



Perceived Organizational Support and Organizational Cynicism: Evidence from Private Sector Employees in Kathmandu Valley

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Abstract

Background: Perceived Organizational Support (POS) is an important determinant of employee attitudes, well-being, and behavior in organizations. When employees feel that their organization values their contributions and cares about their well-being, they are more likely to develop positive workplace attitudes and commitment. In contrast, a lack of organizational support may lead to job burnout and organizational cynicism, both of which negatively affect employee morale, engagement, and productivity.

Purpose: This study examines the relationship between perceived organizational support, job burnout, and organizational cynicism among employees in Kathmandu Valley. It also explores whether job burnout mediates the relationship between perceived organizational support and organizational cynicism.

Design/methodology/approach: The study adopted an explanatory research design and a quantitative approach. Data was collected through a structured questionnaire distributed via Google Forms using a non-probability convenience sampling technique. The responses were analyzed using Microsoft Excel and SmartPLS 4.0. Reliability and validity assessments were conducted to ensure the robustness of the measurement model, while Structural Equation Modeling (SEM) was used to test the proposed hypotheses and mediation effect.

Findings: The findings reveal that perceived organizational support has a significant negative effect on both job burnout and organizational cynicism, indicating that higher perceived support reduces employee burnout and cynical attitudes. In addition, job burnout has a significant positive effect on organizational cynicism, suggesting that employees experiencing burnout are more likely to develop negative perceptions toward their organization. However, the mediation analysis shows that job burnout does not significantly mediate the relationship between perceived organizational support and organizational cynicism.

Conclusion: The study concludes that organizational support is essential for reducing employee burnout and cynicism, thereby promoting a healthier and more productive work environment. These findings provide important theoretical and managerial implications for organizations aiming to enhance employee well-being and foster positive workplace attitudes.

Keywords: Perceived Organizational Support, Job Burnout, Organizational Cynicism, Employee Well-being, Kathmandu Valley.



1. Introduction

Organizational commitment and trust are developed when employees see their organization behaving in an honest, fair and caring manner (Dean et.al., 1998). An effective and positive work culture promotes staff members to feel appreciated, respected and inspired in their job. Conducting the organization effectively, communicating clearly and managing changes well ensures staff have confidence in management and builds staff loyalty to the organization. This means that employees are more likely to exhibit positive behavior like co-operation, constructive communication, respect and active engagement, and this in turn ultimately leads to better individual and organizational performance. Perceived Organizational Support (POS)-the extent to which employees perceive that their organization appreciates their effort and is concerned with their well-being, has developed as a prominent predictor of a number of positive work outcomes (Eisenberger et al., 1986). High POS is generally associated with greater employee commitment, job satisfaction, and psychological well-being. But where employees believe there is inadequate support, it leads to undesirable psychological effects such as job burnout and, ultimately, cynicism towards their organization (Rhoades & Eisenberger, 2002).

Traditionally, job burnout has been defined along the dimensions of emotional exhaustion, depersonalization, and reduced personal accomplishment. It is now recognized as an emergent psychological syndrome resulting from prolonged exposure to occupational stressors (Maslach & Jackson, 1981). The victims of burnout are those who perceive they are exhausted, detached from work, and lacking in performance in their job. Burnout not only affects individual well-being if left unaddressed but also reduces organizational performance and employee turnover (Schaufeli & Taris, 2014). Due to the increasingly changing and more competitive modern work environment, employee wellness has become the central agenda as an organizational priority across the globe (Richardson, 2017). Organizations have realized that long-term performance is not only based on technological advancements or strategic development but also depends on organizational environments being interpreted by employees and how they respond to psychological stressors in the workplace. Of the many workplace problems, job burnout and organizational cynicism have been core issues that can undermine significantly employee engagement, morale, and productivity (Maslach & Leiter, 2016).

Research has ascertained that POS can serve as a buffer against cynicism and burnout but the mechanism by which this interaction takes place remains to be investigated. Future research suggests job burnout may be a mediating variable, showing how and why poor organizational support results in cynical employee attitudes (Aslam et al., 2021; Panaccio & Vandenberghe, 2009). If workers do not feel supported, they will, in the course of time, develop depersonalization and emotional exhaustion, which, ultimately, generates a cynical attitude towards the company.

In Nepal and other developing countries, this connection is even more critical. Nepali employees are typically exposed to hazardous working conditions, unfavorable career development opportunities, acute job insecurity, and poor managerial support, all of these contributing to job stress and burnout factors (ILO, 2022). It is at this juncture that organizational sustainability relies on an awareness of how organizational support (or lack of it) translates to negative employee attitudes like cynicism via burnout (Ike et. al., 2024). Despite the significance of such issues, scant empirical research has been conducted in Nepal regarding how job burnout serves as a mediating variable between POS and cynicism within the organization, services (Alsubaie & Nasaani, 2021). With the increasing service economy in the nation and a well-educated, young workforce, there is a need to study how organizations can maximize employee experience and talent retention through nurturing practices (Mohamed-Padayachee, 2017).

