

**The effect of employee's voice on the organizational  
Cynicism: A field study on government hospitals in  
Qalyubia Governorate**

Experimental Study

**Prof. Dr  
Osama Mohamed Abd-Elmoniem**

*Professor of Business Administration  
Former Vice Dean for Postgraduate  
Studies and Research.  
Faculty of Commerce, Benha  
University*

**Prof. Dr  
Amany Mohamed Amer**

*Associate Professor of business  
administration.  
Faculty of Commerce, Benha  
University*

**Aya Hamed Ebrahim Elkholy**

*Demonstrator at Business  
Administration Department  
Faculty of commerce - Benha  
University*

**The effect of employee's voice on the organizational Cynicism: A field study on government hospitals in Qalyubia Governorate**

**Experimental Study**

Prof. Dr

Prof. Dr

Osama Mohamed Abd-Elmoniem

Amany Mohamed Amer

Aya Hamed Ebrahim Elkholy

**Professor of Business Administration**

**Associate Professor of business**

**Demonstrator at Business**

**Former Vice Dean for Postgraduate**

**administration.**

**Administration Department**

**Studies and Research.**

**Faculty of Commerce, Benha**

**Faculty of commerce - Benha**

**Faculty of Commerce, Benha**

**University**

**University**

**University**

**Abstract**

The main objective of the research is to determine the effect of the employees' voice on organizational cynicism, by applying to government hospitals in Qalyubia Governorate, and by reviewing previous studies in this regard, a proposed model was designed for research hypotheses, clarifying the causal relationships between research variables, based on regression analysis (R<sup>2</sup>) To clarify the strength of the linear relationship between the research variables using the correlation coefficient (Person).

To collect the primary data, a survey list was designed with two scales: a scale for employee voice and organizational cynicism. The necessary tests were conducted to assess the validity of the research variable models. The survey was directed to a sample of employees in the hospitals under study and the sample size was (404 individuals). The response was (384 individuals) 95% of the total sample size.

The researcher concluded that there is a negative statistically significant effect of the employees' voice in its three dimensions on organizational satire, which proves the validity of the first hypothesis, The greater the voice of the employees, the lower the intensity of organizational cynicism, as the researcher found the validity of the second and third hypothesis in part regarding demographic factors about the employee voice and organizational sarcasm in the hospitals under study and research.

**Keywords:** Employees' voice (EV), organizational cynicism (OC)

## 1- Introduction

The organization seeks, to achieve its goals, which are represented in profit, growth, and survival in the business environment, whether it is a profit or non-profit organization, and after realizing that the only way towards achieving these goals is the human element (Jha et al., 2019; P.703) <sup>(1)</sup>. It has become a subject of interest for many administrative and behavioral research as the potential energy of the organization is not inexhaustible (Tsang-Lang Liang et al., 2017; P. 374) <sup>(2)</sup>.

Employee voice (EV) is a two-way communication that occurs between employees and management to share opinions and concerns regarding the problems and opportunities that directly or indirectly affect some important organizational outcomes (Chou and Barron,2016, P.1723) <sup>(3)</sup>. Voice is the first step towards solving the problem and learning from it whether this voice is represented in the workers' complaints about the problems in the organization or making suggestions for treatment (Dedahanov et al., 2016; P.2312) <sup>(4)</sup>.

It was noted that showing the voice of employees may be fraught with risks, so workers resort to suppressing their voices for fear of [e.g., losing work or being exposed to organizational cynicism] (Mousa, 2019, P.286) <sup>(5)</sup>. organizational cynicism (OC) is a negative attitude directed toward individuals in the organization or the company, which develop due to perceived agent or entity malfeasance (Byrne and Hochwarter, 2018, P.56) <sup>(6)</sup>.

Many factors cause the emergence of organizational Cynicism, including the inability to reach personal and organizational goals; lack of social support mechanisms; conflict Goals, organizational complexity, insufficient decision-making process, communication problems, psychological stress, layoffs, increasing organizational complexity, reduced work independence, conflicting roles, favoritism, lack of agreement with organizational values, unattainable organizational goals, heavy workload, fear of Job loss due to economic fluctuations, loss of job satisfaction, loss of confidence in the organization, and increased workload (Beheri, et al ., 2018, P.23) <sup>(7)</sup>.

Since organizational cynicism is leading to reduced efficiency and productivity regulations and thus cause losses of Significant corporate materialism, reduced organizational commitment, and decreased workforce performance (Durrah, 2019, P.7) <sup>(8)</sup>.

The researcher believes the need for the administration to adopt the concept of the employee voice, which enables it to listen to workers, identify their problems, and work to solve them. It can also provide more mechanisms, through which workers can express their opinions, listen to their suggestions and solve their problems through (written forms - holding regular meetings between the administrations and workers - and electronic communication) (Arain, et al., 2019; P 1135) <sup>(9)</sup>.

The researcher chose hospitals as the field of application in studying the effect of the employee's voice on organizational cynicism because the hospital

sector is considered one of the most important sectors, as it aims to (Conducted by the researcher):

- Contribute to achieving the best services for patients in cooperation with the medical team in various specialties.
- Providing social and psychological support to patients and their families and solving their problems by utilizing local community resources.
- Working with long-stay patients and facilitating their exit after receiving all their needs for medical treatment and social intervention.
- Raise the level of social awareness by providing guidance and counseling services to patients and their families.

## 2-Literature Review

The literature review is divided into four main parts according to the nature of the study:

2.1: A literature review of employee voice (EV).

2.2: A literature review of Organizational cynicism (OC).

2.3: Summary of literature review.

### 2.1 Literature review of employee voice

Employee voice refers to a collection of ways in which the employees can express their opinions on various affairs in the organization (Jude and Reimara,2018; P.232) <sup>(10)</sup>. According to the prior research, the dimensions and measures of employee voice are explained in detail in table 1.1. Several researchers are interested in studying employee voice; some of these researchers will be explained in Table 1/1.

**Table 1/1**  
**Literature review of employee voice**

No	Author (s)	Objectives	Results
1	Florence et al. (2018) <sup>(11)</sup>	Explain the relationship between employee voice and organizational support.	There is an appositive relationship between employee voice (Prosaically voice) and organizational support.
2	Muhammad et al. (2018) <sup>(12)</sup>	Test if employee voice mediates the relationship between a high-performance work system and organizational innovation.	Employee voice was found as an important predictor of organizational innovation and a mediating factor in the relationship between a high-performance work system and organizational innovation.
3	Chenwei et al. (2019) <sup>(13)</sup>	Exploring the impact of organizational politics on employee voice.	There is a negative impact between organizational politics and employee voice

No	Author (s)	Objectives	Results
			(Prosaically voice, Acquiescent voice, and Defensive voice).
4	Huai-Liang (2019) <sup>(14)</sup>	Examine the relationship between employee voice and workplace bullying.	There is a significant relationship between employee voice (Defensive voice) and workplace bullying.
5	Nivedita et al. (2019) <sup>(22)</sup>	Aims to understand the relationship between employee voice and organizational effectiveness.	There no significant association was found between employee voice (Defensive voice and Prosaically voice) and organizational effectiveness.
6	Olfat et al. (2019) <sup>(15)</sup>	Explain the role organizational commitment plays in employee voice.	The results indicated that organizational commitment promotes employee voice (Prosaically voice).
7	Sriji and Lata (2019) <sup>(16)</sup>	Aims to how an employee's proactive personality helps to predict the employee's voice.	There is a significant positive impact between employee proactive personality and employee voice (Prosaically voice and Defensive voice).
8	olfat et al. (2020) <sup>(17)</sup>	Test if employee voice mediates the relationship between Perceived organizational support and the interactive role of coworkers.	Employee's voice (Prosaically voice, Acquiescent voice, and Defensive voice) moderates the relationship between coworkers' Perceived organizational support such that the relationship is strengthened when his/her voice is low.

