Organizational Cynicism and Organizational Commitment among Staff Nurses

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Abstract

Background: Organizational cynicism and commitment are two intertwined phenomena that constitute an important subject matter in literature. It has a great effect on the efficiency of the organization. Aim: The study aimed to explore the relationship between organizational cynicism and organizational commitment among staff nurses. **Research design:** A descriptive correlational design was used. **Research Settings:** The study was carried out at Academy of Cardiac Surgery affiliated to Ain Shams University Hospitals. **Subjects**: This study included one hundred and twenty nurses. **Tools for data collection**: Data were collected using a personal data questionnaire sheet, organizational cynicism scale, and organizational commitment questionnaire. **Results**: The results of the current study demonstrated that 75% of the working nurses included in the study had a high level of organizational cynicism. Emotional commitment had the highest mean scores. Meanwhile, the continuance commitment had lowest mean. Moreover, less than three-quarters of staff nurses had a high organizational commitment level among staff nurses. Behavioral cynicism had the highest mean score followed by cognitive cynicism. Meanwhile, affective cynicism had the lowest mean score. **Conclusion:** There was a negative relationship with a strong statistical significant between organizational cynicism and organizational commitment within the staff nurses. **Recommendations:** Organizations must find their way to strive for good relations between employees with mutual love and trust and not to have to use punitive policies with some employees who have some anger and boredom with administrative and organizational policies.

Keywords: Organizational cynicism, organizational commitment, Staff nurses.

Introduction

For many decades, organizational cynicism has been an area of interest for researchers. The key explanation for this concern is the profound effect on many organizational outcomes on nurses **(Aly, Ghanim & El Shanawany,2016).** It is also found in recent literature that there are increasingly serious discussions among researchers and organizational managers about the effect of organizational cynicism among nurses which have shattering effects on the organization as a whole **(Rehan et al., 2017).**

Organizational cynicism (OC) has been expressed as distrust of other people and their organization **Yuksel and Sahin ,2017).** The concept of organizational cynicism refers to the fact that employees feel worthless in organizations, job dissatisfaction(**Simsek,2020).**

Moreover, organizational cynicism has an impact on job performance, organizational citizenship behavior, organizational justice, organizational commitment, organizational confidence, and employee turnover intentions (**Singh & Dixit, 2018).**

Moreover, It increases burnout, lack of self-confidence, alienation from work without feeling attached, low levels of performance, non-compliance, decrease in efforts for organizational development, increase absenteeism (**Koçoğlu, & Tailoring,2020).**

There are three forms of organizational cynicism: behavioral, cognitive, and affective **.** Behavioral cynicism expresses itself through negative and derogatory behavior: organizational criticism, sarcastic humor, negative non-verbal behavior, cynical interpretations of activities carried out in the organization. Cognitive cynicism occurs when nurses believe they don't care about the organization. Finally, Affective cynicism involves emotional reactions including frustration, stress and anxiety, dissatisfaction. These thoughts minimize organizational morale and dedication. **(Kim et al., 2016).**

Organizational commitment is an important variable in understanding employee behavior that has potentially serious effects on the performance of the organization, high-quality healthcare and ignoring it has been harmful for the organization (**Grødal et al., 2019).** It may have an impact on organizational efficiency and nursing well-being. This is a reflection of how deeply someone identifies with an entity and is committed to their goals. (**Kinicki & Kreitner, 2018).**

Organizational commitment is an attitude related to loyalty, an ongoing process, and attention to organizations that have an impact on the success of the organization (**Al Jabari & Ghazzawi, 2019)**. Moreover, organizational commitment is positively influenced by a high degree of commitment because it allows nurses to perform harder and focus more intensely on the target (**Jiang et al., 2018**). Accordingly, when they are committed and profoundly qualified, they require less supervision, given that they know the importance and benefit of joining their objectives with those of the organization because they consider both on an individual level (**Kamaruddin,2018).**

Organizational commitment has three components; normative, continuing, and emotional organizational commitment. Normative commitment is a sense of allegiance to the ideals and goals of the organization. Continuous commitment appears to imply individual subjection to the organization and the costs of leaving the organization. Lastly, emotional commitment indicates the desire and attachment of the person to the organization, (**Naghneh, et al., 2017**).

Significance of the study:

In recent years, organizational cynicism set a barrier against the improvement of organizations. It must be recognized early in order to treat it effectively, and some problems that can be minimized and fixed may appear, such as: (job dissatisfaction, low organizational commitment, increased emotion and fatigue, as well as low employee self-confidence and motivation, resistance to change, decrease in performance and productivity) lateness and absenteeism, and even leaving work.

