



Organizational Cynicism and its effect on Staff Nurses Job Embeddedness and Organizational Citizenship Behaviors

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ABSTRACT: Background: Health care organizations cannot succeed without productive nursing staff. Improving the productivity and performance of health care workers in order to enhance efficiency in health interventions, is a major challenge. **Objectives:** This study determined whether there were an effect of organizational cynicism on job embeddedness and organizational citizenship behaviors among staff nurses. **Methods:** A descriptive correlation research design was conducted to achieve the aim of the current study. Setting: The study was conducted at Minia General Hospital. Subject: convenience sample of staff nurses who were working at Minia General Hospital (n=331). Fourth tools was used for collecting data for this study, 1st:Personal data questionnaire 2nd: Organizational Cynicism Scale (OCS) ,3rd:Job Embeddedness Scale, and 4th:Organizational Citizenship Behaviors Questionnaire. **Result:** The findings of the present study revealed that the majority percent of Minia general hospital staff nurses exhibited “high “responses toward organizational cynicism dimensions. On the contrary, the highly percent of the nurses were responses to “low” for total job embeddedness and nurses exhibited “low” responses toward organizational citizenship behavior dimensions. **Conclusion:** From this study it can be concluded that there were a negative correlation between organizational cynicism and job embeddedness and organizational citizenship behavior. In addition, there were a positive correlation between job embeddedness and organizational citizenship behavior. **Recommendation:** it is suggested that every manager in organizations need to play a more active and vital role in preventing cynicism, and managers need to be more understanding about the causes of cynicism and how to prevent it. **Chalsam Ahmed Mohamed, Rasha Mohamed Nagib Ali. Organizational Cynicism and its effect on Staff Nurses Job Embeddedness and Organizational Citizenship Behaviors. Biomedicine and Nursing 2023; 9(2):1-14]. ISSN 2379-8211 (print); ISSN 2379-8203 (online). <http://www.nbmedicine.org>. 01. doi:10.7537/marsbnj090123.01.**

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1. INTRODUCTION

Staff nurses are regarded the core of healthcare institutions and nurses' retention remains a challenge for the nursing administrators. Nurses who do not perceive enough organizational support may bear negative emotions against their administrators and institutions. Excellence and the quality of patient care can be affected substantially by nurses who have negative emotions and are not being supported (Argon, et al, 2016).

Cynicism is an attitude of scornful or jaded negativity that can become pervasive and extreme. Organizational cynicism (OC) is defined as “an attitude resulting from a critical appraisal of the motives, actions, and values of one's employing organization, OC is conceptualized as a state as opposed to a personality trait (Neves, 2012). OC it is

explored as an attitude that involves unfriendliness from the organization due to a confidence that the organization lacks honesty and will always attempt to fool its employees (Nair, et al ,2010). It arises when employees believe that their organization is deficient in honesty. This may especially result from the perception of which is expectations related to morality, justice and honesty are despoiled. OC takes place when employees think that their organization is lacking integrity. OC is not simply the feelings that ‘negative’ people bring into the organization, but that these attitudes are shaped by experiences in the work context” (Ozler,et al .2011). OC is comprised of three primary components: The first component a belief that the organization lacks integrity; negative affect toward the organization; and a tendency to disparage the organization and engage in critical behaviors. People who are organizationally cynical believe that the practices of their organizations

betray a lack of principles such as fairness, honesty and sincerity. The second component, affect, implies that cynicism is felt as well as thought; cynicism is both a cognitive and an emotional experience. Organizational cynics may experience distress, disgust, or even shame when they think about their organization. The final component of organization cynicism is behavior. The most common behavioral tendency for those with cynical attitudes is the expression of strong criticisms of the organization (i.e., badmouthing) (Dean et al. 1998). OC is therefore a learned response that is affected by workplace experiences. OC has been found to be distinct from organizational commitment, trust, alienation, and job satisfaction (Reichers, et al ,2000).

Job embeddedness (JE) is a new concept for how well a person was socially enmeshed within their organization (Granovetter, Mark,1985, and Karatepe, Ngeche., 2012). JE reflects employees' decisions to participate broadly and directly, and it moves scholarly attention beyond dissatisfaction-induced leaving. More aptly, JE is a retention (or "ant withdrawal") construct (Son, and Jung-Min,2012). JE is a concept of how well a person was socially enmeshed within their organization (Granovetter, and Mark,1985). JE reflects employees' decisions to participate broadly and directly, and it moves scholarly attention beyond dissatisfaction-induced leaving. More aptly, JE is a retention (or "ant withdrawal") construct (Son, and Jung-Min,2012).

