

THE RELATIONSHIP BETWEEN ORGANIZATIONAL CYNICISM AND JOB EMBEDDEDNESS AMONG NURSING PERSONNEL

Eman Ramadan Mohamed¹, Gehan Mohamed Ahmed Mostafa²
and Hossam Ali Esmail³

¹ Clinical Instructor at In-Service Education, Department at 57357 CCHE.

Email: eman.ramadans@nursing.helwan.edu.eg, emanrmohameds@gmail.com

² Professor of Nursing Administration, Faculty of Nursing - Helwan University, Egypt.

³ Lecturer of Nursing Administration, Faculty of Nursing- Helwan University, Egypt.

DOI: 10.17605/OSF.IO/K9WZX

Abstract

Background: Organization Cynicism is one of the important job attitudes which affect directly the employees' behavioral patterns towards goals' achievement. Job embeddedness refers to the contextual features of an individual's organization and community that enmesh them within their organization. **Aim:** The study aimed to assess the relationship between organizational cynicism and job embeddedness among nursing personnel. **Setting:** The study was conducted at New Kasr AL-Aini Teaching Hospital, Giza, Egypt. **Design:** A descriptive correlation and design was utilized in this study. **Subject:** All available nursing personnel (n=250) who were available at the selected hospital from the beginning of June to the end of November 2022 with at least one year of experience in the present work place. **Tools:** Two tools were used for data collection, first tool contain two parts: part 1; Personal Characteristics and part 2; Organizational Cynicism questionnaire. second tool: Job Embeddedness questionnaire. **Results:** Near to half (46.8%) of the studied nursing personnel had low level of total organizational cynicism among the studied nursing personnel and more than half (59.2%) of the studied nursing personnel had unsatisfactory level of total job embeddedness. **Conclusion:** There was a negative weak statistically significant correlation between total of organizational cynicism and total job embeddedness among the studied nursing personnel. **Recommendation:** It is advised that each manager in institutions requires to perform a more active and vital role in limiting cynicism. A training program can take an approach to increase nurses' organizational trust and to avoid cynical behaviors.

Keywords: Organizational Cynicism, Job Embeddedness, Nursing Personnel.

INTRODUCTION

The health sector is one of the important sectors due to the vital role it plays at the present time. The nursing job is one of the jobs in which there are many sources of pressure, which make nurses are dissatisfied with their organizations or their work, and their low level of embeddedness and engagement, which results in negative and cynical expressions that affect overall their job performance (Ali et al., 2020).

Organizational cynicism (OC) refers to the fact that employees feel worthless in organizations, job dissatisfaction. Organizational cynicism is an old phenomenon, despite the modernity of dealing with it by researchers and practitioners, organizational cynicism is a feeling of dissatisfaction towards the organization, and employees believe that the organization's management lacks honesty, justice, and transparency (Mohammad et al., 2022).

Organizational cynicism is a pessimistic approach that involves three dimensions; the first dimension of organizational cynicism is **cognitive dimension**. It is the belief in the organization's lack of honesty. It consists of the belief that the organization's practices are deficient in justice, honesty, and sincerity. Second dimension of organizational cynicism is **affective dimension** that consists of strong emotional reactions towards the organization. The last dimension is **behavioral dimension** that refers to negative tendencies and mainly humiliating attitudes. It consists of negative

and frequently critical attitudes. Therefore, Organizational cynicism is a learned response that is affected by workplace experiences (**Mousa et al ., 2021**).

Job embeddedness (JE) is a new construct developed to capture a more comprehensive view of the employee- employer relationship than is typically reflected by attitudinal measures such as satisfaction or commitment. JE is constellation of influences which enmesh or embed people within organizations. Consequently, the embedded employee either finds it more typically reflected by attitudinal measures such as satisfaction or commitment. JE is a retention (or "ant withdrawal") construct (**Aman-Ullah et al., 2022**).

JE includes three component dimensions of links, fit and sacrifice. These three dimensions explain 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 (**Shah, Csordas, et al., 2020**).

