Organizational Cynicism Reviewed from Work Stress to Shipping Employee Organization Support

Hesa Chikita Putrie[1], Faraz[2]
[1,2]Psychology, Faculty of Psychology and Socio-Cultural Sciences, Islamic University of Indonesia
Email: [1]hesa.putrie@students.uii.ac.id, [2]faraz.umaya@uii.ac.id

Article Info	ABSTRACT
	The study aimed to determine the role of work stress and the perception of organizational support for organizational cynicism in shipping employees. The study used a quantitative approach with 152 respondents. The research instrument uses the organizational cynicism scale of Yunida, (2016), the work stress scale of Sari et al. (2018), and the survey scale of perceived organizational support from Kurtessis et al. (2017). Data retrieval is done online, then the data that has been collected, analyzed with multiple linear regression tests using SPSS software. The results showed that the significance value p = 0.00 (p < 0.05) so it can be said that work stress and perception of organizational support influence the organization's cynicism in shipping employees in the era of the COVID-19 pandemic. Work stress had an effective contribution of 31%, while effective contributions perceptions of organizational support were greater at 32%. Based on these results, it is very important to pay attention to organizational support for employees to avoid the emergence of organizational cynicism.

Corresponding Author :

Faraz
Psychology, Faculty of Psychology and Socio-Cultural Sciences,
Islamic University of Indonesia
Email: 159151301@uii.ac.id

BACKGROUND

On March 11, 2020, the World Health Organization (WHO) declared the coronavirus (COVID-19) a pandemic due to the global spread of the disease, causing widespread concern (WHO) 2020. The organization's financial condition decreased due to the COVID-19 pandemic causing as many as 4,710 employees in Jambi to be laid off (Termination of Employment) (Jambikita.id, 08/10/2020). Layoffs can trigger less positive behavior in employees, such as organizational cynicism (Chiaburu et al., 2013; Mustikawati & Suana, 2018).

Organizational cynicism results in employees not trusting the integrity of the organization, having no confidence in the organization's leadership, and distrust of superiors (Aly et al., 2016; Dean et al., 1998; Pfrombeck et al., 2020), decrease effectiveness and reduce the integrity of a company (Erarslan et al., 2018; Nemr & Liu, 2021; Zhang et al., 2019), increasing an employee's intention to quit his job (Dean et al., 1998; Pfrombeck et al., 2020). Thus, the organization will experience obstacles that can affect the entire organizational process in achieving its goals (Kadiyono & Sumantri, 2010; Yunida, 2016).

A work environment with job demands and lack of organizational support raises feelings of suspicion in employees towards the organization called organizational cynicism (Dean et al., 1998; Risgiyanti, 2015). Organizational cynicism according to Dean et al. (1998) consists of three dimensions. First, the cognitive dimension in which employees believe that organizations ignore moral principles such as fairness, honesty and sincerity (Dean et al., 1998; Durrah et al., 2019; Risgiyanti, 2015). Second, the affective cynicism dimension of organizational cynicism consists of several emotions, for example employees feel insulted or angry with the organization (Dean et al., 1998) Third, behavioral cynicism tends to be negative behavior and disparaging of the organization, such as denouncing the organization, negative non-verbal behavior, cynical interpretation of the organization's future program (Dean et al., 1998)

Some of the factors influencing cynicism are stress, disagreement with organizational expectations, lack of support and social recognition, lack of a voice in the decision-making process, unbalanced distribution of power and lack of communication (Sheel &Vohra, 2016). Research has proven that perceived organizational support (POS) perceptions influence organizational cynicism so that employees will be more cynical about the organization because they lack understanding of the organization's support (Byrne &Hochwarter, 2008; Chiaburu et al., 2013).

The perception factor of organizational support refers to employee trust regarding how far the organization will provide support and care for their well-being (Kurtessis et al., 2017; Ocean, 2016). With the perception of organizational support can improve performance, commitment, loyalty, job satisfaction, prevent turnover (Aselage & Eisenberger, 2003; Kurniawan & Harsono, 2021), and lowered the level of organizational cynicism (Kasalak & Mualla, 2014). According to Chiaburu et al. (2013) employees who have a low organizational perception will feel that their contributions are not appreciated by the organization so that the employee develops a feeling of betrayal. Thus, employees tend to exhibit higher levels of cynicism towards the organization.

Perceived organizational support (POS) is the employee's view of how far the organization will go and seeing how far the organization's readiness to provide assistance to employees when needed (Kurtessis et al., 2017) Kurtessis et al. (2017) explain that there are three dimensions of the perception of organizational support.

