested the model reasonably fit the data (Hair et al., 2014).

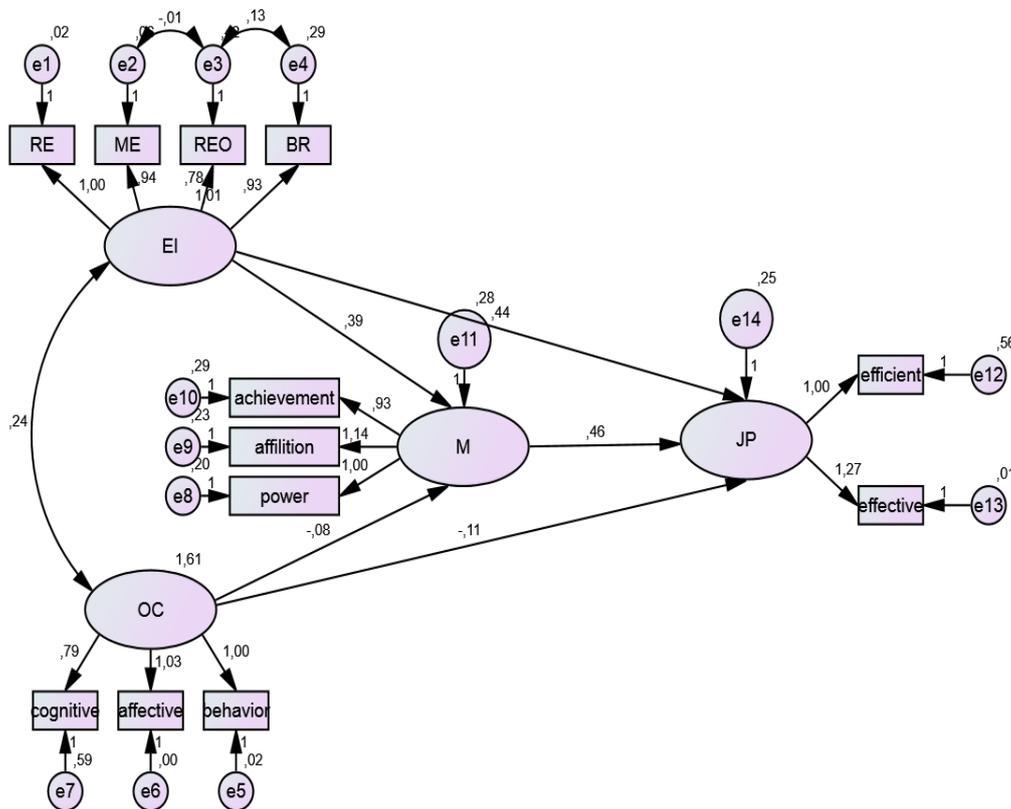


Figure 1 Structural Model

The results shown in Table 2 indicated that emotional intelligence has positive effect on job performance ($\beta = .443$, $CR = 9.608$, $p = 0.000$), hence, H_1 accepted. Organizational cynicism as a result has negative effect on job performance ($\beta = -.114$, $CR = -4.451$, $p = 0.000$), therefore, H_2 accepted. The findings also proved that motivation has positive effect on job performance ($\beta = .456$, $CR = 4.850$, $p = 0.000$), thus, H_3 accepted. The positive effect of emotional intelligence on motivation was also accepted ($\beta = .392$, $CR = 10.291$, $p = 0.000$) consequently H_4 accepted. Furthermore, organizational cynicism also found to have negative effect on motivation ($\beta = -.082$, $CR = -2.945$, $p = 0.003$), therefore H_5 could be accepted.

Table 2. Research Findings

	Hypothesized Direct Effect	Estimate	S.E	C.R	P	Decision
H_1	Job performance (JP) ← Emotional intelligence (EI)	.443	.046	9.608	***	Accepted
H_2	Job performance (JP) ← Organizational cynicism (OC)	-.114	.026	-4.451	***	Accepted
H_3	Job performance (JP) ← Motivation (M)	.456	.094	4.850	***	Accepted
H_4	Motivation (M) ← Emotional intelligence (EI)	.392	.038	10.291	***	Accepted
H_5	Motivation (M) ← Organizational cynicism (OC)	-.082	.028	-2.945	.003	Accepted
Hypothesized Direct Effect						
H_6	JP ← M ← EI	.179				Rejected
H_7	JP ← M ← OC	-.037				Rejected

However, the results revealed that motivation did not mediate the relationship between emotional intelligence and job performance because the direct effect of emotional intelligence on job performance has higher estimate (.443) than the indirect effect via motivation (.179), hence, H₆ rejected or not accepted. Furthermore, the result of analysis showed that there was no mediation effect of motivation on the relationship between organizational cynicism and job performance, since the direct effect of organizational cynicism on job performance (-.114) was much higher than direct effect of organizational cynicism on job performance (-.037), therefore H₇ could not be accepted or rejected.

V. Discussion And Conclusion

This study examined the mediation effect of emotional intelligence and organizational cynicism on job performance from perspective of public organization namely civil servant located in Medan city, North Sumatera, Indonesia. The results revealed that *First*, emotional intelligence had positive and significant effect on job performance. This result was consistent with the findings of several previous studies (Vratskikh et al, 2016; Deshwal, 2016; Kojongian et al, 2016; Yoke & Panatik, 2016). This means that if employees or civil servants have high emotional intelligence such as high recognizing emotion, managing emotion, understand others' emotion, and able to build relationship, the employees will have high job performance such as efficiency and effective. *Second*, the finding also proved that organizational cynicism had negative and significant effect on job performance and it matched with several previous studies (Bayram et al, 2017; Nafei, 2015; Johnson & O'Leary-Kelly, 2013). The managerial implication from this finding was that minimizing organizational cynicism such cognitive, affective and behavior dimensions were very important for enhancing job performance in order to create efficiency and effectiveness.

Third, motivation was found to have positive and significant effect on job performance. This finding was in line with previous studies (Nair & Ganesh, 2016; Saeed & Syah, 2016; Ali, Dahie & Ali, 2016; Murgianto, Sulasmi & Suhermin, 2016; Riyadi, 2015; Milka, Michael & Tanui, 2015; Omollo & Oloko, 2015). This finding could be interpreted that employees who motivated to have high achievement, affiliation, and power, they could achieve high job performance. *Fourth*, the result of analysis had proven that emotional intelligence and organizational cynicism as determinants of motivation. This finding was supported by several previous studies (Magnano, Craparo & Paolillo, 2016; Sontakke, 2016) who explored the effect of emotional intelligence on motivation. Furthermore, organizational cynicism was found to have negative and significant influence on motivation. This finding was also in line with previous studies (Khan, 2014; Karadag & Kilicoglu, 2014).

Finally, the findings found that motivation did not mediate the relationship between emotional intelligence, organizational cynicism, and job performance. The logic behind this contention was that the direct effect of emotional intelligence and organizational cynicism on job performance was found stronger than indirect effect via motivation.

VI. Limitation and Direction for Future Research

Prior to discussing the directions for future research, some of the study's limitations are noted. One of the limitations of this study is its cross-sectional design. The results from this investigation should be considered in this light. Taking this study as a point of departure, longitudinal research is encouraged to examine the mediation effect of motivation on the relationship between emotional intelligence, organizational cynicism and job performance over time. As such, future research should continue to monitor and evaluate the mediation effect of motivation on the relationship between emotional intelligence, organizational cynicism and job performance. Future research should also replicate this study in another developing country of Southeast Asia (e.g., Thailand and Malaysia) to see if the findings of this study can be validated using another developing country as a sampling frame.

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