This study is an attempt to examine the effect of perceived organizational support on organizational cynicism in employees of Private organization in Kathmandu Valley. This study will not only contribute to academic literature but also provide practical insights to HR managers, organizational leaders, and policymakers to design more supportive working environments. These strategies can minimize burnout, counteract cynicism, and create a dynamic workforce that contributes to Nepali organizational effectiveness in the long term.

2. Literature Review

This growing phenomenon of cynicism in the workplace has become a major issue in worldwide. It occurs when the employees feel that their organization is not honest, just and supportive of them and it eventually leads to a gradual loss of trust and building up of negative attitudes toward the organization. Employees with such cynical attitudes tend to be less productive, less motivated, emotionally drained, and frustrated (Durrah & Alalyani, 2023). Excessive workload, lack of job security, organizational restructuring, layoffs, and inadequate managerial support are typical workplace stressors linked with cynicism (Bunting, 2004; Dean et. al., 1998). Such organizational conditions may lead to employee's doubts and a sense of disconnection about the organization's intentions and practice. Furthermore, the emergence of cynicism in the workplace can differ from one culture and region to another. Research in Egypt and Turkey revealed that cultural attitudes toward the organization (Mousa, 2017; Yildirim, 2022). Abukari et.al. (2020) also revealed that educational attainment and type of working environment are factor that affects employees' cynicism in the workplace. The result indicate organizational cynicism is a multi- faceted phenomenon related to the organizational practices and socio-cultural aspects.

Job burnout plays a key role in increasing cynicism worldwide. When employees are mentally and physically drained due to high workloads and limited organizational support, they tend to develop more negative attitudes towards their job and the employer (Nafei, 2013; Rafiee et al., 2021). A recent Study of (Das, 2025) showed that only 19% of Indian workers are fully engaged in their jobs, which is a significant drop from earlier years. This low level of engagement suggests that many employees do not feel connected to their organization's goals. To respond to this issue, many Indian organizations are focusing on building trust through ethical leadership. When leaders are honest, fair, and transparent, employees are less likely to feel betrayed or lose trust in their company. This kind of leadership helps reduce workplace cynicism and encourages a more positive and engaged workforce (Sreenivasa Institute of Technology & Management Studies, 2025).

In Nepal, people at work sometimes feel a strong sense of cynicism. This means they start to distrust their workplace, feel hopeless that things will get better, and often openly criticize their job or the company (Supatni & Sunaryo, 2024). It often happens when employees feel their hard work isn't really seen or rewarded fairly (Dedeoglu et.al., 2017). Many organizations in Nepal are operating with limited psychological safety, ambiguous job roles, weak leadership communication, and insufficient emotional support mechanisms. Employees in both the public and private sectors frequently encounter excessive workloads, low autonomy, delayed rewards, and inconsistent managerial behavior. These conditions create ground for job burnout and cynical workplace attitudes, which hinder organizational growth and innovations.

Cynicism often comes from a "broken promise" feeling-when the unspoken agreements between them and their employer aren't met. To deal with these issues, companies are trying different things. A big focus is on making the workplace better and more positive. This means making sure employees feel safe and respected, where they can speak up without fear (Clarke, 2024). Better communication and support programs are also becoming more common. Companies realize that being open and honest, especially during changes, helps build trust (Shockley et.al, 2024). Many are now offering programs like Employee Assistance Programs (EAPs), through groups like Happy Minds Nepal and Mantra Care. These programs offer confidential counseling and help with stress and mental health, making employees feel more supported.

Companies are also focusing on recognizing employees and helping them grow. People are being appreciated for their hard work, chances are provided to learn new skills and move up in their careers to make sure they get fair pay (NecoJobs, 2025). Companies are trying flexible work hours and encouraging their employees to take time off to reduce stress and prevent cynicism from starting in the first place (NecoJobs, 2025). All efforts are made to make a positive and trustworthy environment for everyone.