The links aspect of embeddedness suggests that each individual is linked to other people, teams, and organizations officially or unofficially. Organizational fit is the degree of similarity or compatibility between the individual and organizational culture, overlap between the individual abilities and organizational demands, and match between individual interests and organizational rewards. Sacrifice refers to the ease with which the links can be broken upon quitting work or moving to another home or community (**Ampofo & Karatepe, 2022**).

Organizational cynicism and job embeddedness are relatively new concepts and are under-researched in the hospitality management and marketing literature. 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. JE levels of nurses help them to make prediction for organizational commitment, job satisfaction, turnover intention etc. and develop the prediction for organizational commitment, job satisfaction, turnover intention etc. and develop the competencies of nurses. (**MM Badran & Abou Zeid 2021**).

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 teamwork. Organizational cynicism and job embeddedness is relatively a new concept and is under-researched in the hospitality management and marketing literature (**Khanet al., 2018**). In Egypt, limited research has been conducted, but a study in Minia general hospital by (**Mohamed, and Ali, 2020**).revealed that 80% of staff nurses exhibited high response toward organizational cynicism, and 86.4% of them exhibited low response toward job embeddedness.

Organizational leaders and nurse managers should determine organizational cynicism levels of nurses and effective factors. Also, they must take the necessary precautions against negative factors, and encourage positive factors. Thus, they should increase nurses' motivation, job satisfaction, job embeddedness and productivity levels. High

level of job embeddedness decreases the negative effects of the work environment. So, it is important to study the relationship between organizational cynicism and job embeddedness among nursing personnel.

AIM OF THE STUDY

The aim of this study was to assess the relationship between organizational cynicism and job embeddedness among nursing personnel through the following objectives;

1. Assess the organizational cynicism among nursing personnel.
2. Determine the job embeddedness among nursing personnel.
3. Find out the relationship between organizational cynicism and job embeddedness among nursing personnel.

RESEARCH QUESTION

Is there a relationship between organizational cynicism and job embeddedness among nursing personnel?

Subject and Methods

1) Technical Item

Research design

A descriptive correlation research design was used in this study.

Study Setting

The current study was conducted at university hospital (New Kasr AL-Aini Teaching Hospital) which is located in Giza government - Egypt.

Study Subject

The study Subjects included all available of nursing personnel.

Type of sample

A convenience sampling was included in this study from the beginning of April 2022 to the end of November 2022.

Inclusion Criteria

Nursing personnel who agree to participate in the study with at least one year of experience in New Kasr AL-Aini Teaching Hospital settings.

Exclusion criteria: All new nursing personnel. In addition, nursing personal who worked in operation rooms in the study setting.

Tools for data collection

Two tools were used in this study for collecting of data as the following:

Tool (1): Organizational Cynicism Questionnaire:

This tool was developed by the researcher based on related literature (*Durrah et al., 2019*) and consisted of two parts as the following:

Part 1: Personal Characteristics

This part was included personal characteristics of nursing personnel as (Age, gender, social status, educational qualification, years of experience, monthly income, department, time work, and job title)

Part 2: Organizational Cynicism questionnaire:

This part was used to assess organizational cynicism of nursing personnel, and it was divided into three dimensions.

Scoring system: Responses to the studied participants were measured on five – point Likert scale.

1. **Low Level:** if the total score was less than 60%, it means less than (< 45 points).
2. **Moderate level:** if the total score was equal or more than 60 %, to less than 75%, it means less than ($\geq 45 < 57$ points).
3. **High level:** if the total score was equal or more than 75%, it means more than (≥ 57 points).

Tool (2): Job Embeddedness Questionnaire:

This tool was developed by the researcher based on related literature (**Shah et al., 2020**) to assess job embeddedness of nursing personnel and was divided to three dimensions.

Scoring system: Responses to the studied participants were measured on measured on five – point Likert scale.

1. **Un-satisfactory level:** if the total score was less than 60%, it means less than (<66 points).
2. **Satisfactory level:** if the total score was equal or more than 60 %, it means less Than (≥ 66 points).