Aim of the study:

The study aimed to explore the relationship between organizational cynicism and organizational commitment among staff.

Research question:

Is there a relationship between organizational cynicism and organizational commitment within staff nurses?

Subjects and Methods:

Research design:

A descriptive and correlational research design was conducted to determine the relationship between organizational cynicism and organizational commitment among staff nurses.

Research Setting:

This research was conducted within the Academy of Cardiac Surgery affiliated to Ain Shams University Hospitals, Cairo, Egypt.

Subjects:

All available staff nurses in the afore-mentioned settings were included in the study during the data collection period. Their total number is (120) staff nurses, who are working at different medical departments at the Academy of Cardiac Surgery were both genders with different experience years included (80) staff nurses at critical care units and (40) staff nurses at non-critical care units.

Data collection tools:

Data was collected using three tools:

First tool: Personal data questionnaire: designed to gather socio-demographic data including age, experience years, and marital status.

Second tool: Organizational Cynicism Scale: It developed by (**Brandes,1997**) and modified by the researchers**.** It is used to measure organizational cynicism among staff nurses. This scale consists of 14 expressions; cognitive (5 items), emotional (6 items), and behavioral (3 items).

Scoring system:

Response for each item was scored on 5 points Likert scale ranged from (5) Completely agree to (1) Completely disagree where each statement has five options. The scores of each area of rights were summed up and divided by the total number of items for conversion into a percent score. Then the total organizational cynicism was considered low if the percent score was less than 60%, moderate from 60% - <75%, and high if 75% or more.

Third tool: Organizational Commitment Questionnaire (OCQ) it was developed by (**Meyer & Allen, 1997**), and adopted from (**Abdel Maksoud, 2017**). It is used to assess the level of organizational commitment among staff nurses. It includes 27statements. These were classified into three dimensions of organizational commitment including affective commitment (10 items), continuance commitment (9), and normative commitment (8items).

Scoring system:

The responses to each statement were on a 5-point Likert scale ranging from "strongly agree" to "strongly

disagree." These were scored 5 to 1, respectively. The scores of each area of rights were summed up and divided by the total number of items for conversion into a percent score. Then the total organizational commitment was considered low if the percent score was less than 60%, moderate from 60% - <75% and high if 75% or more.

Tools validity:

The tool has been validated by a jury of five experts; Two (2) assistant professors from Ain Shams University, (2) assistant professors from Cairo University, and (1) assistant professor from Menoufia University. The jury group reviewed the tools to judge its clarity, comprehensiveness, and accuracy. Some modifications were done according to their suggestions in the form of rephrasing some items.

Tools reliability:

Cronbach Alpha was used to measure internal consistency. It was 0.80 for the organizational cynicism scale, and 0.85 for organizational commitment questionnaire.

Ethical considerations

The research approval was obtained from the directors of the hospital before initiating the study. The researchers clarified the purpose to the studied sample after obtaining oral consent from the nurses to prepare them to participate in this research. The researchers took care to maintain the confidentiality of the information and the nurses were informed that they were allowed to withdraw from the research at any time without penalty.

Pilot study

A pilot study was conducted on 10% of the studied sample 12 staff nurses. They were selected randomly from the study setting. The pilot study aimed to determine the clarity, feasibility, and applicability of the tools, identify obstacles and problems that may be encountered during data collection and estimate the time needed to fill out the questionnaire. The time for filling the questionnaire was ranged between 30-40 minutes. There are modifications that were done. Nurses of the pilot study not included in the study's subjects.

Fieldwork

The field work for this study extended through two months. It is started at the beginning of May 2021, and was completed by the end of July 2021. The researchers introducing themselves to staff nurses and simply explained the purpose of the study. The researchers collected the data in two days per week in different shifts. Through meeting staff nurses either individually or in groups at their work units.

III. Administrative Design:

Official permissions to conduct the study were obtained from the head of the nursing administration department and the hospital directors and explained to them the purpose of the study and the methods of data collection to obtain their permission to conduct the study.

IV. Statistical Design:

Data were entered and statistical analysis was done using the SPSS 20.0 version statistical software package Data presented using descriptive statistics in the form of frequencies and percentages for qualitative variables, averages and

standard deviations and means, and first and third quartiles for quantitative variables. Continuous quantitative data were compared using the non-parametric Kruskal-Wallis test. Qualitative categorical variables were compared using chi-square. When the expected values in one or more cells in the 2×2 tables were less than 5, the Fisher exact test was used instead. Spearman's rank correlation was used as an assessment of the interrelationships between quantitative variables and ordered variables. Statistical significance was considered when a p-value < 0.05.