Source: by the researcher.

## 2.2 Literature review of Organizational cynicism

Organizational Cynicism (OC) is "a negative attitude toward one's employing organization, comprising three dimensions: a belief that the organizational asks integrity; negative affect toward the organization; and tendencies to disparaging and critical behavior toward the organization that is consistent with these beliefs and affect" (Ceyhun et al., 2017, P.60)<sup>(18)</sup>. Hence to study the dimensions,

reasons, measures, and variables to overcome the OC. Some of these views can be clarified in Table 1.2.

**Table 1/2**  
**Literature review of Organizational cynicism**

No.	Author (s)	Objectives	Results
1	Aayan et al. (2018) <sup>(19)</sup>	Test the relationship between the organizational cynicism of the employees and the Counterproductive Work Behaviors exhibited by employees at work	Organizational cynicism (Affective Cynicism and Behavior cynicism) was positively correlated with Counterproductive Work Behaviors.
2	James et al. (2018) <sup>(20)</sup>	Examine the relationship between Organizational Cynicism and Organizational Citizenship Behavior.	There is a negative relationship between organizational cynicism (Affective Cynicism and Behavior cynicism) and Organizational Citizenship Behavior.
3	Muhammad and Jamal (2018) <sup>(21)</sup>	Investigate the moderating effect of employee engagement on the relationship between organizational cynicism and employee performance.	Employee engagement has a moderating effect on the relationship between organizational cynicism (Belief cynicism and Behavior cynicism) and employee performance.
4	Jiang et al (2019) <sup>(22)</sup>	Examined the relationship between authoritarian leadership and employees' unsafe behaviors, and the mediating roles of organizational cynicism.	Organizational cynicism (Affective Cynicism and Behavior cynicism) mediates the relationship between authoritarian leadership and employees' unsafe behaviors.
5	Roozbeh (2019) <sup>(23)</sup>	Determine the effect of perceived ethical leadership behavior on organizational cynicism and citizenship rights.	Perceived ethical leadership behavior had a positive effect on citizenship rights and a negative effect on employee cynicism (Belief cynicism, Affective Cynicism, and Behavior cynicism).
6	Murat	Examine the effect of	There was a positive

No.	Author (s)	Objectives	Results
	(2019) <sup>(24)</sup>	organizational justice behaviors on organizational cynicism.	significant correlation between organizational justice behaviors and organizational cynicism (Belief cynicism, Affective Cynicism, and Behavior cynicism).
7	Ali et al. (2020) <sup>(25)</sup>	Investigate the relationship between organizational cynicism and abusive supervision on workplace deviance.	Organizational cynicism (Belief cynicism, Affective Cynicism, and Behavior cynicism) has a moderate relationship between abusive supervisor behavior and workplace deviance; so, the more organizational cynicism high will be the workplace deviance.
8	Tolga (2020) <sup>(26)</sup>	Examine and measure the (inter)relationships between organizational cynicism, perceived organizational support, and counterproductive work behaviors.	There is a negative relationship between organizational cynicism (Belief cynicism, Affective Cynicism, and Behavior cynicism), perceived organizational support, and counterproductive work behaviors.
9	Mustafa et al. (2020) <sup>(27)</sup>	Determined the relationship between perception of organizational cynicism and behaviors of favoritism.	There is a positive relationship between the perception of organizational cynicism (Belief cynicism, Affective Cynicism, and Behavior cynicism) and behaviors of favoritism.

Source: by the researcher.

### 2.3 Summary of literature review

From the previous review of literature, it is shown that

- Most of the previous studies dealt with EV as including three dimensions represented in (defensive voice - prosaically voice - acquiescent voice).
- From the previous review of the literature shows that employee voice has a relationship to some variables such as organizational commitment, organizational Performance, employee psychological empowerment,



organizational culture, organizational functions, organizational commitment, organizational innovation, organizational support, organizational politics, and organizational effectiveness.

- Several studies have dealt with OC as having three main dimensions: (belief cynicism - behavioral cynicism- effective cynicism).
- From the previous review of the literature shows that Organizational cynicism has a relationship to some variables such as managers' altruist behaviors, ethical Leadership behavior, counterproductive behaviors, innovative behaviors, deviant workplace behaviors, Counterproductive Work Behaviors, Organizational Citizenship Behavior, employees' unsafe behaviors, organizational justice behaviors, and behaviors of favoritism.
- The researcher found that there are no Arab or foreign studies that have been interested in studying the influence of EV on OC, within the limits of the researcher's knowledge.

### 3- Research Problem

Some previous studies indicated that the strength of the negative impact of EV on the OC, that is, increasing the volume of the voice, reduces the chances of cynicism, as it is the additional behavior that indicates problems and provides constructive suggestions to do things better, which increases the employee's communication with business leaders that includes presenting Discussing suggestions about subordinate performance, problems and organizational policy and giving employees ideal opportunities to participate in decision-making (Zhao, 2018, P.30) <sup>(28)</sup> and (Yoo, 2016, P.241) <sup>(29)</sup>.

By reviewing prior literature, it was found that the increase in OC among employees is due to many negatives [e.g. overload resulting from the organizational role, unfulfilled promises, conflicting roles and ambiguities, poor performance, low morale, disappointment, job dissatisfaction, widespread mass layoffs, Violating the psychological contract and violent behaviors that lead to an increase in the level of tension, poor social exchange, frustration, lack of cooperation and disappointment, the organization's lack of principles of sincerity, honesty, hope, integrity, transparency, and feelings of distrust, alienation from work. (Abdelgalil, 2020, P.3) <sup>(30)</sup> And (Munir et al., 2020; P.320) <sup>(31)</sup>.

**Considering the review of previous studies, the problem of the study can be formulated with several questions that the study seeks to answer, as follows:**

- What is the effect of the employees' voice on OC?
- What is the effect of the employees' voice on the Belief cynicism dimension?
- What is the effect of employee voice on the behavioral cynicism dimension?
- What is the effect of the employees' voice on the effective cynicism dimension?
- What is the impact of the following demographic factors (i.e., gender - age - university qualification - marital status - experience) on the employees' voice?



- What is the impact of the following demographic factors (i.e., gender - age - university qualification - marital status - experience) on OC?