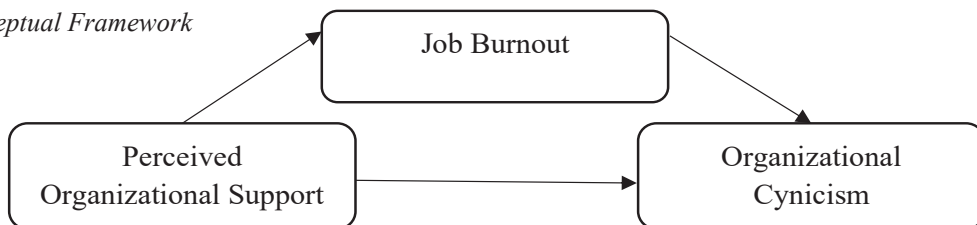
Cynicism at work is on the rise in Nepal and it hurts worker morale, teamwork, and effectiveness. It most often arises when workers feel their employers do not value them, are unsupportive, or break promises. It happens to people in the majority of fields like education, banking, and medicine. Long working hours, pressure, and feeling unvalued fuel it. To tackle this, most Nepali companies are doing their best to make the office environment safer, more polite, and better at communicating and supporting one another. They are offering counseling sessions, acknowledging workers for their hard work, motivating them to upgrade their skills, and creating a better balance between life and work. These steps allow for the restoration of trust, removal of tension, and more positive environment in which employees are appreciated and encouraged.

Conceptual Framework

The conceptual framework (see Figure 1) explains how POS reduce burnout and improve job satisfaction, aligning with Maslach's Burnout Theory view that burnout stems from organizational factors, not personal weakness. By promoting job satisfaction and emotional regulation through RESE, POS helps reduce burnout and its negative impacts, including turnover intentions. This conceptual framework offers a comprehensive view of how organizational and individual factors interact to affect employee well-being and attitudes in this study.

Figure 1

Conceptual Framework



Source: Adopted and modified from Altamimi et al. (2021)

Perceived Organizational Support and Job Burnout

Perceived Organizational Support (POS) refers to the extent to which employees believe that their organization values their contributions and genuinely cares about their well-being (Eisenberger et al., 1986). When employees perceive high organizational support, they are less likely to experience emotional exhaustion and other symptoms of burnout. Conversely, low levels of perceived support increase the risk of burnout, as employees may feel isolated and undervalued (Rhoades & Eisenberger, 2002).

H1: There is a significant negative relationship between perceived organizational support and job burnout.

Job Burnout and Organizational Cynicism

Job burnout is a psychological condition that arises from chronic exposure to stressful work environments and is typically characterized by emotional exhaustion, depersonalization, and reduced personal accomplishment (Maslach et al., 2001). This emotional exhaustion may lead to organizational cynicism, which involves negative beliefs, emotions, and behaviors toward the organization (Schaufeli & Taris, 2014). Burned-out employees are more likely to express distrust, sarcasm, and disillusionment toward their organization.

H2: There is a significant positive relationship between job burnout and organizational cynicism.

Perceived Organizational Support and Organizational Cynicism

Organizational cynicism is a negative attitude toward one's employing organization, involving beliefs that the organization lacks integrity, along with emotional reactions such as anger or distrust, and critical behaviors like complaining or sarcasm (Dean et al., 1998). Employees who perceive their organization as supportive are more likely to feel respected and engaged, reducing the likelihood of developing cynical attitudes. High POS fosters a sense of trust and fairness, which can reduce skepticism and negative reactions toward the organization (Caesens & Stinglhamber, 2014). Therefore, POS is expected to be negatively associated with organizational cynicism.

H3: There is a significant negative relationship between perceived organizational support and organizational cynicism.

Mediating Role of Job Burnout

Job burnout act as a psychological pathway through which a lack of organizational support translates into negative employee attitudes. When POS is low, employees are more susceptible to emotional exhaustion and detachment from work. This burnout, in turn, increases the likelihood of viewing the organization in a cynical light. Thus, job burnout may serve as a mediating mechanism between perceived organizational support and organizational cynicism (Taris et al., 2005; Schaufeli & Taris, 2014).

H4: Job burnout mediates the relationship between perceived organizational support and organizational cynicism