First, fairness is the act of treating everyone fairly, giving everyone equal opportunities, and not letting subjective feelings influence decisions that concern others. Second, Supervisor Support where the supervisor has direct responsibility in directing and evaluating the performance of workers. Organizational Rewards and Job Conditions are contributors to improving worker well-being.

Things that do not go according to the expectations of the employee raise demands and pressures so that there are contradictions in the individual it will cause stress and tension in the employee (Riggio et al., 1990; Shaharruddina et al., 2016). The impact of stress in the organization will affect employees physically, affectively, and behaviors such as declining employee mental health, causing decreased performance, increased accidents and decreased business in work (Sonnentag & Frese, 2003; Wijayanti, 2021).

Work stress is a form of a person's response, both physically and mentally to work beyond his or her ability that causes demands so that the individual feels disturbed (Sari et al., 2018). According to Rice et al. (2015) a person who experiences stress at work will cause symptoms that include three aspects of the First, physiological aspects related to physical health problems such as immune system problems, headaches, back pain and others. Second, aspects of psychology are characterized by inability to fulfill work, tense, restless, anxious, aggressive actions, and others. Third, behavioral aspects related to changes in productivity, absence in work schedule, changes in appetite, difficulty sleeping, and others.

Organizational cynicism is one of the potential obstacles because it affects and impacts ethical leadership on business behavior (Nemr & Liu, 2021). Organizational cynicism arises because employees experience pressure, stress, resentment and even embarrassment when they think about their organization (Gibson et al., 2015; Nugraha & Suherna, 2019; Rakhim et al., 2021; Setiyana, 2013). In addition to stressful conditions, another factor causing organizational cynicism is that employees can perceive the organization's support as the malicious intention of the organization in valuing employee performance (Chiaburu et al., 2013; Lynch et al., 1999). Based on that background, researchers are interested in conducting research on organizational cynicism associated with work stress and organizational support. The purpose of the study was to determine the role of work stress and the perception of organizational support for organizational cynicism in the era of the COVID-19 pandemic in shipping employees.

METODE PENELITIAN

Jenis Penelitian

Penelitian ini menggunakan pendekatan kuantitatif. Variabel yang diukur dalam penelitian ini terdiri dari variabel tergantung yaitu Organizational cynicism, and free variables are work stress and perceptions of organizational support.

Research Subjects

Participants in this study were shipping employees at PT. Pelabuhan Indonesia II Jambi aged 20 years to 55 years amounted to 152 people, there are men and women. The sampling technique in this study used convenience sampling techniques where the authors only took data on the subject's willingness to participate in the study.

Data Collection Methods

The study used three scales. First, organizational cynicism will be measured using a scale adapted by Yunida (2016) based on dean et al. (1998) theory. This scale amounted to 10 aitems that have a reliability

score of 0.886 so the scale is said to be consistent.

Second, work stress will be measured using the work stress scale developed by Putra (2016), and modified by Sari et al. (2018) sourced in Rice (1999). This scale numbers 20 aitems that have a reliability score of 0.954 so the scale is said to be consistent.

Third, the perception of organizational support is measured using a survey scale of perceived organizational support (SPOS) developed by Kurtessis et al. (2017) sourced from Eisenberger et al. (1986). This scale amounted to 8 aitem with reliability test results of 0.834 so that the scale is said to be consistent.

Data Analysis Techniques

The study used multiple linear regression analysis techniques to determine the direction of the relationship whether it was positive or negatively related between work stress, perception of organizational support, and organizational cynicism. The data analysis process will use Statistical Package for Social Science (SPSS) 25.0 for windows.

RESEARCH RESULTS

Descriptive Analysis

Based on the data obtained, study participants can be seen gender, age, staffing status, and position.