JE is the combined material, financial, and psychological factors that keep a person from leaving his or her job. Theoretically, workplace friendships could increase JE by creating social links, perceptions of fit and greater sacrifice of having to leave work friends if a new job opportunity was present. JE is conceptualized as influencing the decision to remain through the level of links a person has to other people or activities, the extent that the person's job and community are congruent with the other aspects of their life, and the sacrifices a person would make in the process of leaving their employment. It is an assemblage of psychological, social, and financial influences that determine employee retention (Son, and Jung-Min,2012).

JE include three component dimensions of links, fit and sacrifice. JE explains why employees remain in an organization based on a number of influences rather than solely on positive job attitudes. JE suggests that people remain in organizations based on three criteria which are influenced by elements both on the job and in the community: the extent to which they are linked to other people and activities, the extent to

which they feel they fit in their organizations and communities, and what they would have to sacrifice if they left (Mitchell and Lee ,2001).

The links aspect of embeddedness suggests that employees have formal and informal connections with other entities on the job and, as the number of those links' increases, embeddedness is higher. Fit refers to the match between an employee's goals and values and those of the organization; higher fit indicates higher embeddedness. Finally, sacrifice concerns the perceived costs of leaving the organization, both financial and social. The higher the perceived costs, the greater the embeddedness (Holtom,et al ,2006). The greater the extent of fit, the higher number of links and level of sacrifice, the more embedded an individual will be in his or her job (Sekiguchi, et al ,2008).

Organizational citizenship behavior (OCB) comprises individual behaviors that are generally unnoticed but which collectively shape organizational orientation). Organizational citizenship behavior refers to the willingness of employees to go beyond the formal specifications of work roles, also known as extra-role behaviors (Ahmed, et al ,2012). Literature regarding organizational citizenship behavior generally conceptualizes it in terms of five subscales: altruism, conscientiousness, courtesy, sportsmanship and civic virtue. Altruism involves voluntarily helping others with work-related problems, such as helping a co-worker with a heavy workload. Courtesy refers to gestures that help others prevent a problem, such as providing advanced notifications of meetings or of one's inability to attend them. Conscientiousness means exceeding the required levels of attendance, punctuality or conserving resources by not taking extra breaks and obeying company rules when no one is watching. Sportsmanship involves sacrificing one's personal interest and maintaining a positive attitude, even when inconvenienced by others or when one's ideas are rejected. Civic virtue involves the constructive participation in the political process of the organization, such as making suggestions for improvement in meetings (Smith, et al 1988, and Ehtiyar, et al, 2010).

OCB is defined as "the behavior that moves beyond the official requirements of a job and is beneficial to the organization". OCB included five dimensions as follows: Altruism, conscientiousness, sportsmanship, courtesy and civic virtue. Altruism can be defined as the contributions to effectiveness that taking the form of assisting specific individuals, such as peers, nurse supervisors, patients, or relatives. Likewise, conscientiousness involves loyal adherence to rules about work procedures and behaviors. As well, sportsmanship is the readiness to tolerate conditions without complaining. On the other hand, courtesy is the

discretionary way of avoiding work related problems with others, and finally, civic virtue is an individual behavior that is indicating that the nurse participates in and is reasonably worried about the organization life (Yardan, et al, 2011). Colakoglu, et al (2010)., and Kwak, et al (2010) stated that, nurses perform better and exert high level of effort when they perceive that they are supported by organizations that care about their well-being and value their contributions, which encourages them to engage in organizational citizenship behavior.

Significance of the study:

Nursing is a profession that most closely knows and interacts with patients in the health sector, and therefore, it requires the cooperation of more than one health staff, good communication, and team work. In this respect, OCB increases the inclination towards helping and sharing information, and promoting the feeling of responsibility, motivation, and satisfaction within the organization. For these reasons, OCB is indispensable for establishing a more precise communication and cooperation among health staff, managers, and workers in order to increase work quality and patient satisfaction (Altuntaş, 2008, and Altuntaş,, Baykal,2010) .

Organizational cynicism and job embeddedness it is relatively a new concept and is under-researched in the hospitality management and marketing literature (Karatepe and Ngeche., 2012). Organizational leaders and nurse managers should determine the organizational citizenship behavior levels of nurses and effective factors, and then take the necessary precautions against negative factors, and encourage positive factors. Thus, they should increase nurses' motivation, job satisfaction, organizational commitment and productivity levels. From this respect, this study will provide information especially to the managers of nursing services about OC, OCB and JE levels of nurses and help them to make prediction for organizational commitment, job satisfaction, turnover intention etc. and develop the competencies of nurses.