3. Research Methods

The research method used in this study was quantitative research and explanatory research design to analyze the casual relationship between the proposed constructs. This study was carried out in the Kathmandu Valley (comprising of Kathmandu, Lalitpur and Bhaktapur districts). Due to the economic and demographic diversity and the fact that a large proportion of the employees work in formal private sector organizations, the study area was chosen. The data were collected by a non-probability convenience sampling technique which was adopted for the employees in the private organizations in Kathmandu Valley. This was considered to be a suitable sampling method due to the constraints of access and resources of the target population. Of all the respondents, 409 received valid answers, which was more than the minimum 200 sample size recommended for structural equation modeling analysis. Primary data were gathered using a structured self-administered questionnaire that was adopted from previously validated measurement scales from existing empirical studies. The scale used for the questionnaire was a five-point Likert scale (1= Strongly Disagree, 5= Strongly Agree). It comprised of sections that addressed respondents' demographic characteristics, workplace cynicism and some key research constructs that included perceived organizational support, job burnout, organizational cynicism, workplace cynicism challenges and recommendation on how to address these challenges. Google forms were used to electronically deliver the survey. Partial Least Squares Structural Equation Modeling (PLS-SEM) data analysis technique was conducted with the software program of SmartPLS. The reason for choosing PLS-SEM is that it is appropriate to complex research models and the predictive relationship between the latent constructs in the study (Hair et.al., 2022). Data analysis was done in two steps, which are descriptive and inferential analysis. This section highlights the personal and socio-demographic characteristics of the respondents who participated in the study. In total, 409 valid responses were collected from employees working across various sectors in the Kathmandu district.

4. Result and Analysis

Demographic Profile

This section highlights the personal and socio- demographic characteristics of the respondents who participated in the study. In total, 409 valid responses were collected from employees working across various sectors in the Kathmandu district.

Table1

Demographic Profile of Respondents

Title	Category	Frequency	Percentage
Gender	Male	211	48.4%
	Female	198	51.6%
Age	Below 20	32	7.9%
	21-30	243	59.4%
	31-40	104	25.3%
	40 and above	37	9.0%
Education Level	Intermediate	86	21.0%
	Bachelor level	104	25.3%
	Master level	210	51.3%
	Above Master	9	2.4%
Current Employment Status	Private Job	312	76.3%
	Government Job	47	11.5%
	Entrepreneur	16	3.8%
	Freelancer	34	8.4%
Marital Status	Single	196	48.0%
	Married	199	48.7%
	Divorced	13	3.1%
	Widowed	1	0.2%
Family Type	Joint Family	158	38.5%
	Nuclear Family	224	54.8%
	Extended Family	27	6.7%
Monthly Income	Below 25,000	108	26.3%
	25,001-50,000	216	52.7%
	50,001-75,000	61	15.0%
	Above 100,000	24	6.0%
Total Work Experience	Less than 1 year	70	17.2%
	1-3 years	30	7.4%
	4-6 years	40	9.8%
	7-10 years	100	24.4%
	Over 10 years	168	41.1%

Source: Survey Result

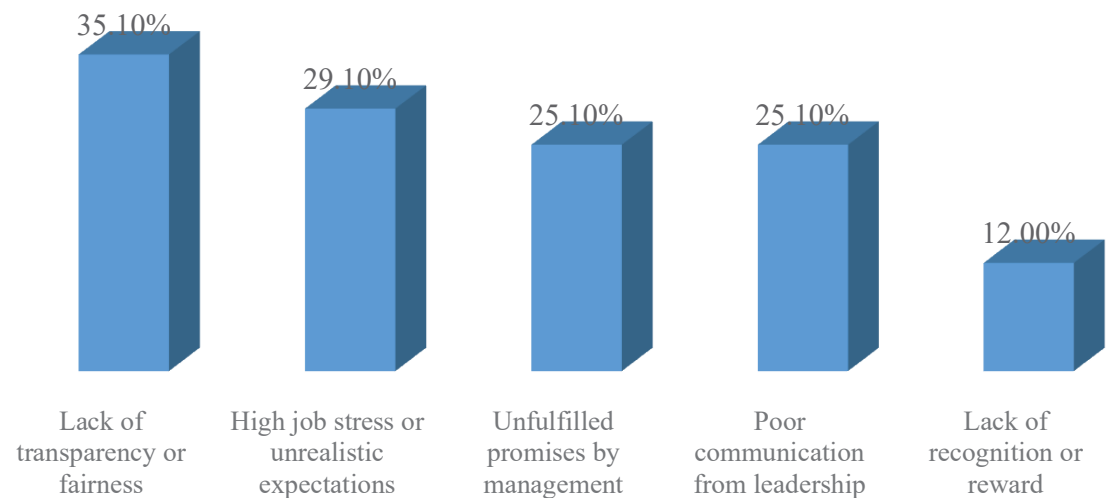
The sample had 409 respondents (see Table 1), of which women comprised 51.6% and men 48.4%. The majority (59.4%) belonged to the 21–30 years age group, followed by 25.3% aged 31–40 years. A high percentage (51.3%) held a master's degree, indicating an educated sample. The highest percentage (76.3%) was employed in the private sector. As for marital status, 48.7% were married and 48.0% unmarried. The majority (54.8%) resided in nuclear families, while 38.5% were in joint families. Income, 52.7% earned NPR 25,001–50,000 per month. Work, 41.1% worked for over 10 years, and 24.4% worked for 7–10 years, reflecting an experienced and professional workforce.