Table 1. *Description of Research Participants*

Participant Overview	Information	amount	Percentage
Gender	Man	104	68,4%
	Woman	48	31,6%
Age	< 30 years	55	36,1%
	31 - 40 years	56	36,8%
	41 - 50 years	37	24,3%
	> 50 years	4	2,6%
Staffing Status	Contract	55	36,2%
	Remain	97	63,8%
Position	ADGM Rendal & Service Kapalistrasi Jambi	6	4%
	Administration of Ships	17	11,2%
	Assistant Manager	1	0,7%
	Assistant	2	1,3%
	Chief Officer (Mualim I)	2	1,3%
	Director	3	2%
	Executive	1	0,7%
	Finance Supervisor	1	0,7%
	Functional Quarantine Plant	2	1,3%
	HRD	3	2%
	Employee	2	1,3%
	Private Employees	4	2,6%
	Kasi PKC	12	7,9%
	Kasie Eksport	1	0,7%
	Agency	8	5,3%
	KKM	2	1,4%
	Commissioner	3	2%
	Field Coordinator	1	0,7%
	Manager Area	2	1,3%

Manager Shipping	4	2,6%
Manager Staff	14	9,2%
Marketing & Head Of Export Documents	5	3,3%
Nahkoda	5	3,3%
Sea Guide	1	0,7%
Executor of Examiners	1	0,7%
Port Manager	26	17,1%
Staff IT	1	0,7%
Financial Staff	1	0,7%
Operational Staff	6	4%
Engineering Staff	2	1,3%
Supervisor	4	2,7%
Surveyors	6	4%
TNO	3	2%

Based on the participant distribution table above it can be known that the participants in this study are mostly men (68.4%), this is because the work in the shipping sector is more outdoor, so it requires high mobility. In addition, participants in this study were mostly in the age range of 31-40 years amounting to 56 (36.8%) people. Most subjects in the study had levels of organizational cynicism in moderate categories (40.8%), had very high levels of work stress (34.9%), and had a perception level of organizational support in high categories (50%).

Assumption Test

Before conducting the hypothesis test, the researcher conducts an assumption test, namely the normality test, linearity test, multicollinearity test, and heteroskedasticity test first as a condition of multiple regression tests. Normality test results show that the data is normal distributed with a significance value of p = 0.200 (p > 0.05). The results of the linearity test showed that there was a linear relationship between the variable work stress and the perception of organizational support with organizational cynicism where the value p = 0.000 (p < 0.05).

In the multicollinearity test it was known that the tolerance value of both variables was 0.745 greater than 0.100 and the VIF value of both variables, 1,342, was less than 10.00, meaning that the variables of work stress and organizational support perception showed no symptoms of multicollinearity. As for the heteroskedasticity test, it showed that variable work stress and organizational support perception had no symptoms of heterodetic. This can be seen from the value of work stress which is p = 0.901 (p > 0.05) and the value of the perception of organizational support is p = 0.882 (p > 0.05).

Hypothesis Test

In this section, a hypothesis test will be conducted that aims to find out whether work stress and perceptions of organizational support affect organizational cynicism in accordance with the research hypothesis.

Table 2. *Multiple Regression Test Results*

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	5527.850	2	2763.925	134.226	.000[b]
	Residual	3068.143	149	20.592		
	Total	8595.993	151			

a. Dependent Variable: Organizational Cynicism (Y)

b. Predictors: (Constant), Perception of Organizational Support (X2), Work Stress (X1)

Based on the table, showing that work stress and perception of organizational support can simultaneously affect organizational cynicism in employees, this is evident from the significance value of 0.000 ($p < 0.05$).

Table 3. *Determination Coefficient Test Results*

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.802[a]	.643	.638	4.53779

a. Predictors: (Constant), Perception of Organizational Support (X2), Work Stress (X1)

Based on the table above, it can be seen the value of R square = 0.643 which means that the effective contribution is 64.3%. This explains that variable organizational cynicism can be influenced by both variables namely work stress and the perception of organizational support. In addition, work stress and perceptions of organizational support partially have an influence on organizational cynicism. Regression test analysis showed that work stress had an effective contribution of 0.316 (31%) and the perception of organizational support had an effective contribution of 0.327 (32%). From these results, researchers conducted an analysis of each aspect on the perception of organizational support. These results showed the supervisor support aspect had a *square r score* of 0.697 and the award aspect and the work environment had a *score of* 0.440, meaning that the supervisor support aspect had the greatest influence on the decline in organizational cynicism. Therefore, it can be said that if more employees receive support from supervisors, then organizational cynicism will also decrease significantly.

DISCUSSION

Based on the results of hypothesis tests, it can be known that work stress and the perception of organizational support simultaneously have an influence on organizational cynicism. These results are in line with research conducted by Tükeltürk and Akyön (2013) that there are several factors that influence organizational cynicism such as excessive stress, inadequate social support, and lack of communication. The higher the level of work stress can increase organizational cynicism, and the higher the perception of organizational support can decrease organizational cynicism. This finding is in line with Saeed (2018) where the results of his research prove that organizational cynicism is positively associated with work stress and influenced by low organizational support. Other research from Oortmerssen et al. (2020) shows that a lack of social support and work stress are positively associated with organizational cynicism. In addition, Risgiyanti's research (2015) also explained that work stress is able to increase organizational cynicism, and organizational support is able to reduce organizational cynicism.