Over the years, much work has been done by researchers who focused on organizational commitment and job satisfaction. Drawing on the literature review, there are some studies regarding organizational cynicism. In Egypt, limited research has been conducted, but the present study attempts to find out whether there is a relationship between organizational cynicism and job embeddedness and organizational citizenship behavior.

Aim of study:

- This study determined organizational cynicism and its effect on staff nurses job embeddedness and organizational citizenship behaviors

Research question:

- Is there a relation between organizational cynicism on job embeddedness and organizational citizenship behaviors among staff nurses?

2. MATERIALS AND METHODS

2.1. Study Setting

The current study was conducted at Minia General Hospital; all units were included in the study. The hospital consists of three parts: the first part consists of two floors, in the ground floor an emergency rooms and outpatient clinics, in the first-floor intensive care unit and in the second floor there are pediatric and neonates. The second part consists of three floors. In ground floor there are toxins, waterworks and hospital kitchen, in the first-floor adult dialysis, in second floor there are children dialysis and medical laboratory, and the third floor there is an isolation part. The third part of hospital consists of three floors: in the ground floor there are x-ray parts, operations, hospital pharmacy and director office, in the first floor there are surgical, obstetric and burns, in the second floor there are orthopedic and medical, and in the third floor there are a laundry and sterilization rooms.

2.2. Study Design

- A descriptive correlation research design was utilized to achieve the aim of the current study.
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2.3. Study Sample

- The subjects of the current study consisted of all staff nurses (n=331) which consider a convenience sample of staff nurses who were working at Minia General Hospital units during the period of data collection.
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2.4. Data collection Tools

The questionnaire was administered on paper to all participants working at Minia General Hospital. The objective of the study was clarified on the cover page of the questionnaire, and the anonymous and voluntary basis of participation and confidentiality was explained.

2.5. Instrument

To reach the aim of the current study, data were collected using fourth tools:

1st-Personal data questionnaire: this developed by the researchers to collect data such as age, sex, department, qualification, and years of experience.

2nd- Organizational Cynicism Scale: The researchers utilize the scale of Dean et al (1998), Brandes, et al., (1999) and Kalağan and Gamze. (2009) for measuring organizational cynicism. Organizational Cynicism Scale (OCS) is comprised of the three dimensions of affect, cognition, and behavior. The affect items reflect negative emotions such as distress-anguish, anger-rage, and disgust-revulsion. Belief items reflect cognitive evaluations that employees have about the integrity and sincerity of their employing organization. Behavioral items reflect critical and disparaging behaviors associated with organizational cynicism. OCS consists of 13 statements. There are five statements in cognitive dimension, four statements in emotional dimension and four statements in behavioral dimension. Organizational cynicism has been measured by the five-item scale of Likert of (5) Completely Agree to (1) Completely Disagree where each statement has five options. Cronbach's Alpha Coefficient for the organizational cynicism scale was 0.60 to 0.80

3rd-Job Embeddedness Scale. The scale of job embeddedness is based on Mitchell and Lee (2001). Consist of 18-item. There were six items measuring fit, six items measuring links, and six items measuring sacrifice. Responses to all items scale were anchored on a five (5) point Likert scale for each statement which ranges from (5) "full agreement,"(4)for "agree," (3) for "neutral,"(2)for "disagree," and(1)for "full disagreement." Cronbach's Alpha Coefficient for the job embeddedness scale was 0.758

4th-Organizational Citizenship Behaviors Questionnaire: The questionnaire was developed by Sharma et al, (2004). It consisted from 30 items, which composed of (5) categories of "Altruism, Conscientiousness, Civic Virtue, Sportsmanship and Courtesy which equally consist of 6 questions in each category. In this research, the respondents were required to indicate their opinion on each statement on a 5-point Likert type scale: 5 = Strongly agree to 1 = Strongly disagree. Cronbach alpha value was calculated and it was found to be 0.789

2.6. Tools Validity and Reliability

Study tools content validity was established by a panel of three experts from nursing administration, two professors and one assistant professor from the Faculty of Nursing Minia university. Each expert was asked to examine the instrument for content, coverage, clarity, wording, length, format, and overall appearance. The reliability test was estimated using Cronbach's Alpha Coefficient for the three tools which indicate that questionnaires were highly reliable. Test

results for the organizational cynicism, job embeddedness and organizational citizenship behaviors were (0.775, 0.675, and 0.865) respectively.