General Understanding on Workplace Cynicism

This study gathered responses from 409 working individuals, all of whom are currently employed among those 82.6% have ever experienced organizational cynicism (see Figure 2). The most common issue was autocratic leadership, reported by 41.5% followed by, 28.6% identified a lack of trust in management's integrity, 27% pointed out biased reward and 20.2% described their work environment as toxic, referring to issues like disrespectful interactions, gossip, and emotional stress in the workplace. The top reason cited for organizational cynicism was lack of transparency and fairness, reported by 35.1%, 29.1% cited high job stress or unrealistic expectations, 25.1% said that unfulfilled promises by management and poor communication from leadership and 12% pointed to lack of recognition or reward, emphasizing how important appreciation is to employee motivation and emotional well-being.

Figure 2

Causes of Organizational Cynicism

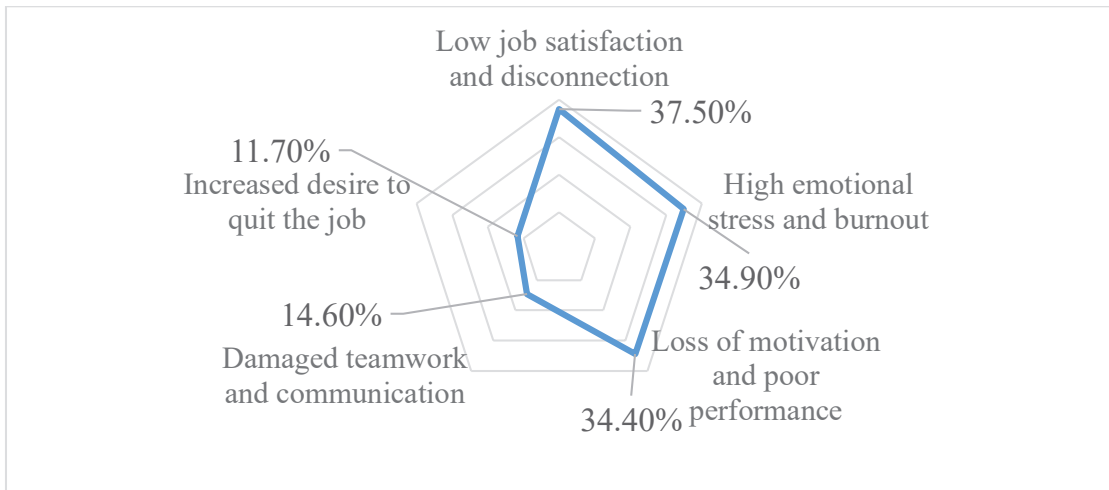


Source: Survey Result

These findings show that organizational cynicism is deeply rooted in how people are led, treated, and communicated with. It is not simply a reaction to isolated events, but a reflection of ongoing structural and relational issues in the workplace. When leadership fails to include employees, breaks promise, communicates poorly, or overlooks efforts, people naturally begin to feel frustrated and lose trust. If organizations want to retain committed employees and build a healthy work culture, it is essential to take proactive steps-such as improving transparency, recognizing contributions, listening to concerns, and creating supportive leadership structures.

Challenges of Workplace cynicism

This result shows that most workers feel the impact of negative attitudes and emotional exhaustion at work. Out of 409 respondents, a large majority, 85.1%, reported that they have experienced challenges in their workplace because of these issues (see Figure 3). Only 14.9% said they have not faced such challenges. Among those 37.5% said they experienced low job satisfaction and a sense of disconnection from their work. When people feel this way, it affects not only their own performance but also the overall team spirit and the organization's success. 34.9% reported experiencing high emotional stress and burnout. Constant disappointment and lack of support leave workers exhausted and overwhelmed.

Figure 3*Challenges faced due to organizational cynicism**Source: Survey Result*

Furthermore, 14.6% said that teamwork and communication were negatively affected. Cynicism can damage relationships and create tension among colleagues, making cooperation difficult and reducing the flow of information. Lastly, 11.7% admitted to having an increased desire to quit their job, which is a serious concern for any organization. When workers are unhappy and feel unsupported, they are more likely to consider leaving.

Managerial Strategy to avoid Organizational Cynicism

As per the responses of the 409 participants in this study, a significant 89.2% believe that the challenges caused by organizational cynicism and burnout are manageable, while only 10.8% feel these challenges are not within the organization's control.