#### 4- Research Objectives

Based on the study problem, a set of objectives have been formulated that the study seeks to achieve:

- Determining and measuring the degree of influence of employees' voice on organizational cynicism.
- Determining and measuring the degree of influence of employees' voice on belief cynicism.
- Determine and measure the degree of influence of employees' voice on behavioral cynicism.
- Determining and measuring the degree of influence of employees' voice on effective cynicism.
- Determining and measuring the degree of influence of the demographic factors (i.e., gender - age - university qualification - marital status - experience) on the employees' voice.
- Determining and measuring the degree of influence of the demographic factors (i.e., gender - age - university qualification - marital status - experience) on organizational cynicism.

#### 5- Research Hypotheses and Model

##### 5.1 Research Hypotheses

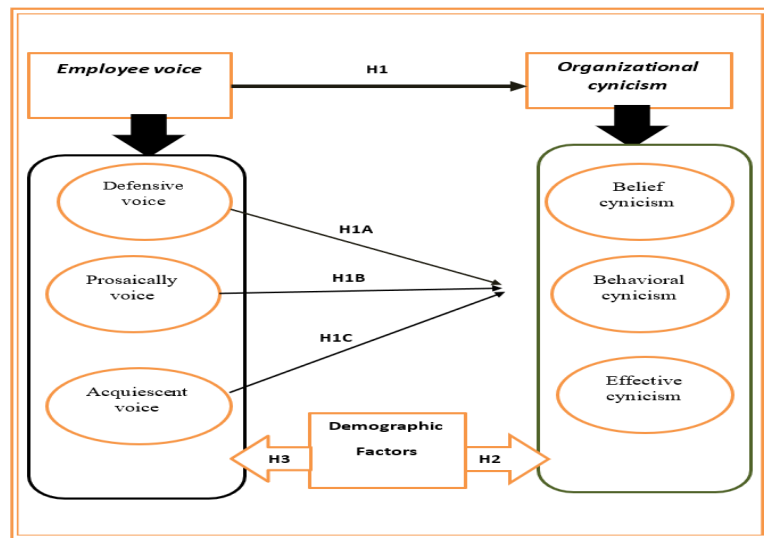
Given the importance of studying, the employees' voice and determining the relative importance of its three dimensions (i.e., defensive voice – prosaically voice - acquiescent voice) in influencing the organizational cynicism in its three dimensions (i.e., belief cynicism - behavioral cynicism- effective cynicism) and based on the objectives, the study seeks to test the extent of the following hypotheses are correct:

##### The major hypothesis

- **H1:** There is a negative effect of statistically significant EV on OC
- **H2:** There is a statistically significant effect of demographic factors on the EV.
- **H3:** There is a statistically significant effect of demographic factors on OC.

##### 5.2 Research Model

**Figure 1/1**  
**The research model**



Source: by the researcher.

## 6-Research Importance

Given the importance of studying, the voice of workers and determining the relative importance of its four dimensions (i.e., defensive voice – prosaically voice - acquiescent voice) in influencing the OC in its three dimensions (i.e., belief cynicism - behavioral cynicism - effective cynicism), the study was prepared based on its practical and scientific importance as next one:

### 6.1 Scientific (theoretical) importance

- The lack of Arab and foreign studies interested in studying the effect of EV on OC, within the limits of the researcher's knowledge.
- The study is considered a scientific addition to the Arab library, especially in the absence of studies that clarify the nature of the relationship between the EV on OC.

### 6.2 Practical (applied) significance

Attempt to draw the attention of officials of the organizations' understudy to the importance of identifying the extent of the influence of EV on OC.

1. Presenting policy recommendations and implementation mechanisms that can be used to get rid of OC.
2. This study provides officials with a practical framework through which they can become familiar with the variables that affect the voice of employees, enabling these officials to make the necessary adjustments to improve the performance of employees.

## 7- Research Methods

### Research type: Descriptive and Analytical

The researcher (focuses on two types of data to determine and test the research hypotheses.

### 7.1 Secondary data

Secondary data refers to the data that have been previously gathered and have been used to illustrate and describe the research variables and their dimensions.

Hence, the research relies on books, journals, reports, and thesis that are related to the research variables (EV and OC) to collect these data, determine the research problem, and to develop the hypotheses.

## 7.2 Primary data

Primary data represents the data that is collected for the first time by the researcher through a survey using a questionnaire. Collecting primary data requires designing a questionnaire and determining the target population and sample, as shown in the following subsections:

### 7.2.1 The questionnaire design

collect data, the researcher relies on a five-point-Likert scale to develop the questionnaire, which includes 25 questions divided into three parts. The first part consists of 10 questions, and it is related to EV dimensions (defensive, prosaically, and, acquiescent voice), the second part includes 10 questions related to OC dimensions (affective, cognitive, and behavioral cynicism). Furthermore, the final part of the questionnaire consists of 5 questions about the demographic factors of respondents (i.e., gender - age - university qualification - marital status - experience).

### 7.2.2 Research population.

The target population consists of doctors and nursing in the Governmental hospitals in Qalyubia Governorate, where there are 20 hospitals in Qalubia. Based on the researcher's findings of information available at the Health Directorate in Qalyubia Governorate, the size of the research community at the time of the survey reached 8778 individuals.

### 7.2.3 The research sample

According to the hypotheses and goals of the research, and the availability of community-specific data in the organizations in question, the researcher chose a Proportional stratified sample to represent the research community, as the sample included all doctors and nurses. The size of the sample was determined using the equation (Thompson, 2012, P59), given that the population size is 8778 individuals and at a confidence level of 95%, and the limits of error of  $\pm 5\%$ , which are acceptable error limits in social studies, as well as the percentage of presence of the characteristic and neutral, which is 50%.

## 8- Theoretical Framework

**In this part, the researcher will deal with the theoretical framework of the research variables in terms of concept and dimensions.**

### 8.1 Definition of employee voice (EV)

The first author to announce the concept of employee voice (EV) is Hirschman (1970) through his book "Exit, Voice, and Loyalty". When employees speak up, organizations can start the effective change that helps organizations better adapt to the business environment (Kim and Lim, 2020, P.142)<sup>(32)</sup>, and (Nechanska et al., 2020; P.105)<sup>(33)</sup>

**However, researchers in the prior study have provided diverse definitions of EV. Some of these definitions are illustrated in table 1\3.**

**Table 1\3**  
**Employee voice definitions**

No	Authors	Definition
1	(Ellmer and Reichel 21, P.262) <sup>(34)</sup> .	It is an essential component of democracy in the workplace; the voice has a host of positive but negative results.
2	(BelizOn,2019, P.78) <sup>(35)</sup> .	Any type, such as mechanism, structure, or practice, provides the employee with an opportunity to express an opinion or participate in decision-making within his organization.
3	(Emelifeonwu and Valk, 2019, P.229) <sup>(36)</sup> .	It is a mechanism for fruitful cooperation between capital and labor that always increases the company's long-term sustainability and the economic well-being of the worker.
4	(McCloskey and McDonnell,2019, P.176) <sup>(37)</sup> .	It is the collective expression of (such as constructive ideas, grievances, and formal and informal engagement in influencing organizational development through collective representation.