Based on the above results, excessive work stress will affect organizational cynicism. It is in line with the research of Dean et al. (1998) and Reichers et al. (1997) that one factor of organizational cynicism is work stress. Shaharruddina et al. (2016) explained that pressure causes work stress resulting in the emergence of organizational cynicism in employees. As a result of the pressure, the employee is under stress. A similar study conducted by Aly et al. (2016) explained that work stress has a significant influence on organizational cynicism, where respondents from the study have high levels of work stress in stressful work environments.

Work stress partially affects organizational cynicism, meaning that if employees feel excessive work stress it will affect organizational cynicism. This is in line with research from Sazkaya (2014) also explaining the existence of a significant relationship between work stress, cynicism and work alienation, concluding that cynicism is a mediator in the relationship between work stress and work alienation.

This is in line with research by Dean et al. (1998) and Reichers et al. (1997) that support from organizations is one of the factors influencing organizational cynicism. Previous research by Cole et al. (2006) proved that employees who receive support from superiors and have good relationships between bosses and employees can also lower organizational cynicism. According to Chiaburu et al. (2013) employees with a low perception of organizational support will develop feelings of betrayal such as organizational cynicism.

Organizational support partially affects organizational cynicism, meaning that if organizational support felt by employees continues to increase it will affect organizational cynicism. Peplinski (2014) explains that the perception of organizational support is negatively related to organizational cynicism. Similar research conducted by Kasalak and Mualla (2014) proves that there is a negative relationship between all dimensions of perception of organizational support and organizational cynicism. In addition, perceptions of organizational support have a negative influence on organizational cynicism (Aly et al., 2016; Kurniawan & Harsono, 2021). It can be concluded that the perceived level of organizational support is significantly capable of predicting organizational cynicism.

Based on the results of tests on the perception aspect of organizational support, it is known that the aspect of supervisor support has the greatest influence on the decline of organizational cynicism. This is supported by research by Kasalak and Mualla (2014) which explained that some research assistants who received support from supervisors were able to reduce organizational cynicism significantly.

Organizational cynicism can occur when employees receive pressure and do not receive adequate support from the organization. Such pressure causes work stress that can affect employee performance. However, this can be reduced by the support of the organization to reduce organizational cynicism in employees.

CONCLUSIONS AND SUGGESTIONS

This study shows that work stress and perceptions of organizational support have a significant effect on organizational cynicism, meaning that the higher the work stress experienced by employees, the higher the organizational cynicism, and vice versa. On the other hand, when employees get support from the organization, this can decrease organizational cynicism in employees. Therefore, it is important for organizations to pay attention to the stressful conditions experienced by employees and provide support to employees to avoid the emergence of

organizational cynicism in employees. Research advice aimed at respondents, subsequent researchers, and institutions/agencies related to research.

Further research is suggested to use these research variables in other population groups such as interns, employees who do not yet have a position, and the younger generation who will work to see if there is organizational cynicism and try to use different ways of analysis such as using organizational support perception variables into mediation variables of two other variables namely organizational cynicism and work stress to get better results. Diverse.

REFERENCES

Aly, N. A. E.-F. M., Ghanem, M., & El-Shanawany, S. (2016). Organizational cynicism and its consequences on nurses and quality of care in critical care and toxicology units. *Journal of Education and Practice*, *7*(8), 85–96. https://eric.ed.gov/?id=EJ1095331

Aselage, J., & Eisenberger, R. (2003). Perceived organizational support and psychological contracts: A theoretical integration. *Journal of Organizational Behavior*, *24*(5), 491–509. https://doi.org/10.1002/job.211

Byrne, Z. S., & Hochwarter, W. A. (2008). Perceived organizational support and performance. *Journal of Managerial Psychology*, *23*(1), 54–72. https://doi.org/10.1108/0268394081084 9666

Chiaburu, D. S., Peng, A. C., Oh, I.-S., Banks, G. C., & Lomeli, L. C. (2013). Antecedents and consequences of employee organizational cynicism: A meta-analysis. *Journal of Vocational Behavior*, *83*(2), 181–197. https://doi.org/10.1016/j.jvb.2013.03.007