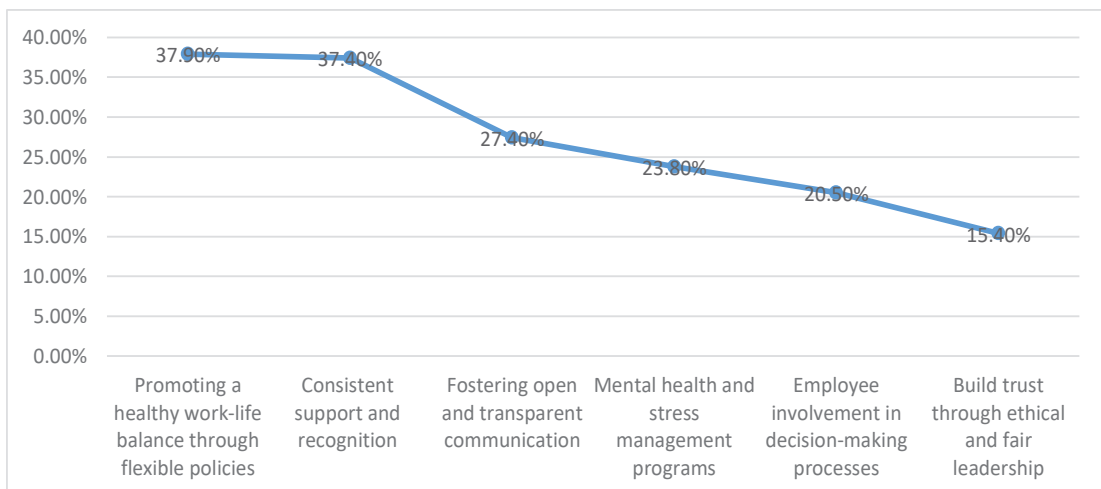
Figure 4*Strategy to reduce Organizational Cynicism**Source: Survey Result*

Figure 4 depicts the major strategies that can be employed to combat organizational cynicism, based on the views of the respondents. A significant percentage of 37.9% of the respondents revealed that promoting a healthy work-life balance is a major strategy that can be employed to combat cynicism in organizations. Following this, 37.4% of the respondents revealed that providing consistent support is crucial. This implies that when one feels appreciated for their contributions, the chances of developing cynicism are significantly reduced. Further, 27.4% of the respondents revealed that fostering transparency in communication is a crucial strategy that can be employed. In addition, 23.8% of the respondents revealed that developing mental health and stress management strategies is crucial. Further, a percentage of 20.5% of the respondents revealed that involving employees in decision-making is crucial in combating cynicism. This implies that when one feels heard, they are likely to develop a sense of ownership. Lastly, 15.4% of the respondents revealed that developing trust through ethical and fair leadership is crucial. Overall, it is evident that both structural and relational strategies are crucial in combating cynicism in organizations.

Measurement Model Assessment

To assess internal consistency reliability, Cronbach's Alpha (CA) and Composite Reliability (CR) values were examined. Convergent validity was evaluated using factor loadings and Average Variance Extracted (AVE). According to Henseler et al. (2015), factor loadings should be ≥ 0.50 , AVE values should be ≥ 0.50 , and both CR and CA should exceed the threshold of 0.70 to establish acceptable reliability and validity. The findings revealed that all factor loadings met or exceeded the minimum requirement, AVE values ranged from 0.717 to 0.772, and both CA (ranging from 0.901 to 0.908) and CR (ranging from 0.927 to 0.931) were well above the threshold (see Table 2). These results confirm satisfactory levels of internal consistency, reliability, and convergent validity in the measurement model. The AVE of the construct was less than 0.5 which is not acceptable so the items of the corresponding construct with lower factor loading was dropped. Item JB_1, OC_6, POS_2 and POS_5 dropped to achieve AVE value of 0.5 or above as their loading were lowest.

Table 2

Measurement Model Analysis

Construct	Items	Cross Loading	AVE	CR	Cronbach Alpha
Job Burnout	JB_2	0.825	0.731	0.931	0.908
	JB_3	0.847			
	JB_4	0.863			
	JB_5	0.872			
	JB_6	0.867			
Organizational Cynicism	OC_1	.833	0.717	0.927	0.901
	OC_2	0.882			
	OC_3	0.847			
	OC_4	0.840			
	OC_5	0.830			
Perceived Organizational Support	POS_1	0.850	0.772	0.931	0.902
	POS_3	0.890			
	POS_4	0.899			
	POS_6	0.877			

Source: Survey Result

Discriminant validity was assessed using the Fornell-Larcker (FNL) criterion and the HTMT ratio. The Fornell-Larcker criterion was satisfied, as the square root of each construct's AVE exceeded its inter-construct correlations. Additionally, all HTMT values were below the 0.9 threshold (Yusoff et.al, 2020), confirming discriminant validity, further supporting the model's discriminant validity.