A. Validity of the tools

Validity of the tools was done namely face validity and content validity. The tool was translated into Arabic and tested by a jury group of five experts specialized in nursing administration from different five universities, namely Helwan university and Ain shams university, and Benha university, Cairo university, and Damamhur university through an openionnaire sheet to measure the validity of the tools.

Reliability of the tools

Test of reliability for organizational cynicism questionnaire Cronbach's alpha showed (0.828). Also test reliability for job embeddedness questionnaire showed (0.964).

Ethical considerations

Prior study conduction, the research approval was obtained from the Faculty of Nursing ethical committee of Helwan University. Informed consent soughed and obtained from each participating Subject prior to data collection, they were informed about the purpose and expected outcome of the study and they were assured that, the study was harmless and their participation was voluntary and they had the right to withdrawal from the study at any time without any reason. They also were assured

that, anonymity and confidentiality was guaranteed, as well the gathered data used for the research purpose only. Ethics, values, culture and believes were respected.

2) Operational item

The operational design included: preparatory phase, validity &reliability of the tools, pilot study and field work.

The preparatory phase

It included review of related literature and theoretical knowledge from various aspects of the study using books, articles, internet, periodicals, journals, and magazines.

Pilot study

A pilot study was conducted on 10% of the study subjects (25nursing personnel). The aim of the pilot study was to determine clarity, applicability of the tools and to estimate the time required for fulfilling the questionnaire sheets. Total time needed to complete the total sheets by nursing personnel was ranged between (20-30) minutes. Those participants in the pilot study were included in the main study sample. Based on the pilot study, no modifications were done and final version was prepared for distributing to the nursing personnel.

Field Work

The actual filed work started at the beginning of April 2022 and completed by the end of November 2022. The researcher was developed tools for data collection, met the director of New Kasr Al-Aini Teaching Hospital either medical or nursing to explain the aim and process of the study, collected all information about nursing personnel at the selected hospital as: (number, qualifications, department, job title, and years of experience working on the hospital), and conducted a pilot study on 10 % of nursing personnel from April 2022 to the end of May 2022 (2 months).

3) Administrative item

To carry out the study, an official letter was obtained from Dean of faculty of nursing; Helwan University explains the aim of the study for the director of setting either medical or nursing for obtaining the permission for data collection. Individual oral consent was also obtained from each nurse in the study.

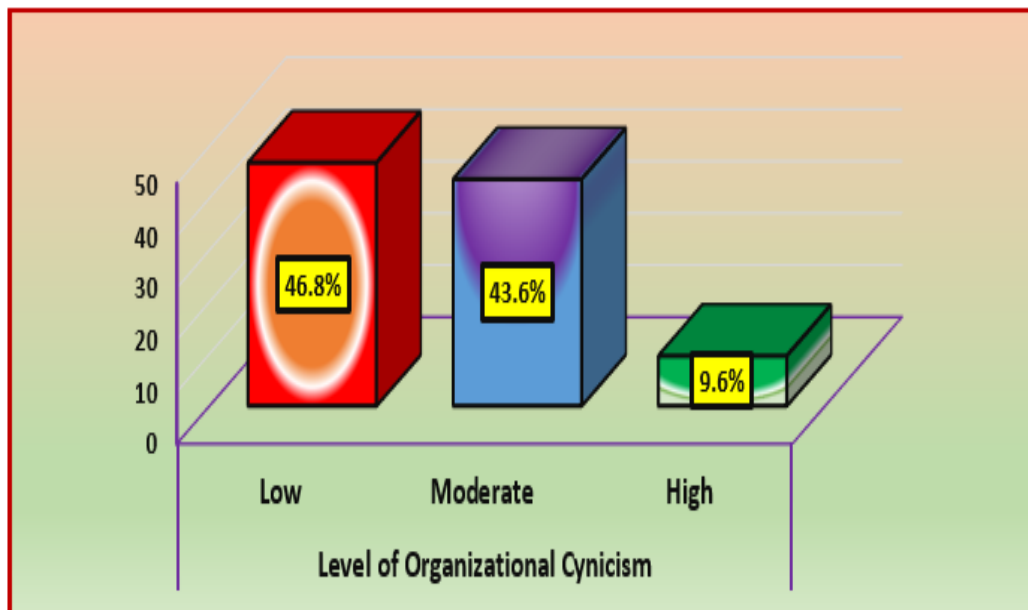
4) Statistical item

Data were reviewed, coded, entered, analyzed and tabulated using Statistical Package of Social Sciences (SPSS) version 25. Both descriptive statistics (frequency, percentage, mean and standard deviation) and inferential statistics (Pearson correlation test, chi-square test and T test and ANOVA test were used appropriately according to the type of variables. The level of statistical significance was established in 0.05.