Source: Prepared by the researcher

## 8.2 Dimension of (EV)

**Table 1\4**  
**Dimensions of EV**

Type	Prosaically voice	Defensive voice	Acquiescent voice
<b>Definition</b>	Is "non-required behavior that emphasizes the expression of change-oriented comments"	Is the expression of "work-related ideas, information or opinions—based on fear with the goal of protecting the self"	Is the "expression of work-related ideas, information, or opinions—based on feelings of resignation "
<b>Behaviors</b>	Suggestions for change. Recommendations for improvements.	Expressing ideas that shift attention elsewhere based on fear. Proposing ideas that focus on others to protect the self.	Expressions of support. Expressions of agreement.

*Source:* by the researcher based on, (Jada and Mukhopahyay,2019, P.228) <sup>(38)</sup>, and (Zaid and Lily-Suriani, 2019, P.152) <sup>(39)</sup>.

### 8.3 Concept and dimensions of organizational cynicism (OC)

Table 1\5

#### Organizational cynicism definitions

Fields	Organizational cynicism
<b>organizational behavior</b>	A negative attitude consists of beliefs about the lack of integrity of the user's organization, feelings, and behaviors assumed by the employee towards the organizational practices, policies, and agents (Fernández, et al., 2019; P.4) <sup>(40)</sup> .
<b>organizational change</b>	A reaction to failed attempts of which consists of pessimism towards future efforts and the conviction that the agents of change are lazy and incompetent (Grama, and Todericiu, 2018, P.48) <sup>(41)</sup> .
<b>organizational concept</b>	Identified as suspicious that is shared with many people (METE, 2018, P.477) <sup>(42)</sup> .

Source: Prepared by the researcher

### 8.4 Dimension of organizational cynicism (OC)

- **Cognitive cynicism (CC):** Refers to the belief that the organizational practices lack honesty, fairness, and sincerity, and cannot be trusted. Because of this belief, they expect that the organization would deceive them (Khalid, 2020, P.4) <sup>(43)</sup>.
- **Affective cynicism (AC):** Refers to strong emotional reactions towards the organization such as shyness, anxiety, anger, disrespect, disappointment, and boredom (tolga, 2020, P. 147) <sup>(44)</sup>.
- **Behavioral cynicism (BC):** Refers to an employee's negative tendency and demeaning attitudes toward the organization. It covers severe criticism of the organization such as verbal abuse, mocking, ridicule, and condescension (Li and Chen, 2018, P.84), <sup>(45)</sup>.

## 9- Field Study

### 9.1 The survey groups

The total sample size can be determined by the following formula (Kish 1965):

$$n = \frac{z_{\alpha/2}^2 \cdot p(1-p)}{d^2} = \frac{(1.97)^2 \cdot (0.25)}{(0.049)^2} \approx 404$$

The researcher distributed 404 questionnaires to doctors and nurses in the hospitals under study (The Governmental Hospitals in Qalyubia). Then collected 384 questionnaires, 16 of 384 were invalid due to the missing data. The usable questionnaires were 368 respondents.

### 9.2 The reliability and validity statistics

To determine the validity and reliability of the tool used to measure the responses of the items sampled, the researcher used both the internal consistency coefficient to measure the validity of the results achieved for each item of the investigation, and Alpha Cronbach's coefficient to measure the reliability of the study items, and the results were as in the following table:

**Table 1/6**  
**The reliability and validity of statistics**

Study Variables	No. of Items	Cronbach's Alpha	Validity Coefficient	Sig. (2-tailed)
<b>The employees' voice</b>	<b>21</b>	<b>.896</b>	---	.000
Prosaically voice	10	.902	.742**	.000
Acquiescent voice	7	.892	.786**	.000
Defensive voice	4	.806	.593**	.000
<b>The organizational cynicism</b>	<b>24</b>	<b>.908</b>	---	.000
Belief cynicism	8	.893	.518**	.000
Affective cynicism	8	.799	.935**	.000
Behavior cynicism	8	.877	.901**	.000
<b>The questionnaire as a whole</b>	<b>45</b>	<b>.819</b>	---	---

**Source:** Prepared by the researcher based on the results of the statistical analysis (SPSS).

The previous table shows that the Alpha Cronbach's coefficient is greater than 60% for all the study's dimensions, in addition, the Alpha Cronbach's coefficient for the questionnaire as a whole is equal to (0.819) and therefore can be depended on to measure the study's dimensions of the questionnaire. **This confirms that** the questionnaire measures what it was built for, that all items of the study are clear to the respondents (doctors and nurses) and that there is no ambiguity if the researcher applies the questionnaire a second time to the same sample will give almost the same results.

The values of internal consistency coefficients in most dimensions are close to the correct one, indicating that the internal consistency between questions of the questionnaire is very strong and acceptable.

### 9.3 Descriptive Statistics and (T-test)

#### 9.3.1 Descriptive Statistics and T-test for the independent variable (Employees' voice)

**Table 1/7**  
**Descriptive Statistics-test test for items of "Prosaically voice"**

Items	Mean	Std. Deviation	Coef. of variation	T-test	Sig.
Offer ideas for new projects that benefit the	4.27	0.560	0.131	43.62	.000

Items	Mean	Std. Deviation	Coef. of variation	T-test	Sig.
hospital.					
Express your opinions on work issues related to the hospital.	4.28	0.508	0.119	48.46	.000
Suggest ideas for change to improve the hospital's performance.	4.21	0.527	0.125	44.19	.000
Provides recommendations on issues affecting the hospital.	4.14	0.565	0.136	38.55	.000
The management encourages employees to express their opinions on the main issues related to them.	4.26	0.565	0.133	42.84	.000
The administration discusses with the workers the new proposals that will benefit the work.	4.20	0.595	0.142	38.84	.000
You express your dissatisfaction with some of the hospital's shortcomings.	4.18	0.517	0.124	43.74	.000
Make frequent suggestions about how to do things in new ways at work.	4.16	0.510	0.123	43.62	.000
Suggests ideas on how to improve working methods.	4.17	0.492	0.118	45.76	.000
Make frequent suggestions about	4.19	0.506	0.121	44.99	.000



Items	Mean	Std. Deviation	Coef. of variation	T-test	Sig.
how to do things in more effective ways at work.					

**Source:** Prepared by the researcher based on the results of the statistical analysis (SPSS).

The previous table shows that the mean of all items is more than (3), which means that most of respondents (doctors and nurses) agree about all items of " Prosaically voice ". In addition to the level of significance for these items is less than 0.01 ( $Sig < 0.01$ ), therefore, it can be concluded that all items are statistically significantly, which confirms that there is an agreement about these items.

The standard deviation ranges from (0.492:0.595) and is a small percentage and the coefficient of variation for all items is less than 60%, which indicating that the dispersion in most sample' answers to these items is low.

The overall response to these items of " Prosaically voice " shows that (0.92%) of the respondents are (strongly disagree and disagree), (3.1%) of the respondents are (neutral) and (95.98%) of the respondents are (agree and strongly agree).