Table 3*Discriminant Validity-Fornell-Larker Criteria*

	JB	OC	POS
JB	0.855		
OC	0.569	0.847	
POS	0.047	-0.109	0.879

Source: Survey Result

In the Table 3, each diagonal value exceeds its correlations with other constructs. For example, the square root of AVE for JB is 0.855, similarly, OC (0.847), and POS (0.879) have diagonal values greater than their inter-construct correlations. This confirms there is no issue of discriminant validity, indicating that all constructs are distinct within the measurement model.

The Heterotrait-Monotrait (HTMT) ratio is used to confirm that different constructs in a study are distinct from one another. As shown in the Table 4, each diagonal value is greater than the correlations with other constructs, indicating clear separation between the concepts (Henseler, Ringle, & Sarstedt, 2015).

Table 4*Discriminant Validity-HTMT Value*

	JB	OC	POS
JB			
OC	0.623		
POS	0.065	0.121	

*Source: Survey Result***Structural Model Assessment**

This study examined the relationships between the key latent variables using hypothesis testing. The analysis focused on evaluating the path coefficients and confidence intervals to determine the importance of each relationship, as suggested by Hair et al. (2020). The structural model, generated using SmartPLS 4, helped in visually and statistically exploring these connections, providing clear insight into how the variables interact (Ringle et al., 2022).

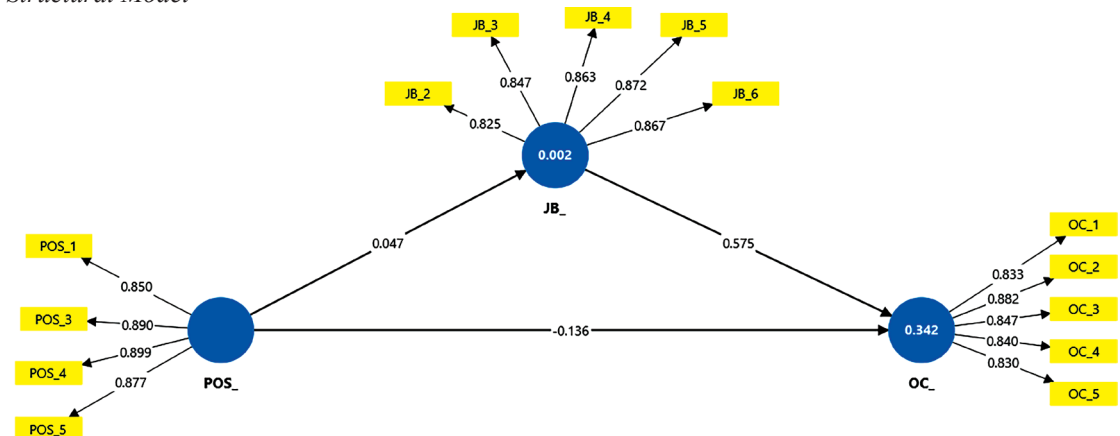
Figure 5*Structural Model**Source: Survey Result*

Figure 5 illustrates the relationship between three latent variables: Perceived Organizational Support (POS), Job Burnout (JB), and Organizational Cynicism (OC). Each construct is measured by six observed indicators, with most outer loadings exceeding 0.6, indicating strong reliability of the measurement model. The structural model presents the direct relationships between the constructs. The model shows that POS has a small positive effect on JB, while JB has a stronger positive effect on OC. A slight negative direct relationship is observed between POS and OC. The R^2 value for JB is 0.047, while OC has an R^2 of 0.332, reflecting that a moderate proportion of the variance in organizational cynicism is explained by job burnout and perceived organizational support.

The model findings suggest that perceived organizational support alone has limited influence in reducing organizational cynicism unless it effectively helps in lowering burnout levels. While POS appears to slightly increase JB, this counterintuitive result may indicate that employees feel organizational support is insufficient or not targeted toward real sources of stress, leading to frustration and burnout. Job burnout emerges as a critical factor in shaping negative attitudes, showing the most substantial influence on organizational cynicism. These results underscore the importance of addressing employee burnout as a strategy to reduce cynicism and improve organizational commitment.

Overall, the model supports the idea that improving employee perceptions of organizational support is not enough unless such support genuinely addresses burnout. In practice, this means that organizations need to implement meaningful interventions that reduce workload pressure, offer emotional support, and create a healthy work environment. When employees feel supported in ways that reduce exhaustion and disengagement, they are less likely to become cynical and more likely to maintain positive relationships with the organization.