RESULTS

Table 1: Distribution of personal characteristics among the studied nursing personnel (n= 250)

	Items	No.	%
Age (year)	20 ≤ 30	54	21.6
	31 ≤ 40	103	41.2
	41 ≤ 50	68	27.2
	≥ 50	25	10.0
	Mean ± SD	37.79±9.61	
Gender	Male	101	40.4
	Female	149	59.6
	Male to female ratio	0.7:1	
Social status	Single	53	21.2
	Married	176	70.4
	Divorced	8	3.2
	Widow	13	5.2
Monthly income	Sufficient	24	9.6
	In-sufficient	226	90.4
Qualifications in nursing education	Diploma	120	48.0
	Technical Nursing Institute	100	40.0
	Bachelor's Degree	28	11.2
	Postgraduate	2	0.8



$\chi^2=63.75, P= 0.000$

Figure 1: Frequency distribution of level of total organizational cynicism among the studied nursing personnel (n= 250)

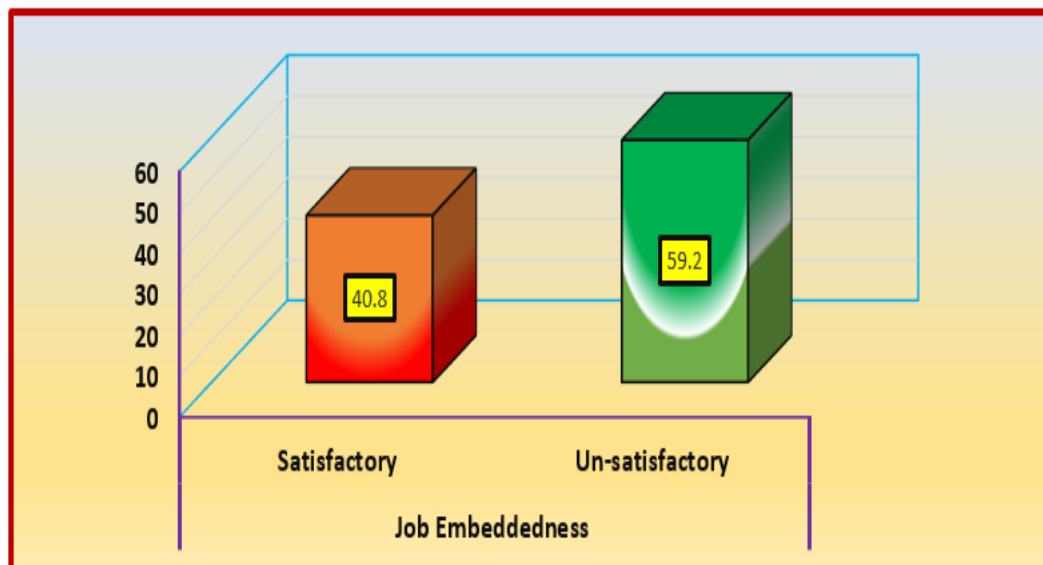
Table 2: Total mean score of organizational cynicism among the studied nursing personnel (n= 250)