2.7. Pilot study:

The pilot study was carried out on (10%) of the current sample to ensure the clarity and applicability of the items, and to estimate the time needed to complete the questionnaire. The result showed that the time spent in filling the survey was ranged between 25-30 minutes. Based on the pilot study analysis, no modifications were done in the questionnaires. So, the number of the pilot study was included in the total number of the study sample.

2.8. Procedure

- A review of related literature covering various aspects of the problem was done using available journals and books to be acquainted with the research problem and to select the appropriate study tools.
- Tool was translated into Arabic.
- Official permission was obtained from the director of the hospitals after explaining the nature-of the work.
- The researcher explained the aim, quality, and significance of the study for every nurse to get better cooperation during the implementation phase of the research
- Oral consent was obtained from each participant in the study after explaining the purpose of the study
- During data collection, the researcher handed the questionnaire sheets individually to the participant nurses in their units, then the investigator told the questionnaire sheets to them and asked them to fill it.
- The time spent to fill the questionnaires ranged between 25 to 30 minutes.
- The researcher waited until the participants completed the sheets and were ready to answer any question.
- After completion of filling the questionnaire sheet, the researcher collected them. Data was collected in between January- February 2019.

2.9. Statistical design

Data entry and statistical analysis were done using computer software the statistical package for social studies (SPSS), version 22. Suitable descriptive statistics were used, such as frequencies, and percentages for qualitative variables, means, and standards deviations for quantitative variables. The correlation coefficient (r) test was used to estimate the closeness association between variables. For all the criteria used, statistical significance was considered at p-value <0.05.

2.10. Ethical consideration

Official permission was obtained from the ethical committee in faculty after explaining the nature of the work. A verbal explanation of nature and the aim of the study had been explained to the staff included in the study, clarification of the nature and purpose of the study was done in the interview with each subject. they were assured that their information would be confidentially utilized and used for the research purpose only.

3. RESULT:

Table 1. show that, in relation to age more than half(58.3%) of staff nurse was ranged from (20-30)years old and about (26.9%) was ranged from (31-41) years old and the rest of percent (14.8%) were in age group (>42),with age mean and stander deviation about ($=32.19+9.14$). Regards to gender, more than two third percent (68.3%) were female. As regards to department, the data revealed that staff nurses worked in different types of departments : surgical ward(12.7%), maternity ward(9.1%), pediatric ward (7.3%), out-patient ward(7.9%), medical ward (8.2%), critical intensive care(12.8%), operation room(7.9%), hemodialysis unit(7.7%), NICU (9.1%), orthopedic(6.9%),emergency room(6.6%). In addition the same table revealed that more than one third of staff nurses qualification (42.3%) have diploma degree while (35.3) have technical degree ,also (22.4%) have bachelor degree, Concerning the experience of staff nurses the table revealed that about (60.7%) of staff nurse had (1-10)years of experience while the lowest percent of staff nurse had(>33) years of experience represent(5.7%).

Table 2: displays that, the majority percent of Minia general hospital staff nurses exhibited “high” responses toward organizational cynicism dimensions which include “ Affect, behavior, and cognition “ by (87%,85.2%,82.2%) respectively. Moreover, more than eighty percent of the nurses were responses to “high” for organizational cynicism.

Table 3: revealed that, more than eighty five percent of Minia general hospital staff nurses

exhibited “low” responses toward job embeddedness dimensions which include “ fit, sacrifice, and links “ by (87%, 84.9%, and 85.8%) respectively. Furthermore, the same table explore that, the majority percent of the nurses were responses to “ low” for total job embeddedness.

Table 4: denoted that, a highly percent of Minia general hospital staff nurses exhibited “low” responses toward organizational citizenship behavior dimensions which include “Altruism, Conscientiousness , Civic Virtue , Courtesy ,and Sportsmanship “ by (80.7%,83.1%,84.9%,84.9% and 85.5%) respectively. Furthermore, the same table explore that, more than eight five percent of the staff nurses were responses to “low” for total organizational citizenship behavior.

Table (5) revealed that there were statistical significant difference among organizational cynicism with gender in relation to male Mean score ($54.87+7.18$) with P value (.039*)and department with P value(0.000**). While the other personal data had no statistical significant differences.