**Table 1/8**  
**Descriptive Statistics and T- test for items of "Acquiescent voice"**

Items	Mean	Std. Deviation	Coef. of variation	T-test	Sig.
Proposes new working methods.	4.18	0.492	0.118	46.099	.000
Suggest changes to work systems in order to improve them.	4.16	0.492	0.118	45.130	.000
Take the initiative to provide solutions to solve work-related problems.	4.14	0.504	0.122	43.238	.000
Advocate for effective working methods that benefit the hospital.	4.17	0.452	0.108	49.859	.000
Defend the hospital's organizational policies when citizens criticize them.	4.13	0.525	0.127	41.238	.000
Supporting work	4.15	0.524	0.126	42.079	.000

Items	Mean	Std. Deviation	Coef. of variation	T-test	Sig.
procedures when some criticize them without justification.					
Supports the organizational goals of the hospital.	4.20	0.505	0.120	45.699	.000

**Source:** Prepared by the researcher based on the results of the statistical analysis (SPSS).

The previous table shows that the mean of all items is more than (3), which means that most of respondents (doctors and nurses) agree about all items of "Acquiescent voice". In addition to the level of significance for these items is less than 0.01 ( $Sig < 0.01$ ), therefore, it can be concluded that all items are statistically significantly, which confirms that there is an agreement about these items.

The standard deviation ranges from (0.452:0.525) and is a small percentage and the coefficient of variation for all items is less than 60%, which indicating that the dispersion in most sample' answers to these items is low.

The overall response to these items of "Acquiescent voice" shows that (0.78%) of the respondents are (strongly disagree and disagree), (3.26%) of the respondents are (neutral) and (95.96%) of the respondents are (agree and strongly agree).

**Table 1/9**  
**Descriptive Statistics and T- test for items of "Defensive voice"**

Items	Mean	Std. Deviation	Coef. of variation	T-test	Sig.
Compatibility of changes that occur in work methods when achieve of some advantages.	3.95	0.695	0.176	26.263	.000
Object to any change that occurs when it is not necessary.	3.98	0.672	0.169	28.067	.000
Argues hard about changing business processes when implementing changes is not sense.	3.96	0.673	0.170	27.329	.000
Raise your voice	4.05	0.637	0.157	31.752	.000

Items	Mean	Std. Deviation	Coef. of variation	T-test	Sig.
against changing work practices when making changes is not necessary.					

**Source:** Prepared by the researcher based on the results of the statistical analysis (SPSS).

The previous table shows that the mean of all items is more than (3), which means that most of respondents (doctors and nurses) agree about all items of "Defensive voice". In addition to the level of significance for these items is less than 0.01 ( $Sig < 0.01$ ), therefore, it can be concluded that all items are statistically significantly, which confirms that there is an agreement about these items.

The standard deviation ranges from (0.637:0.695) and is a small percentage and the coefficient of variation for all items is less than 60%, which indicating that the dispersion in most sample' answers to these items is low.

The overall response to these items of "Defensive voice" shows that (4.62%) of the respondents are (strongly disagree and disagree), (5.77%) of the respondents are (neutral) and (89.61%) of the respondents are (agree and strongly agree).

### 9.3.2 Descriptive Statistics and T-test for the dependent variable (Organizational cynicism)

**Table 1/10**  
**Descriptive Statistics and T-test for items of "Belief cynicism"**

Items	Mean	Std. Deviation	Coef. of variation	T-test	Sig.
You think that the hospital administration does not do what it says.	2.14	0.607	0.284	-27.311	.000
Those responsible for change do not have the necessary skills to do so.	2.21	0.716	0.324	-21.047	.000
There is no compatibility between the hospital's policies and objectives.	2.18	0.687	0.315	-22.749	.000

The hospital lacks credibility.	2.16	0.651	0.301	-24.743	.000
Use dishonest methods to reach their goals.	1.99	0.530	0.266	-36.510	.000
Hide the real reasons behind your negative actions.	2.04	0.502	0.246	-36.853	.000
Claim to have moral standards.	2.08	0.561	0.270	-31.400	.000
Make fun of the hospital because it doesn't meet your needs.	2.12	0.581	0.274	-29.149	.000

**Source:** Prepared by the researcher based on the results of the statistical analysis (SPSS).

The previous table shows that the mean of all items is less than (3), which means that most of respondents (doctors and nurses) disagree about all items of "Belief cynicism". In addition to the level of significance for these items is less than 0.01 ( $Sig < 0.01$ ), therefore, it can be concluded that all items are statistically significantly, which confirms that there is a disagreement about these items.

The standard deviation ranges from (0.502:0.716) and is a small percentage and the coefficient of variation for all items is less than 60%, which indicating that the dispersion in most sample' answers to these items is low.

The overall response to these items of "Belief cynicism" shows that (89.03%) of the respondents are (strongly disagree and disagree), (6.08%) of the respondents are (neutral) and (4.89%) of the respondents are (agree and strongly agree).

**Table 1/11**  
**Descriptive Statistics and T- test for items of "Affective cynicism"**

Items	Mean	Std. Deviation	Coef. of variation	T-test	Sig.
Feel dissatisfied with the working atmosphere in the hospital.	1.72	0.959	0.558	-25.540	.000
Expect the hospital to take negative measures against you.	1.95	1.122	0.575	-17.883	.000
Dissatisfied with the	1.67	0.840	0.503	-30.331	.000

Items	Mean	Std. Deviation	Coef. of variation	T-test	Sig.
incentives you receive.					
The relationship of the employees with the hospital administration is described as negative.	2.29	0.753	0.329	-17.990	.000
Have the desire to leave your current job in the hospital.	2.30	0.731	0.318	-18.265	.000
Your co-workers are not bound by the ethical behavior they claim if it conflicts with their personal interests.	2.29	0.715	0.312	-19.109	.000
The hospital administration claims that it cares about the employees, but in reality, they do not.	2.33	0.828	0.355	-15.416	.000
You and your colleagues are exposed to great stress as a result of work pressures.	1.46	0.784	0.537	-37.570	.000

**Source:** Prepared by the researcher based on the results of the statistical analysis (SPSS).

The previous table shows that the mean of all items is less than (3), which means that most of respondents (doctors and nurses) disagree about all items of " Affective cynicism ". In addition to the level of significance for these items is less than 0.01 ( $Sig < 0.01$ ), therefore, it can be concluded that all items are statistically significantly, which confirms that there is a disagreement about these items.

The standard deviation ranges from (0.715:1.122) and is a small percentage and the coefficient of variation for all items is less than 60%, which indicating that the dispersion in most sample' answers to these items is low.

The overall response to these items of " Affective cynicism " shows that (84.04%) of the respondents are (strongly disagree and disagree), (6.39%) of the respondents are (neutral) and (9.58%) of the respondents are (agree and strongly agree).