Variable		N ^o	%	Min	Max	\bar{x}	SD	F test	P value
Cognitive dimension	Low level	78	31.2	5	14	9.46	3.3	517	0.000**
	Moderate level	90	36.0	15	18	16.03	1.13		
	High level	82	32.8	19	25	20.66	1.60		
	Total	250	100.0	5	25	15.50	5.01		
Affective dimension	Low level	94	37.6	5	14	9.59	2.97	600	0.000**
	Moderate level	76	30.4	15	18	15.68	0.820		
	High level	80	32.0	19	25	21.1	1.96		
	Total	250	100.0	5	25	15.11	5.26		
Behavioral dimension	Low level	167	66.8	6	14	12.11	1.85	365	0.000**
	Moderate level	58	23.2	15	18	15.83	0.99		
	High level	25	10.0	19	25	21.52	2.20		
	Total	250	100.0	6	25	13.91	3.44		
Total	Low level	117	46.8	18	44	35.56	7.50	308	0.000**
	Moderate level	109	43.6	45	56	49.81	3.74		
	High level	24	9.6	57	75	64.17	5.23		
	Total	250	100.0	18	75	44.52	11.05		

*Significant p < 0.05

F: ANOVA Test

**Highly significant p < 0.01



$\chi^2=8.46, P= 0.004^{**}$

Ratio=.07:1

Figure 2: Distribution of level of total job embeddedness among the studied nursing personnel (n= 250)

Table 3: Total mean score of job embeddedness among the studied nursing personnel (n= 250)

Variable		N	%	Min	Max	\bar{x}	SD	T test	P value
Organizational fit	Satisfactory	154	61.6	18	30	22.27	3.6		
	Un- Satisfactory	96	38.4	7	17	14.32	2.3		
	Total	250	100.0	7	30	19.22	5.0		
Organizational links	Satisfactory	156	62.4	18	30	21.89	3.7		
	Un- Satisfactory	94	37.6	6	17	15.22	1.81		
	Total	250	100.0	6	30	19.38	4.50		
Organizational sacrifice	Satisfactory	88	35.2	30	49	37.42	6.5		
	Un- Satisfactory	162	64.8	10	29	21.59	4.3		
	Total	250	100.0	10	49	27.16	9.21		
Total	Satisfactory	102	40.8	66	106	81.32	12.8		
	Un- Satisfactory	148	59.2	23	65	55.0	7.75		
	Total	250	100.0	23	106	65.76	16.4		

*Significant p < 0.05

F: ANOVA Test

**Highly significant p < 0.01

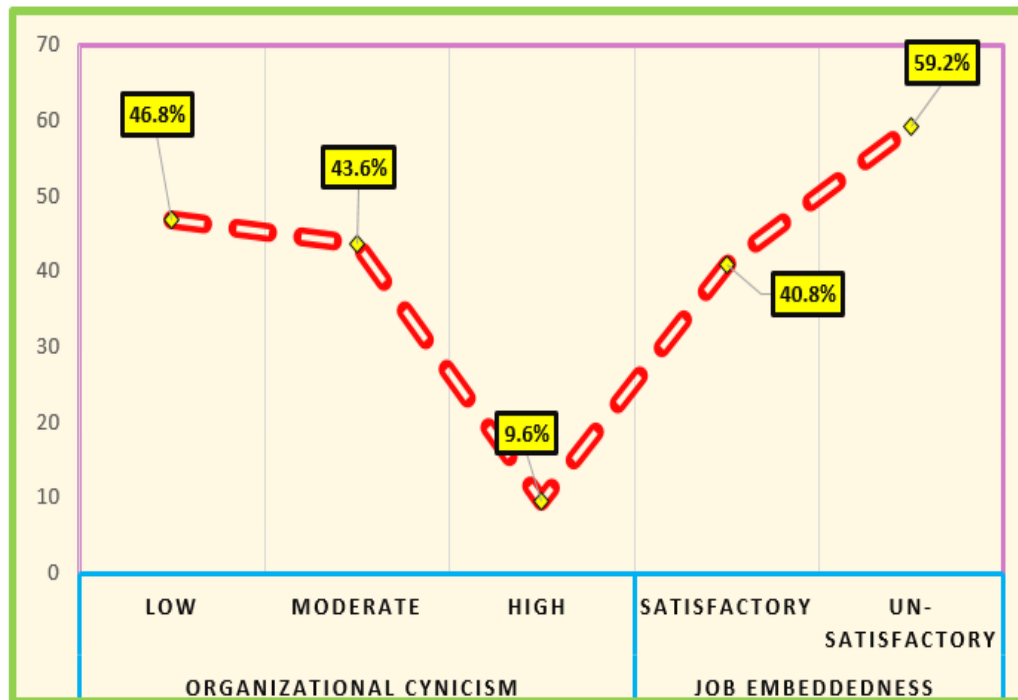


Figure 3: Percentage distribution of total organizational cynicism and job embeddedness among the studied nursing personnel (n= 250)