Table (6) revealed that there were statistical significant difference among job embeddedness and department with P value(0.000**). While the other personal data had no statistical significant differences.

Table (7) revealed that there were statistical significant difference among organizational citizenship behavior and department with P value (0.000**). While the other personal data had no statistical significant differences.

Table (8) showed that, there were a negative correlation between organizational cynicism and job embeddedness($R=.168^{**},P=.000$), moreover there were a negative correlation between organizational cynicism and organizational citizenship behavior ($R=.162^{**},P=.000$). In addition the same table explored that, there were a positive correlation between Job embeddedness and organizational citizenship behavior ($R=.988^{**},P=.000$).

Table (1) Distribution of the personal data regarding to staff nurses (n=331).

Characteristics	(N=331)	%	Characteristics	(N=331)	%
Age: 20-30 year	193	58.3	Sex	105	31.7
31-41 year	89	26.9	Male		
> 42 year	49	14.8	Female	226	68.3
Mean±SD = 32.19±9.14					
Department					
Surgical ward	42	12.7	Operation room	26	7.9
Maternity ward	30	9.1	Hemodialysis unit	29	7.7
Pediatric ward	24	7.3	NICU	30	9.1
Out-patient ward	26	7.9	Orthopedic	23	6.9
Medical ward	31	8.2	Emergency room	22	6.6
Critical/intensive care	48	12.8			
Qualification			Experience		
Diploma	140	42.3	1-10	201	60.7
Technical	117	35.3	11-21	57	17.2
Bachelor	74	22.4	22-32	54	16.3
			>33	19	5.7

Table (2) Distribution of nurses' perception responses about the organizational cynicism and its dimensions (N=331)

Dimensions	Minia general hospital (N=331)					
	Low		Moderate		High	
	N	%	N	%	N	%
Affect	25	7.6	18	5.4	288	87
Cognition	29	8.8	30	9.1	272	82.2
Behaviour	29	8.8	20	6	282	85.2
Total organizational cynicism	14	4.2	39	11.8	278	84

Table (3) Distribution of nurses' perception responses about the job embeddedness and its dimensions (N=331)

Dimensions	Minia general hospital (N=331)					
	Low		Moderate		High	
	N	%	N	%	N	%
Fit	288	87	27	8.2	16	4.8
Links	281	84.9	34	10.3	16	4.8
Sacrifice	284	85.8	32	9.7	15	4.5
Total job embeddedness	286	86.4	38	11.5	7	2.1

Table (4) Distribution of nurses' perception responses about the Organizational Citizenship Behavior and its dimensions (N=331)

Dimensions	Minia general hospital (N=331)					
	Low		Moderate		High	
	N	%	N	%	N	%
Altruism	267	80.7	46	13.9	18	5.4
Conscientiousness	275	83.1	39	11.8	17	5.1
Civic Virtue	281	84.9	35	10.6	15	4.5
Sportsmanship	283	85.5	30	9.1	18	5.4
Courtesy	281	84.9	34	10.3	16	4.8
Total organizational citizenship behavior	288	87	34	10.3	9	2.7

Table (5) The relation between personal data and Organizational Cynicism among staff nurses (N=331)

Variable	Organizational Cynicism		
Age	Mean+ SD	F-test	P value
-20-30	53.64+8.28	1.43	.240 NS
-31-41	54.02+8.07		
->42	51.55+10.6		
Gender	Mean+ SD	T-test	P value
-Female	52.77+9.15	2.06	.039*
-Male	54.87+7.18		
Qualification	Mean+ SD	F-test	P value
-Diploma	53.32+8.97	1.68	.187 NS
-Technical	52.62+9.01		
-Bachelor	54.95+7.10		
Experience	Mean+ SD	F-test	P value
1-10 years	53.52+8.36	.222	.881 NS
11-21years	53.07+9.93		
22-32 years.	53.04+9.11		
>33 years	54.74+5.71		
Department	Mean+ SD	Department	Mean + SD
Surgical ward	44.62+13.1	Operating room	57.00+3.37
Maternity ward	55.50+6.47	Hemodialysis unit	51.62+8.68
Pediatric ward	52.96+8.08	NICU	57.70+2.96
Outward ward	54.92+4.48	Orthopedic department	46.70+2.96
Medical ward	57.06+3.86	Emergency department	53.55+4.54
Critical/intensive care unit	56.63+3.89		
		F- test =11.2	
		P value= .000***	

* $p \leq 0.05$ (significant) T-test: P – value based on independent sample t-test, F-test P – Value based on compares mean, NS= No Significant difference * Statistical significant difference