Hypothesis Testing

This study evaluated three hypothesized relationships between latent constructs using structural equation modeling. To assess the significance of each hypothesis, bootstrapping with 10,000 sub-samples was carried out in SmartPLS 4, as recommended by Streukens and Leroi-Werelds (2016). This method allows for a more accurate estimation of the model's path coefficients and their statistical relevance. The results were evaluated using t-values, p-values, and 95% confidence intervals. Following the criteria set by Purwanto et al. (2021), a t-value greater than 1.96 and a p-value below 0.050 indicate statistical significance. In addition, the confidence interval must not include zero to confirm the reliability of the path coefficient (Ronkko & Aguirre-Urreta, 2020).

Table 5

Hypothesis Testing- Direct Structural Paths

	Hypothesis	Sample Mean (M)	SD	P values	CI		Decision
					2.50%	97.50%	
H1	JB -> OC	0.577	0.036	0.000	0.505	0.646	Significant
H2	POS -> JB	0.047	0.062	0.443	-0.072	0.162	Insignificant
H3	POS -> OC	-0.138	0.041	0.001	-0.218	-0.059	Significant

Source: Survey Result

Table 5 reveal that only H1 is statistically significant. Job Burnout (JB) has a strong and positive influence on Organizational Cynicism (OC), with p-value of 0.001. The confidence interval ranging from 0.501 to 0.652 further confirms that the result is significant at the 1% level. This finding suggests that employees who experience higher levels of burnout are more likely to exhibit cynical attitudes toward their organization. The strength of this relationship highlights the importance of addressing burnout as a key factor in reducing negative employee perceptions. The relationship between Perceived Organizational Support (POS) to Job Burnout (JB) yielded p-value of 0.443, which is above the threshold. This reveals

that there is no significant influence of POS on JB, and hence this hypothesis is rejected. Similarly, the relationship between POS and OC revealed that OC is negatively influenced by POS and hence this hypothesis is supported. These results show that, feeling supported by the organization doesn't seem to directly reduce burnout or decrease feelings of cynicism.

Mediation Analysis

The mediation analysis aimed to investigate whether Job Burnout (JB) mediates the relationship between Perceived Organizational Support (POS) and Organizational Cynicism (OC). Mediation analysis helps clarify the underlying process through which POS may influence OC by considering the indirect effect through JB. Specifically, the hypothesis tested was $POS \rightarrow JB \rightarrow OC$.

Table 6

Hypothesis Testing- Indirect Structural Paths

	Hypothesis	Sample Mean (M)	SD	P values	CI		Decision
					2.50%	97.50%	
H4	POS-> JB-> OC	0.027	0.036	0.448	-0.041	0.096	Insignificant

Source: Survey Result

Table 6 reveal an indirect effect of POS on OC through JB. The confidence Interval for this effect ranges from -0.041 to 0.096, which includes zero, indicates that the intervention effect is not statistically significant. This means that while POS and JB individually relate to OC, the pathway from POS to OC via JB does not significantly explain the relationship between these variables. Therefore, hypothesis H4 is not supported by the data, suggesting that Job Burnout does not mediate the influence of Perceived Organizational Support on Organizational Cynicism in this study.

6. Conclusion

This study examined the relationship between perceived organizational support (POS) and organizational cynicism (OC) among employees in Kathmandu Valley, with a focus on the role of job burnout. The findings indicate that organizational cynicism is a common issue in the workplace, with many employees experiencing mistrust, frustration, and negative attitudes toward their organizations. These feelings are often driven by perceptions of unfairness, lack of support, and weak organizational practices, which in turn reduce employee morale, engagement, and commitment. The analysis shows that while perceived organizational support is associated with lower levels of burnout and cynicism, it does not significantly reduce burnout in a meaningful way strong enough to explain further effects. In addition, job burnout does not play a mediating role between perceived organizational support and organizational cynicism. However, burnout itself is strongly linked to higher organizational cynicism, indicating that emotionally exhausted employees are more likely to develop negative perceptions of their workplace.

The study also highlights the consequences of organizational cynicism, including reduced job satisfaction, low motivation, poor performance, increased intention to quit, emotional stress, and weak communication. These outcomes demonstrate how organizational environment and leadership practices directly influence employee attitudes and behavior.

From a practical perspective, employees emphasized the importance of work-life balance, recognition, open communication, ethical leadership, and participation in decision-making as key factors in reducing cynicism. Organizations are encouraged to promote supportive cultures by appreciating employee efforts, ensuring fair workload distribution, and improving communication practices. Managers should also be trained in emotional intelligence and supportive leadership to identify early signs of burnout and respond effectively. At the policy level, stronger labor regulations in Nepal addressing mental health, stress management, and workplace well-being are necessary to align organizational practices with employee needs and modern work standards.

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