Cole, M. S., Bruch, H., & Vogel, B. (2006). Emotion as mediators of the relations between perceived supervisor support and psychological hardiness on employee cynicism. *Journal of Organizational Behavior*, *27*(4), 463–484. https://doi.org/10.1002/job.381

Dean, J. W., Brandes, P., & Dharwadkar, R. (1998). Organizational cynicism. *Academy of Management Review*, *23*(2), 341–352. https://doi.org/10.5465/amr.1998.53323 0

Durrah, O., Chaudhary, M., & Gharib, M. (2019). Organizational cynicism and its impact on organizational pride in industrial organizations. *International Journal of Environmental Research and Public Health*, *16*(7), 1203. https://doi.org/10.3390/ijerph16071203

Eisenberger, R., Huntington, R., Hutchison, S., & Sowa, D. (1986). Perceived organizational support. *Journal of Applied Psychology*, *71*(3), 500–507. https://doi.org/10.1037/0021-9010.71.3.500

Erarslan, S., Çiğdem, K., & Altindag, E. (2018). Effect of organizational cynicism and job satisfaction on organizational commitment: An empirical study on banking sector. *Süleyman Demirel Üniversitesi İktisadi ve İdari Bilimler Fakültesi Dergisi*, *23*(Geybulla Ramazanoğlu Özel Sayısı), 905–922.

Gibson, J. L., Ivancevich, J. M., & Donnelly, J. H. (2015). Organisasi dan manajemen. In *Erlangga* (4th ed.). Erlangga.

Kadiyono, A. L., & Sumantri, S. (2010). *Identifikasi hambatan organisasi dalam memberdayakan sumber daya manusia serta hubungannya dengan kepuasan kerja karyawan*.

Kasalak, G., & Mualla, A. (2014). The relationship between perceived organizational support and organizational cynicism of research assistants. *Educational Sciences: Theory & Practice*, *14*(1), 125–133. https://doi.org/10.12738/estp.2014.1.176

5

Kurniawan, I. S., & Harsono, M. (2021). Dukungan organisasi yang dirasakan: Anteseden, proses, dan hasil. *Jurnal Manajemen Dan Organisasi*, 12(1), 67–80. https://doi.org/10.29244/jmo.v12i1.3409 2

Kurtessis, J. N., Eisenberger, R., Ford, M. T., Buffardi, L. C., Stewart, K. A., & Adis, C. S. (2017). Perceived organizational support: A meta-analytic evaluation of organizational support theory. *Journal of Management*, 43(6), 1854–1884. https://doi.org/10.1177/01492063155755 54

Lynch, P. D., Eisenberger, R., & Armeli, S. (1999). Perceived organizational support: Inferior versus superior performance by wary employees. *Journal of Applied Psychology*, 84(4), 467–483. https://doi.org/10.1037/0021-9010.84.4.467

Mustikawati, R., & Suana, I. W. (2018). Pengaruh sinisme organisasi dan keadilan organisasi terhadap komitmen organisasional. *E-Jurnal Manajemen Universitas Udayana*, 7(5), 2380. https://doi.org/10.24843/EJMUNUD.201 8.v07.i05.p03

Nemr, M. A. A., & Liu, Y. (2021). The impact of ethical leadership on organizational citizenship behaviors: Moderating role of organizational cynicism. *Cogent Business & Management*, 8(1). https://doi.org/10.1080/23311975.2020.1 865860

Nugraha, F., & Suherna, S. (2019). Pengaruh beban kerja dan komunikasi terhadap kepuasan kerja melalui mediasi stres kerja dan hubungan rekan kerja (Studi pada karyawan Bank BJB KCU Rangkasbitung). *Jurnal Riset Bisnis Dan Manajemen Tirtayasa*, 3(1), 37–52. https://doi.org/http://dx.doi.org/10.481 81/jrbmt.v3i1.9363

Peplinski, M. S. (2014). *Perceived organizational support, organizational cynicism and employee well-being*. University of Waikato.

Pfrombeck, J., Doden, W., Grote, G., & Feierabend, A. (2020). A study of organizational cynicism and how it is affected by social exchange relationships at work. *Journal of Occupational and Organizational Psychology*, 93(3), 578–604. https://doi.org/10.1111/joop.12306

Putra, S. W. H. (2016). *Hubungan antara makna kerja dengan stres kerja pada anggota polisi fungsi sabhara (Studi pada polres Kota Malang, Kabupaten Bondowoso, dan Kabupaten Situbondo)*. University of Muhammadiyah Malang.