Table (6) The relation between personal data and total score of job embeddedness among staff nurses (N=331)

Variable	job embeddedness		
Age	Mean+ SD	F-test	P value
-20-30 -31-41 ->42	29.23+12.7 27.72+13.5 27.04+10.8	.813	.444 NS
Gender	Mean+ SD	T-test	P value
-Female -Male	28.38+12.6 28.76+12.8	.254	.800 NS
Qualification	Mean+ SD	F-test	P value
-Diploma -Technical -Bachelor	26.79+10.9 30.46+13.3 28.65+14.3	2.70	.068 NS
Experience	Mean+ SD	F-test	P value
1-10 years 11-21 years 22-32 years >33 years	29.55+13.2 26.84+12.2 26.54+10.7 27.95+12.6	1.22	.299 NS
Department	Mean+ SD	Department	Mean+ SD
Surgical ward Maternity ward Pediatric ward Outward ward Medical department Critical/intensive care	31.14+8.06 25.50+12.4 31.38+18.2 18.81+4.11 28.32+12.3 32.50+11.1	Operating room Hemodialysis unit NICU Orthopedic department Emergency department	22.50+12.8 33.31+8.11 33.50+17.6 25.87+12.5 24.06+10.1
		F- test = 4.78 P value= .000***	

* $p \leq 0.05$ (significant) T-test: P – value based on independent sample t-test, F-test P – Value based on compares mean, NS= No Significant difference * Statistical significant difference

Table (7) the relation between personal data and organizational citizenship behavior among staff nurses (N=331)

Variable	Organizational Citizenship Behavior		
Age	Mean+ SD	F-test	P value
-20-30 years	49.58+21.1	.756	.470
-31-41 years	47.29+22.6		NS
->42 years	45.96+17.7		
Gender	Mean+ SD	T-test	P value
-Female	48.37+20.8	.073	.942
-Male	48.55+21,5		NS
Qualification	Mean+ SD	F-test	P value
-Diploma	45.51+18.3	2.59	.076
-Technical	51.40+22.2		NS
-Bachelor	49.24+23.3		
Experience	Mean+ SD	F-test	P value
1-10 years	50.10+21.8	1.11	.343
11-21 years	45.65+20.3		NS
22-32 years	45.54+18.1		
>33 years	47.32+21.9		
Department	Mean+ SD	Department	Mean+ SD
Surgical ward	52.33+12.9	Operating room	37.50+21.4
Maternity ward	44.83+20.8	Hemodialysis unit	55.83+13.4
Pediatric ward	53.42+29.8	NICU	57.83+28.2
Outward ward	31.35+6.86	Orthopedic department	45.87+20.8
Outward ward	48.48+20.7	Emergency department	40.05+15.3
Medical ward	54.63+19.2		
Critical/intensive care			
		F- test = 5.11	
		P value= 0.000***	

* $p \leq 0.05$ (significant) T-test: P – value based on independent sample t-test, F-test P – Value based on compares mean, NS= No Significant difference * Statistical significant difference

Table (8) The correlation between the studied variables among general hospital staff nurses (n=331)

Variables		Organizational Cynicism	Job embeddedness	Organizational citizenship behavior
Organizational cynicism	R	1	.168-**	.162-**
	P		.000	.003
Job embeddedness	R	-	1	.988**
	P			.000
Organizational citizenship behavior	R	-		1
	P			



4. DISCUSSION

OC is an outcome of an employees' belief that organizations lack honesty. More specifically, Expectations of morality, justice, and honesty are violated. Over the years, researchers have become more interested on issues relating to OC. The concept of cynicism has become the subject of various disciplines in social sciences like philosophy, religion, political science, sociology, management and psychology (Ince, and Turan, 2011)

JE is a specific type of embeddedness and represents a large range of factors that influence a person's relationship with a job and organization. JE encompasses the total forces on an individual that cause the person to remain at his/her current job. Since then, JE has been empirically demonstrated to impact work related behaviors such as turnover, performance, absenteeism and citizenship behaviors (Lee, 2004, and NG, Thomas 2009).

OCB refer to employee's behavior that is extra role, that promotes organizational effectiveness, and that is not explicitly recognized by an organization's reward system (Wijayanto, and Kismon 2004). Therefore, this study determined whether there were an effect of organizational cynicism on job embeddedness and organizational citizenship behaviors among staff nurses.