Table 4: Correlation matrix between total of organizational cynicism and total job embeddedness among the studied nursing personnel (n= 250)

Job embeddedness Dimension	Organizational cynicism dimension			
	Cognitive dimension	Affective dimension	Behavioral dimension	
Organizational Fit	R	-0.244	-0.185	0.193
	P	0.000**	0.003**	0.002**
Organizational Links	R	-0.408	-0.332	0.094
	P	0.000**	0.000**	0.136
Organizational Sacrifice	R	-0.573	-0.406	-0.063
	P	0.000**	0.000**	0.321
Total	R	-0.394		
	P	0.000**		

Table 5: Person's correlation between total of organizational cynicism and total job embeddedness among the studied nursing personnel (n= 250)

Item	Total organizational cynicism	
	R	P
Job embeddedness	-0.394	0.000**

*Significant p < 0.05

**Highly significant p < 0.01

r = person's correlation

Table (1). Shows that, the mean \pm standard deviation values of the study subjects age were **(37.16 \pm 8.30)** years ranging from 31 to less than or equal 40 years. Also, about two – thirds of the study subjects (59.6%) were female. Regarding to social status, more than two-thirds of the study subjects (70.4 %) were married while the minority (3.2%) were divorced. As regards the monthly income of the study subject, the majority of them (90.4%) had in-sufficient income. In relation to qualifications in nursing education, less than half (48%) of them holding diploma degree while the minority (0.8%) had a postgraduate education.

Figure (1). Clarifies that less than half (46.8%) of the study subject had low level of total organizational cynicism among them. While the minority (9.6%) of them had a high level of total organizational cynicism. There was a highly statistically significant difference between nursing personnel and organizational cynicism at P value (0.000).

Table (2). Reflects that the total mean score of organizational cynicism among the study subject is $\bar{x} + SD = 44.52 + 11.05$. Moreover, it indicates that cognitive dimension of organizational cynicism gained the higher mean **(15.50 + 5.01)**, followed by affective dimension **(15.11 + 5.26)**. On other hand behavioral dimension of organizational cynicism gained the lower weight mean **(13.91 + 3.44)**. There was a highly statistically significant difference between total organizational cynicism dimensions at P value (0.000)

Figure (2). Represents that about three fifth (59.2%) of the study subject had unsatisfactory level of total job embeddedness among the studied nursing personnel. Moreover, more than two-fifths (40.8%) of them had a satisfactory level of total job embeddedness. Moreover, satisfactory to un-satisfactory level of total job embeddedness is 0.7:1. There was a highly statistically significant difference between study subject and job embeddedness with P value (0.004).

Table (3). Indicates that the total mean score of job embeddedness among the study subject $\bar{x} + SD = 65.76 + 16.4$. Additionally, it indicates that the higher percentage of satisfactory level in relation to organizational links of job embeddedness was (62.4%). On other hand the lower percentage of satisfactory level in relation to organizational

sacrifice of job embeddedness was (35.2%). There was highly statistically significant difference study subject and job embeddedness dimensions with P value (0.000).

Figure (3). Reflects that the higher percentage of the study subject had a low level of organizational cynicism and un-satisfactory level job embeddedness with the percentage of (46.8% & 59.2%) respectively.

Table (4). Illustrates correlation between total and of organizational cynicism and total job embeddedness among the study subject. Regarding to total, it clarifies that, there was a negative weak statistically significant correlation between total of organizational cynicism and total job embeddedness among the study subject at P value (0.000). In relation to dimensions of organizational cynicism and total job embeddedness among the study subject, there was a weak negative correlation between organizational cynicism (cognitive and affective dimensions) and total job embeddedness (organizational fit, link and sacrifice) among the study subject. Moreover, there was a weak positive behavioral dimension of organizational cynicism with organizational fit of job embeddedness among the study subject at P value ranged from 0.000 to 0.002).