**Table 1/12**

## Descriptive Statistics and T- test for items of "Behavior cynicism"

Items	Mean	Std. Deviation	Coef. of variation	T-test	Sig.
Complain to your friends outside work about the negatives that occur in the hospital.	1.62	0.903	0.557	-29.397	.000
Exchange looks of dissatisfaction with your colleagues in some situations that occur in the hospital.	1.70	0.894	0.526	-27.881	.000
Make fun of the slogans claimed by the hospital administration.	2.33	0.793	0.340	-16.300	.000
Criticize the hospital management practices with others.	1.84	1.081	0.588	-20.543	.000
Feel hatred from (the deputy - the consultant - the head of the department) in the hospital.	1.80	1.000	0.556	-23.037	.000
Feel unfair when there are opportunities for promotion to higher positions.	2.46	0.876	0.356	-11.847	.000
Feel the low interest of those in charge of you.	1.65	0.912	0.553	-28.340	.000
Feel nervous as a result of the difficulty of solving the problems facing you in the hospital.	1.54	0.804	0.522	-34.747	.000

**Source:** Prepared by the researcher based on the results of the statistical analysis (SPSS).

The previous table shows that the mean of all items is less than (3), which means that most of respondents (doctors and nurses) disagree about all items of " Behavior cynicism ". In addition to the level of significance for these items is less than 0.01 ( $Sig < 0.01$ ), therefore, it can be concluded that all items are statistically significantly, which confirms that there is a disagreement about these items.

The standard deviation ranges from (0.793:1.081) and is a small percentage and the coefficient of variation for all items is less than 60%, which indicates the dispersion in most sample' answers to these items is low.

The overall response to these items of " Behavior cynicism " shows that (84.82%) of the respondents are (strongly disagree and disagree), (5.54%) of the respondents are (neutral) and (9.65%) of the respondents are (agree and strongly agree).

#### 9.4 Tests of hypotheses

**9.4.1 The first main hypothesis:** There is a negative effect of statistically significant of the employees' voice on organizational cynicism in the hospitals under study.

To test this hypothesis, the researcher used linear regression by (AMOS) and obtained the following results:

**Table 1/13**  
**Linear Regression Model**

Regression Weights					
Parameter	Estimate	S.E.	C.R.	P- value	R <sup>2</sup>
Intercepts	6.997	.421	16.621	.0001	.188
Employees' voice	-.941	.102	-9.228	.0001	

**Source:** Prepared by the researcher based on the results of the statistical analysis (AMOS).

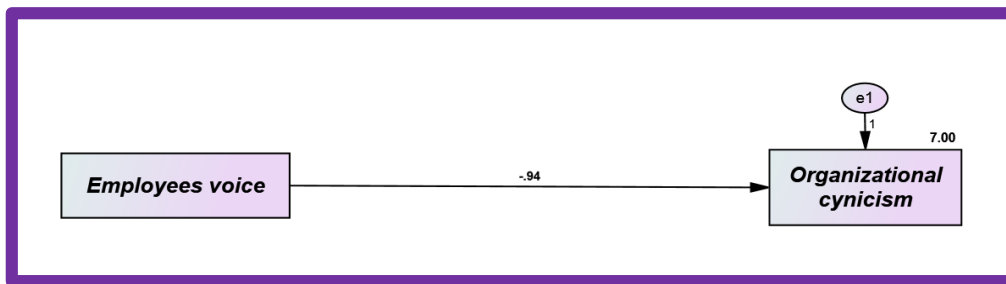
The previous table shows the critical ratio of independent variable (employees' voice) is more than the value ( $\pm 1.96$ ) in addition, the level of significance is less than 0.01 ( $sig < 0.01$ ), which indicates that this variable has statistical significance for dependent variable (organizational cynicism).

The regression coefficient is negative, which means that there is a negative relationship between independent variable (employees' voice) and dependent variable (organizational cynicism).

The **coefficient of R-square** is equal (18.8%) this is the percentage of the effect of independent variables (employees' voice) on dependent variables (organizational cynicism) and the rest of the percentage is due to random error or may be due to other independent variables not included Model. The estimation model is as follows:

**Figure 1\2**  
Linear regression model by (AMOS)





According to the previous results we accept the hypothesis, which means that there is a negative effect of statistically significant of the employees' voice on organizational cynicism in the hospitals under study.

**9.4.2 The first branch hypothesis:** There is a negative effect of statistical significance on the employees' voice on the belief cynicism dimension in the hospitals under study.

To test this hypothesis, the researcher used linear regression by (AMOS) and obtained the following results:

**Table 1/14**  
**Linear Regression Model**

Regression Weights					
Parameter	Estimate	S.E.	C.R.	P- value	R <sup>2</sup>
Intercepts	4.569	.251	18.186	.0001	.173
Employees' voice	-.533	.061	-8.762	.0001	

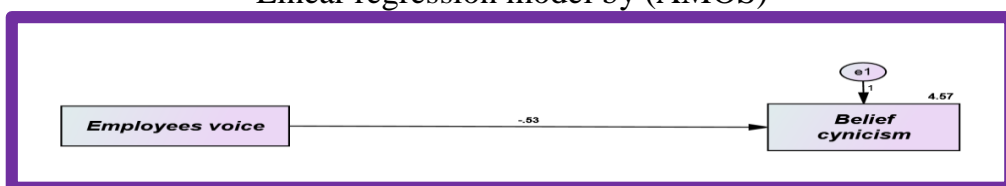
**Source:** Prepared by the researcher based on the results of the statistical analysis (AMOS).

The previous table shows the critical ratio of independent variable (employees' voice) is more than the value ( $\pm 1.96$ ) in addition, the level of significance is less than 0.01 ( $sig < 0.01$ ), which indicates that this variable has statistical significance for dependent variable (belief cynicism).

The regression coefficient is negative, which means that there is a negative relationship between independent variable (employees' voice) and dependent variable (belief cynicism).

The **coefficient of R-square** is equal (17.3%) this is the percentage of the effect of independent variables (employees' voice) on dependent variables (belief cynicism) and the rest of the percentage is due to random error or may be due to other independent variables not included Model. The estimation model is as follows:

**Figure 1\3**  
Linear regression model by (AMOS)



According to the previous results we accept the hypothesis, which means that there is a negative effect of statistical significance on the employees' voice on the belief cynicism dimension in the hospitals under study.

**9.4.3 The second branch hypothesis**

There is a negative effect of statistical significance on employees' voice on the affective cynicism dimension in the hospitals and study.

To test this hypothesis, the researcher used linear regression by (AMOS) and obtained the following results:

**Table 1/15**  
**Linear Regression Model**

Regression Weights					
Parameter	Estimate	S.E.	C.R.	P- value	R <sup>2</sup>
Intercepts	4.924	.358	13.752	.0001	.154
Employees' voice	-.709	.087	-8.177	.0001	

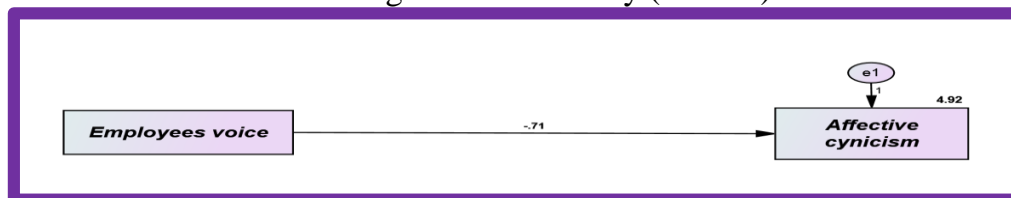
Source: Prepared by the researcher based on the results of the statistical analysis (AMOS).