Regarding the personal data characteristics of the staff nurses at Minia general hospital, more than half (58.3%) of staff nurse age was ranged from (20-30) years old and about (26.9%) was ranged from (31-41) years old and the rest of percent (14.8%) were in age group (>42), with age mean and standard deviation about ($=32.19+9.14$). Regards to gender, more than two third percent (68.3%) were female. As regards to department, the data revealed that staff nurses worked in different types of departments: surgical ward (12.7%), maternity ward (9.1%), pediatric ward (7.3%), out-patient ward (7.9%), medical ward (8.2%), critical intensive care (12.8%), operation room (7.9%), hemodialysis unit (7.7%), NICU (9.1%), orthopedic (6.9%), emergency room (6.6%). In addition the same table revealed that more than one third of staff nurses qualification (42.3%) have diploma degree while (35.3) have technical degree, also (22.4%) have bachelor degree. Concerning the experience of staff nurses the table revealed that about (60.7%) of staff nurse had (1-10) years of experience while the lowest percent of staff nurse had (>33) years of experience represent (5.7%).

The current study revealed that, the majority percent of Minia general hospital staff nurses exhibited "high

"responses toward OC dimensions This result might be due lack support of staff nurses from organization management (e.g. no identify organizational policies, not treat fairly between staff nurses, lack of training and participation in decision-making, and poor of communication between of them). All these issues from organizational cynicism affected negatively on staff nurses which exposed staff to feel embarrassment, injustice, anxiety, hopefulness and less satisfied with their job. This supported by Komakli (2016), stated that OC lead workers to a lack of social support and recognition in the organization such as not being included in the decision-making process and unbalanced distribution of power in the organization, as well as a lack of communication.

Also, Simmons, (2017) stated that unmet expectations and a lack of meaningfulness may also lead to cynical attitudes. For example, the feeling of not being treated with respect, and the absence of meaning in work, a lack of sincere participation in decision-making processes, the absence of genuine support by management. The same author added that employees with low justice perceptions scored higher on cynicism, which was related to lower training motivation and poorer training outcomes.

While Komakli (2016) ,reveals that researchers have regarded OC as a learned behavior resulting from injustice and frustration within the organization. Frustration felt by the employee leads to the beginning of negative opinions and poor expectations in future interactions with the organization. Therefore, OC may directly affect the employees' attitudes toward the organization. FitzGerald, (2002) asserted that OC is also associated with several factors related to the health and happiness of employees. According to one employee who are cynical about their place of employment tend to be less satisfied in their jobs, are more likely to leave the organization if given the opportunity, and experience higher rates of burnout.

The present study showed that, the majority percent of Minia general hospital staff nurses exhibited "low" responses toward JE dimensions. This might be due to lack in system of organization which lead to work in negative work environment such as poor relationship between coworkers, work environment not encourage staff to gain new knowledge and skills, and organization not allows all members to participate in work committees, which results staff nurses less satisfied, and not embedded with their work. This supported by Khan et al ,(2018) showed that

employees with lower levels of JE tend to have a higher turnover intention and less satisfaction with working condition. Consistent with the findings of Halbesleben and Wheeler (2008), the present results suggest that strong formal or informal connections between an employee and organization or other people, the person's fit with the job and organization and the perceived personal losses (like giving up colleagues or interesting research projects) may result in keeping the employee in the organization.

This results inconsistent with the finding of the Karatepe and Ngeche., (2012) found that employees with high JE have a higher ability to control their negative emotions towards the organization as compared to their counter parts with low job embeddedness. The same author added that high JE would lead to more team success, more collective efficacy, better group communication, and more satisfaction of the group members This result is also inconsistent with the findings of the Nafei , (2015) on the importance of the role played by JE in the development of many of the positive behaviors and reducing negative behaviors in the work environment. Also, management should ensure that JE be applied in the organization through the encouragement of cooperative teamwork

Also, another author Peltokorpi et al., (2015), found that embeddedness helps retain employees better. Organizations who strive to retain employees who are highly embedded in fit, links and sacrifice reduce turnover and increases the organization's productivity and performance, as well as an achieved reduction in absenteeism. Employees remain in their jobs because of a web of attachment and the number of attachments that exists between them and other elements they interact with, which creates embeddedness (Burton,et al ,2010).