Results

Table (1): shows that less than half of staff nurses were less than 30 years old with an age of 33.98±7.73. While, less than the three-fifths of the staff nurses who were less than 15 years of experience and more than the three-fifths staff nurses were married. Moreover, the majority of study subject 80.8 was female, half of study subjects were technical institute diploma degree.

Table (2): illustrates that behavioral cynicism had the highest mean score followed by cognitive cynicism. Meanwhile, affective cynicism had the lowest mean score.

Figure (1) revealed that three-quarters of staff nurses had a high level of organizational cynicism.

Table (3): illustrates that emotional commitment had the highest mean score. Meanwhile, the continuance commitment had the lowest mean score.

Figure (2) shows that less than three-quarters of staff nurses had high organizational commitment level among staff nurses.

Table (4): Illustrates that there were statistically significant negative relations between organizational cynicism dimensions and organizational commitment dimensions.

Table (5) shows that there was a statistically negative correlation between staff nurses' organizational cynicism and their organizational commitment.

Table (1): Demographic characteristics of staff nurses (n=120)

Items	Staff nurses n=120	
	Frequency	**Percent**
Age (in Years)		
< 30	55	45.8
30-40	45	37.5
>40	20	16.7
Mean ± SD	33.98±7.73	
Range	23-55	
Experience		
< 15years	69	57.5
15- 20 years	25	20. 8
> 20years	26	21.7
Mean ± SD	13.64±7.68	
Range	3-31	
Marital status:		
Single	40	33.3
Married	80	66.7
Gender		
Male	23	19,2
Female	97	80,8
Qualification		
Nursing diploma	40	33.3
Technical institute diploma	60	50.0
Bachelor	20	16.7

Table 2: Mean score of organizational cynicism dimensions as perceived by staff nurses (n=120).

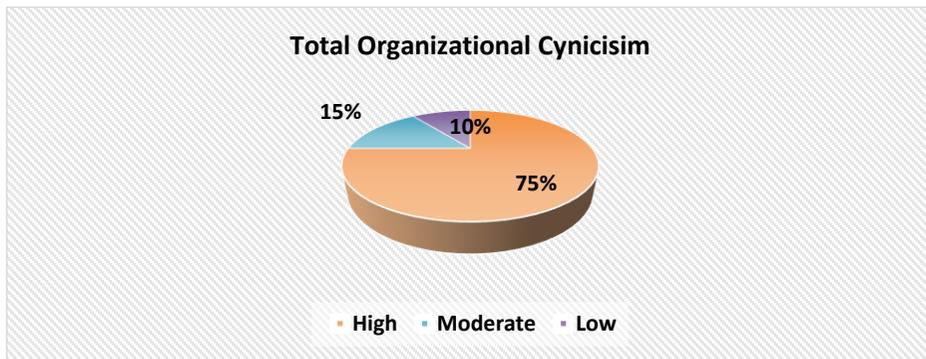| Organizational cynicism dimensions	**Mean**	**±SD**
1- Cognitive Cynicism	3.44	±0.98
2- Affective Cynicism	3.15	±0.92
3- Behavioral Cynicism	4.15	±0.57

Figure (1): Total organizational cynicism as perceived by staff nurses (n=120)

Table 3: Mean score of organizational commitment dimensions as perceived by staff nurses (n=120)

Organizational commitment dimensions	Mean	$\pm$SD
1- Emotional commitment	3.94	±0.72
2-Continuance commitment	3.70	±0.82
3- Normative commitment	3.90	±099

Figure (2) Total organizational commitment as perceived by staff nurses (n=120)

Table (4): Correlation Matrix among organizational cynicism dimensions and organizational commitment dimensions

Organizational cynicism dimensions	Organizational commitment Dimensions		
	Emotional commitment	Continuance commitment	Normative commitment
Cognitive Cynicism	-0.276**	**-0.285***	**-0.095***
Affective Cynicism	-0.221**	-0.182**	-0.438**
Behavioral Cynicism	-0,240**	-0,389**	-0.117

(**) Highly statistical significant at p< 0.001

Table (5): The link between organizational cynicism and organizational commitment

R	P-value
- 0.231	0.001**

(**) High statistically significant at p< 0.001.