The previous table shows the critical ratio of independent variable (employees' voice) is more than the value ( $\pm 1.96$ ) in addition, the level of significance is less than 0.01 ( $sig < 0.01$ ), which indicates that this variable has statistical significance for dependent variable (affective cynicism).

The regression coefficient is negative, which means that there is a negative relationship between independent variable (employees' voice) and dependent variable (affective cynicism).

The coefficient of R-square is equal (15.4%) this is the percentage of the effect of independent variables (employees' voice) on dependent variables (affective cynicism) and the rest of the percentage is due to random error or may be due to other independent variables not included Model. The estimation model is as follows:

**Figure 1\4**  
Linear regression model by (AMOS)



According to the previous results we accept the hypothesis, which means that there is a negative effect of statistical significance on employees' voice on the affective cynicism dimension in the hospitals and study.

**9.4.4 The third branch hypothesis:** There is a negative effect of statistical significance for the employees' voice on the behavior cynicism dimension in the hospitals under study.

To test this hypothesis, the researcher used linear regression by (AMOS) and obtained the following results:

**Table 1/15**  
**Linear Regression Model**

Regression Weights					
Parameter	Estimate	S.E.	C.R.	P- value	R <sup>2</sup>
Intercepts	4.502	.454	9.916	.0001	.084
Employees' voice	-.640	.110	-5.818	.0001	

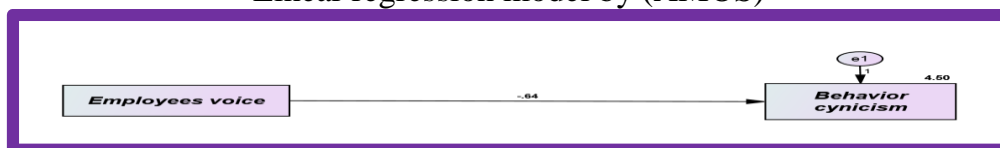
**Source:** Prepared by the researcher based on the results of the statistical analysis (AMOS).

The previous table shows the critical ratio of independent variable (employees' voice) is more than the value ( $\pm 1.96$ ) in addition, the level of significance is less than 0.01 ( $\text{sig} < 0.01$ ), which indicates that this variable has statistical significance for dependent variable (behavior cynicism).

The regression coefficient is negative, which means that there is a negative relationship between independent variable (employees' voice) and dependent variable (behavior cynicism).

The **coefficient of R-square** is equal (8.4%) this is the percentage of the effect of independent variables (employees' voice) on dependent variables (behavior cynicism) and the rest of the percentage is due to random error or may be due to other independent variables not included Model. The estimation model is as follows:

**Figure 1\5**  
Linear regression model by (AMOS)



**According to the previous results,** we accept the hypothesis, which means that there is a negative effect of statistical significance for the employees' voice on the behavior cynicism dimension in the hospitals under study.

#### 10- Research Recommendations

In light of what was observed of the importance and role of the employee's voice for all types of organizations with different activities, ownership and sizes, and at all organizational levels, and its role in enhancing the employee's voice and reducing organizational cynicism, in addition to encouraging employees not only to perform their basic tasks at work but also to play additional roles that help in completing the basic tasks and achieving organizational goals. In light of the research results, the following recommendations can be made:

- Encourage the practice of upward communication with management.
- Enhancing senior management's reactions to the employee's voice.

- Strengthening relationships with employees.
- Analysis of the causes of organizational cynicism.
- Careful review of the culture of government hospitals.
- Achieving an area of compatibility between the worker and the hospital, which is paralyzed by reducing and limiting organizational cynicism.

#### 11- Future Research

- A study of the relationship between the employees' voice and organizational cynicism in commercial, industrial, and service organizations.
- Expanding the definition of the relative importance of the employees' voice dimensions for each dimension of organizational cynicism.
- Conducting a comparative study of the impact of employees' voice on organizational cynicism in two different sectors such as public and private universities.
- Studying the effect of employees' voice and work pressures on organizational cynicism in the presence of demographic variables such as gender, age, and education level as mediating variables.

#### 12- Reference

- Jha, N., Potnuru, R. K. G., Sareen, P., & Shaju, S. (2019).** Employee voice, engagement and organizational effectiveness: a mediated model, *European Journal of Training and Development*, 43(7/8), 699-718.
- Tsang-Lang Liang, T. L., Chang, H. F., Ko, M. H., & Lin, C. W. (2017).** Transformational leadership and employee voices in the hospitality industry, *International Journal of Contemporary Hospitality Management*, 29(1), 374-392.
- Chou, S. Y., & Barron, K. (2016).** Employee voice behavior revisited: its forms and antecedents, *Management Research Review*, 39(12), 1720-1737.
- Dedahanov, A. T., Lee, D. H., Rhee, J., & Yoon, J. (2016).** Entrepreneur's paternalistic leadership style and creativity, *Management Decision*, 54(9), 2310-2324.
- Mousa, M. (2019).** The effect of cultural diversity challenges on organizational cynicism dimensions; a study from Egypt, *Journal of Global Responsibility*, 9(3), 280-300.
- Byrne, Z. S., & Hochwarter, W. A. (2018).** Perceived organizational support and performance: Relationships across levels of organizational cynicism, *Journal of Managerial Psychology*, 23(1), 54-72.
- Beheri, L. A., Ahmed, E. S., & Aboul-Ela, G. M. B. E. (2018).** Analyzing the effect of organization cynicism on intention to leave: A case study on Nola Cupcakes, *IOSR Journal of Business and Management*, 20(6), 20-26.
- 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), 2-16.
- Arain, G. A., Bukhari, S., Hameed, I., Lacaze, D. M., & Bukhari, Z. (2019).** Am I treated better than my co-worker? A moderated mediation analysis of