The current study denoted that, a highly percent of Minia General Hospital staff nurses exhibited "low" responses toward OCB dimensions. This might be due to lack of support from top management not has to ensure that staff nurse receiver cognition, appreciation and not encourage staff to share idea and problem solving. This disagreement with Organ (2018) found that OCB research indicates that organizations can create an environment which encourages their employees to engage in citizenship behaviors. One of the ways to create such an environment is by extending organizational support to the employees. OCB so helps in reducing turnover and retaining customers.

Also, another author Muthuraman and Al-Haziati (2017), stated that the top management should motivate the employee and encourage the employee to share their ideas, allow them to contribute to the management decision, provide

opportunity for self-development through various training programs also offer guidance in terms of career development and recognizes achievements of the employee.

Regarding the relation between the personal data and OC the finding of the current study revealed that there were statistical significant difference with gender in relation to male mean score (54.87+7.18) with P value (.039*).This might be due to that some head nurses make a differentiation between males and females, whereas not participate male staff nurse of decision making and not treat fairly between male and female staff nurse which exposed male staff to feel injustice and less satisfied with their job.

Also, the same table show that there were highly statistical significant difference in department of NICU, followed by medical department and operation room with P value (0.000**). This may be due to staff nurses not receive support, guidance and training during the work from their supervisors. This result is in contrast by, Woods and Lynn, (2014) they concluded that work support was positively associated with staff growth. Work support had a significant impact on employees' career exploration, career goal and career strategy. While Hebl, et al (2008), and Thomas ,Plaut (2008) stated that strong management support for diversity training has long been considered essential to successful training outcomes.

Regarding the relation between the personal data, JE and OCB the finding of the current study revealed that there were highly statistically significant difference in department of NICU, followed by hemodialysis unit with P value (0.000**) This result might be attributed to first line manager not provide opportunities for learning knowledge and skills ,not encourage staff to achieve goal of organization , no cooperative teamwork, and not treat fairly and not motivated staff ,all affected on staff nurse which lead to less embedded with work in organization ,not encourages their staff to engage in citizenship behaviors. This supported by Crossley, et al,(2007) suggests there is a potential downside to JE that leads to reduced motivation and counter productive work behaviors .The same author stated that some job embedded employees might feel stuck in unfavorable jobs which could lead to negative outcomes .For example ,two individuals might have similar skills, abilities ,and overall fit with their organization and community as well as both having many links to important coworkers and friends

Also this disagreement with Holtom et al (2012) stated that managers must be cognisant of aspects such as passing people over for a promotion and managing disagreement between co-workers. Improvement of fair and transparent compensation can

help embed employees and removing bureaucracy. While Collins and Mossholder, (2017) asserted that when supervisors treat their subordinates fairly, employees then display higher levels of OCB.

Finally, the findings of the present study reveal that there was a negative correlation between OC and JE. This supported by Nafei, (2015) revealed that JE was negatively with OC. Also, the same table shows that there were a negative correlation between OC and OCB. This supported by "Turkmen, and Aykac, , (2017) identified the relationship between OC and OCB. They concluded that there is negative association between the sub dimensions of cynicism namely cognitive, affective and general cynicism attitudes with all OCB sub-dimensions (altruism, conscience, courtesy, gentlemanly, civil virtue and general OCB).

In addition, the same table explored that, there were a positive correlation between JE and OCB. This supported by Lee et al., (2004), indicated that JE positively correlates to job performance and OCB. This means that employees who are embedded in an organization will tend to perform higher than those who are not embedded. Employees develop a strong sense of patriotism to the organization and therefore increase their citizenship and membership strength with the organization. Also, another author Wijayanto and Kismon. (2004) added that there is positive relationship between employee embeddedness and OCB.

CONCLUSION

- This study shows that, the majority percent of Minia general hospital staff nurses exhibited "high" responses toward organizational cynicism dimensions. On the contrary, the highly percent of the nurses were responses to "low" for total job embeddedness and nurses exhibited "low" responses toward organizational citizenship behavior dimensions. There was a negative correlation between organizational cynicism and job embeddedness and organizational citizenship behavior. In addition, there were a positive correlation between job embeddedness and organizational citizenship behavior.

RECOMMENDATION

It is recommended that it is essential to

- Every manager in organizations need to play a more active and vital role in preventing cynicism.
- Managers need to be more understanding about the causes of cynicism and how to dealing with all employees
- Management can influence the level of cynicism by ensuring that all successful changes are clearly

Publicized

- There is a need to pay attention to JE as an effective strategy to improve relations between employees on the one hand, and their superiors, on the other hand, in order to improve the level of JP within the organization.
- There is a need to rely on OC to maximize the feelings of JE and OCB

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