Discussion

Organizational cynicism decreases the organizational commitment of employees Cynic employees don't confide in their organizations by diminishing their commitment to their work or organization, which may adversely affect their behavior in the organization. Employees with organizational cynicism feel impassive, malcontented, insecure, frequently frustrated, which harms interpersonal relationships. in lower proficient efficiency and increased burnout level **(Stradovnik and Stare ,2018).**

The results of the present study concluded that the highest percentage of the studied staff nurses had a high total mean score regarding organizational cynicism. From the researchers' point of view, this means that they have negative attitudes towards their organizations; or they think that the organization does not care about them and does not appreciate

their contribution. The current results are in agreement with the study results conducted by **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. In the light of the findings, it can be said that teachers who participated in the research were partly workaholics and not cynical towards their organizations

In addition, the results of the present study clarified that behavioral cynicism had the highest mean score followed by cognitive cynicism. Meanwhile, the affective cynicism had the lowest mean score. This finding from the researchers' point of view indicated that staff nurses agreed that they were cognitively cynical, meaning that belief that the organizational practices lack honesty, justice, and sincerity and it not be trusted. Due to this belief, they expect

that the organization would deceive them **Mousa (2017).** On contrary, the current results are not in agreement with the study results conducted by **Aly, Ghanim, and El Shanawany (2016)**. Their results showed that the highest level of cynicism was in the affective component than at the behavioral and cognitive component.

The results of the present study concluded that three-quarters of staff nurses had a high level of organizational cynicism. On the same line, the findings of **Mohamed and Ali (2020**) revealed that the majority percent of Minia General Hospital staff nurses exhibited "high "responses toward organizational cynicism. While **Komakli (2016)** highlighted that cynicism is a learned behavior resulting from injustice and frustration within the organization. This leads to negative feelings and poor expectations in future interactions with the organization.

At the other extreme, the results of this research confirmed that emotional commitment had a very high mean score. From the point of view of the researchers, employees who gain energy from their work feel satisfied with themselves and enjoy their work. Aside from the positive impact on the individual employee, organizations benefit when employees gain energy from their work. Apart from the positive effect on the individual employee, organizations benefit when employees gain energy from their work. The employees, the greater the percentage of energy generated from their work, the more productive they are, the more cooperative they are with their colleagues, and the higher the level of development. On the same line, the result of **Deliveli and   Kiral (2020)** Who concluded that, among the sub-dimensions of organizational commitment, the instructors perceived affective commitment sub-dimension at

the highest level, which was followed by continuance commitment and normative commitment, respectively. This result agreed with **Deliveli and Kiral (2020)** indicated that affective commitment was the highest dimension.

The current study findings showed that less than three-quarters of staff nurses had a high organizational commitment level among staff nurses. From the researcher's point of view, the employees who have a strong commitment to their organizations can dedicate themselves to common organizational goals. Nonetheless, the organizational commitment levels of the employees may differ according to how they perceive the organization. On the same line, the result reported by **Moradi et al., (2020)** indicated that organizational commitment was at a moderate level among 67.3% of the nurses. On the contrary, the study was done by **khalaf and Adam (2018**) who found that slightly less than half of studied nurses have a high level of organizational commitment. This finding disagreed with **kumar (2019)**who found a high commitment among studied subjects.

The present study findings demonstrated that there were statistically significant negative relations between organizational cynicism dimensions and organizational commitment dimensions. This confirms that the rise of organizational cynicism leads to a decrease in organizational commitment. From the researcher's point of view, the output of organizational cynicism is destructive. In addition, when there is a nurse with a high perception of organizational cynicism; it can result in much more negative results. This finding was in the same line with **Ikinci, Ünalan and Yurdakoş (2020)** found that there were statistically significant negative

relations between organizational cynicism dimensions and organizational commitment dimensions. On the same line, the result of **Terzi and Sazkaya (2020)** found that the perceptions of organizational cynicism of doctors harm organizational commitment.

Conclusion

Based on the study findings, it can be concluded that three-quarters of staff nurses had high organizational cynicism. On the other hand, less than three-quarters of the staff nurses had a high organizational commitment. Also, there was a negative correlation between organizational cynicism and staff nurses'' commitment and that confirms a research question.

Recommendations

Based on the study findings, the researchers propose a host of recommendations which could be summarized as follows:

• Administrators must adopt an open-door policy. This will provide employees the opportunity to freely express their views without being reprimanded.

• Nurse Managers need to be emotionally intelligent and more open-minded when dealing with their staff.

•Information sharing, frequent communication help early identification of negative attitudes especially among new staff nurses.

• Enhancing compensation and benefits, health insurance, recognizing and rewarding good performance are help decrease organizational cynicism.

•Policy makers should consider enhancing the organizational commitment of nurses to be an organizational issue that requires the development of strategies to recruit, attract and retain committed nurses

•Workplace environment should be more civilized to decrease workplace incivility which in turn decreases organizational cynicism.

Further researches are suggested as:

a. Evaluating the relationship between workplace incivility and organizational cynicism.

b. Evaluate the relationship between organizational cynicism and turnover intentions.

c. Evaluate the relationship between incivility in the workplace and organizational commitment.

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