- psychological contract fulfillment, organizational identification, and voice, *Personnel Review*, 47(5), 1133-1151.
- STINGLHAMBER, Florence., Ohana, M., Caesens, G., & Meyer, M. (2018).** Perceived organizational support: the interactive role of coworkers' perceptions and employees' voice, *Employee Relations: The International Journal*, 42(1), 107-124.
- Muhammad et al., (2018)** Exploring the role of employee voice between high-performance work system and organizational innovation in small and medium enterprises, *Journal of Small Business and Enterprise Development*, 24 (4), 670-688.
- LI, Chenwei; LIANG, Jian; FARH, Jiing-Lih. (2019).** Speaking up when water is murky: An uncertainty-based model linking perceived organizational politics to employee voice, *Journal of Management*, 46(3), 443-469
- Huai-Liang., & Yeh, T. K. (2019).** The effects of employee voice on workplace bullying and job satisfaction: The mediating role of leader-member exchange. *Management Decision*, © Emerald APublishing Limited 0025-1747, 1-14.
- Jha, Nivedita., Potnuru, R. K. G., Sareen, P., & Shaju, S. (2019).** Employee voice, engagement and organizational effectiveness: a mediated model, *European Journal of Training and Development*, 43(7/8), 699-718.
- Olfat, M., Rezvani, A., Khosravi, P., Shokouhyar, S., & Sedaghat, A. (2019).** The influence of organizational commitment on employees' work-related use of online social networks, *International Journal of Manpower*, 41(2), 1-30.
- Sriji, E., and Lata D. (٢٠١٩).** Individual disposition and manager behavior on employee upward voice Mediating role of voice self-efficacy, *International Journal of Organizational Analysis*, 26 (5), 875-889.
- olfat, M., Rezvani, A., Khosravi, P., Shokouhyar, S., & Sedaghat, A. (2019)** The influence of organizational commitment on employees' work-related use of online social networks the mediating role of constructive voice, *International Journal of Manpower* © Emerald Publishing Limited 0143-7720.
- Ceyhun, S., Malkoç, N., & Arslan, N. (2017).** Investigation of organizational cynicism levels of the personnel working in private sports facilities, *European Journal of Physical Education and Sport Science*, 3 (12), 59-75.
- Aayan, A. R., Aly, N. A., & Abdelgalel, A. M. (2018).** Organizational cynicism and counterproductive work behaviors: An empirical study, *European Journal of Business and Management*, 10(27), 70-79.
- James. M., Evans, W. R., & Davis, W. D. 2018).** A test of coworkers' influence on organizational cynicism, badmouthing, and organizational citizenship behavior, *Journal of Applied Social Psychology*, 38(9), 2273-2292.
- Muhammad, and Jamal Roudaki. (2018).** Examining the role of employee engagement in the relationship between organizational cynicism and employee performance, *International Journal of Sociology and Social Policy*, 39(1/2), 118-137.

- Jiang, H., Chen, Y., Sun, P., & Li, C. (2019).** Authoritarian leadership and employees' unsafe behaviors: The mediating roles of organizational cynicism and work alienation. *Current Psychology*, 38(6), 1668-1678.
- Habibi, R. (2019).** The Impact of Perceived Moral Leadership Behavior on Citizenship Rights and Organizational Cynicism, *Bioethics*, 9(31), 9-20.
- Erdogdu, Murat. (2018).** Effect of Organizational Justice Behaviors on Organizational Silence and Cynicism: A Research on Academics from Schools of Physical Education and Sports, *Universal Journal of Educational Research*, 6(4), 733-741.
- Ali, S. A., Sair, S. A., Mehta, A. M., Naqvi, F. N., & Saleem, H. (2020).** Impact of organizational cynicism and abusive supervisor behavior on workplace deviance, *Academy of Strategic Management Journal*, 19(5), 1-10.
- Tolga, B. A. L. (2020).** The Role of Organizational Cynicism as a Mediator in the Relationship Between Perceived Organizational Support and Counter-Productive Work Behavior for Public Employees, *SGD-Sosyal Güvenlik Dergisi*, 10(1), 145-164.
- mustafa, tufan aytaç, and turgut gönül. (2020).** the relationship between teachers 'perception of organizational cynicism and school administrators' behaviors of favoritism, *European journal of education studies*, 7(6),1-23.
- Zhao, H. (2018).** Relative leader-member exchange and employee voice: mediating role of affective commitment and moderating role of Chinese traditionalist, *Chinese Management Studies*, 8(1), 27-40.
- Yoo, J. (2016).** Customer power and frontline employee voice behavior mediating roles of psychological empowerment, *European Journal of Marketing*, 51(1), 238-256.
- Abdelgalil, A. M. (2020).** The Role of Ethical Leadership on the Relationship between Organizational cynicism and Alienation at Work: An Empirical Study, *Arab Journal of Arab Administrative Development Organization*, 4(2), 1-32.
- Munir, Y., Ghafoor, M. M., & Rasli, A. M. (2020).** Perception of ethical climate and turnover intention among nursing staff: does organizational cynicism mediate? *International journal of human rights in healthcare*, 11(5), 319-332.
- Kim, Y., & Lim, H. (2020).** Activating constructive employee behavioral responses in a crisis: Examining the effects of pre-crisis reputation and crisis communication strategies on employee voice behaviors, *Journal of Contingencies and Crisis Management*, 35 (3), 142-154.
- Nechanska, E., Hughes, E., & Dundon, T. (2020).** Towards an integration of employee voice and silence, *Human Resource Management Review*, 30(1), 100-125.
- Ellmer, M., & Reichel, A. (2021).** Mind the channel an affordance perspective on how digital voice channels encourage or discourage employee voice, *Human Resource Management Journal*, 31(1), 259-276.
- Belizón, M. J. (2019).** Employee voice in Spanish subsidiaries of multinational firms, *European Journal of Industrial Relations*, 25(1), 75-90.



- Emelifeonwu, J. C., & Valk, R. (2019).** Employee voice and silence in multinational corporations in the mobile telecommunications industry in Nigeria, *Employee Relations*, 41(1), 228-252.
- McCloskey, C., & McDonnell, A. (2019).** Channels of employee voice: complementary or competing for space? *Industrial Relations Journal*, 49(2), 174-193.
- Jada, U. R., & Mukhopadhyay, S. (2019).** Empowering leadership and constructive voice behavior: a moderated mediated model, *International Journal of Organizational Analyze*, 26 (2), 226-241.
- Zaid, A. and Lily-Suriani, M (2019).** Employee Voice and Job Satisfaction: An Application of Herzberg's Two-factor Theory *International Review of Management and Marketing*, 7(1), 150-156.
- Fernández, J. C. R., Moreno, O. C. M., & MERLANO, A. F. (2019).** Organizational cynicism-An exploration analysis-case: Workers in the city of Cartagena de India's (Colombia), *Revisit Spacious*, 39(26), 1-16.
- Grama, B., & Todericiu, R. (2018).** Change, resistance to change and organizational cynicism, *Studies in Business and Economics*, 11(3), 47-54.
- Mete, Y. A. (2018).** Relationship between organizational cynicism and ethical leadership behavior: A study at higher education, *Procardia-Social and behavioral sciences*, 89, 476-483.
- Khalid, K. (2020).** Organizational Cynicism and Employee Performance: The Moderating Effect of Occupational Self-Efficacy in Pakistan. *International Transaction Journal of Engineering, Management, and Applied Sciences and Technologies*, 11(2), 1-17.
- Tolga, B. A. L. (2020).** The Role of Organizational Cynicism as a Mediator in the Relationship between Perceived Organizational Support and Counter-Productive Work Behavior for Public Employees, 9 (2), 145-165.
- Li, S., & Chen, Y. (2018).** The relationship between psychological contract breach and employees' counterproductive work behaviors: the mediating effect of organizational cynicism and work alienation, *Frontiers in psychology*, 11(5), 75-95.