Rakhim, A. F., Matulessy, A., & Rini, A. P. (2021). Stres kerja pada anggota kepolisian di jawa timur: Bagaimana peranan makna kerja? *SUKMA: Jurnal Penelitian Psikologi*, 2(1), 52–60. http://jurnal.untag-sby.ac.id/index.php/sukma/article/view /5307

Reichers, A. E., Wanous, J. P., & Austin, J. T. (1997). Understanding and Managing Cynicism about Organizational Change. *The Academy of Management Executive (1993-2005)*, 11(1), 48–59. http://www.jstor.org/stable/4165371

Rice, K. G., Ray, M. E., Davis, D. E., DeBlaere, C., & Ashby, J. S. (2015). Perfectionism and longitudinal patterns of stress for STEM majors: Implications for academic performance. *Journal of Counseling Psychology*, 62(4), 718–731. https://doi.org/10.1037/cou0000097

Rice, P. L. (1999). Stress and health. In *Pacific Grove, CA: Brooks/Cole* (3rd ed.).

Riggio, R. E., Throckmorton, B., & DePaola, S. (1990). Social skills and self-esteem. *Personality and Individual Differences*, 11(8), 799–804. https://doi.org/10.1016/0191-8869(90)90188-W

Risgiyanti. (2015). Pengaruh sinisme organisasi terhadap kinerja karyawan:

Peran kepuasan kerja dan komitmen organisasi sebagai variabel mediasi. *Jurnal Majalah Neraca*, 1–20.

Saeed, I. U. (2018). *Impact of Organization Cynicism on Work Outcomes: Mediating Role of Work Alienation*.

Samudra, M. A. (2016). *Hubungan persepsi dukungan organisasi dengan komitmen organisasi pada karyawan*. University Of Muhammadiyah Malang.

Sari, W. R., Supriyati, S., & Purnama, R. (2018). Hubungan stress kerja dengan turnover intention pada karyawan perusahaan pembiayaan PT. FIF Group. *ANFUSINA: Journal of Psychology*, *1*(1), 31–44.

Sazkaya, M. K. (2014). Cynicism as a mediator of relations between job stress and work alienation: A study from a developing country-Turkey. *Global Business and Management Research*, *6*(1), 24–36.

Setiyana, V. Y. (2013). Forgiveness dan stres kerja terhadap perawat. *Jurnal Ilmiah Psikologi Terapan*, *1*(2), 376–396.

Shaharruddina, S., Ahmadb, F., & MuhaizamMusa, M. (2016). Cynicism in organizations: Does organizational justice matter? *International Journal of Research in Business Studies and Management*, *3*(2), 49–60.

Sheel, R. C., & Vohra, N. (2016). Relationship between perceptions of corporate social responsibility and organizational cynicism: The role of employee volunteering. *The International Journal of Human Resource Management*, *27*(13), 1373–1392. https://doi.org/10.1080/09585192.2015.1072102

Sonnentag, S., & Frese, M. (2003). Stress in organizations. In *Handbook of psychology*.

Tükeltürk, S. A., & Akyön, F. V. (2013). A research on employees' perception of organizational justice and their propensity to leave: Case study of 4 and 5 star hotels in the Province of Antalya. *Revista Tinerilor Economisti (The Young Economists Journal)*, *1*(21), 138–156.

van Oortmerssen, L. A., Caniëls, M. C. J., & van Assen, M. F. (2020). Coping with work stressors and paving the way for flow: Challenge and hindrance demands, humor, and cynicism. *Journal of Happiness Studies*, *21*(6), 2257–2277. https://doi.org/10.1007/s10902-019-00177-9

Wijayanti, T. (2021). *Pengaruh stres kerja dan lingkungan kerja terhadap intention to leave pada PT. Tirta harapan Banyuwangi*. universitas muhammadiyah malang.

World Health Organization [WHO]. (2020). *WHO Director-General's opening remarks at the media briefing on COVID-19*. World Health Organization [WHO].

Yunida, R. (2016). Hubungan sinisme organisasi dengan komitmen organisasi pada karyawan PT. Hasnur citra terpadu di Banjarmasin. In *University of Muhammadiyah Malang*. University of Muhammadiyah Malang.

Zhang, Q., Sun, S., Zheng, X., & Liu, W. (2019). The role of cynicism and personal traits in the organizational political climate and sustainable creativity. *Sustainability*, *11*(1), 257. https://doi.org/10.3390/su11010257