Table (5). Illustrates that, there was a negative weak statistically significant correlation between total of organizational cynicism and total job embeddedness among the study subject at P value (0.000).

DISCUSSION

Nursing is an indispensable profession for the health and well-being of all nations and is the backbone of the healthcare system. Nurses constitute the largest part of the healthcare workforce, and their professional ability plays an important role in the effective operation of healthcare systems. It is important in healthcare institutions to minimize or reduce negative situations such as organizational cynicism so that nurses can provide more efficient and qualified service within the healthcare system and get embedded (*Al-Hamdan & Bani Issa, 2021*).

In relation to personal characteristics among the studied nursing personnel. The current study result illustrated that, more than two-fifths of the age of the studied nursing personnel was between $31 \leq 40$ years old. Also, majority the studied nursing personnel were female, were married, had in-sufficient income and held a diploma degree. Moreover, two thirds of the studied nursing personnel working for more than ten years old. On the same direction, the study finding was compatible with (*Mustafa, (2019)* who investigated "The impact of the paternalist leadership on organizational cynicism" and summarized that, the majority of health workers were female, married, between the ages of thirty-six and forty-five, and graduated from high school.

Regarding to level of total organizational cynicism among the studied nursing personnel. The study result clarified that more than two-fifths of the studied nursing personnel had low level of total organizational cynicism among the studied nursing personnel. While the minority of them had a high level of total organizational cynicism. In addition to, presence of difference between observed and expected values with a highly statistically significant difference. From the researcher point of view, that during collecting data, the nursing personnel reported that, despite the workload in their work, they see that their working condition much better than nursing staff working in other university hospital as regard to increased patient overload, lack of resources and lack of apperception. In addition, their directors included them in decision making, consider the problems they face in their work and try to solve them.

Additionally, the study finding was supported by **Tutar, et al. (2021)** who reviewed "the mediating role of organizational cynicism in the relationship between workplace incivility and organizational silence" and indicated that, the studied group gained low level of organizational cynicisms. Also, the result discussed that cynical people think that their organizations perform acts including betrayal because they are lacking in principles such as justice, honesty, and sincerity. In addition, the researcher also discussed how this finding might be interpreted as a fear of employees expressing their opinions on organizational problems.

Conversely, the study finding was incompatible with **(Mahdy et al., (2021)** who investigated "the relationships among organizational identification, cynicism, job demands-resources and nurses' job crafting "and revealed that, slightly more than half of nurses reported high level of organizational identification, cynicism, job crafting and job resources.

Concerning to Organization Cynicism dimension among the studied nursing personnel. The study result indicated that cognitive dimension of organizational cynicism gained the higher mean followed by affective dimension. On the other hand the behavioral dimension of organizational cynicism is highly reported among the studied nurses. From the researchers' point of view, this result can be defensible by nurses' belief that their hospital says one thing and does another. Their thoughts, decisions, and judgment are overwhelmed by sense of anxiety and aggravation when they think about their hospital with intense negative mental predispositions.

The current study results were supported by **(Saad, and Abdelwahab, 2022)**. Who studied "Correlation between Organization Cynicism and Counterproductive work Behavior among Nurses" and found a high levels of cognitive cynicism followed by affective cynicism, and behavioral cynicism. On the other hand the study finding was against with **(Ahmed, 2022)** who studied "Examining the Relationship between Mobbing and Organizational Cynicism" and found that, the highest mean value was in the behavioral dimension, then affective dimension. And the lowest mean was in the cognitive dimension.

Regarding to considering level of total job embeddedness among the studied nursing personnel. The current study evident that about two-thirds of the studied nursing personnel had unsatisfactory level of total job embeddedness among the studied nursing personnel. While, more than two-fifths of them had a satisfactory level of total job embeddedness. In addition to, presence of difference between observed and expected values with a highly statistically significant difference. From the researcher point of view, having an engaged nursing staff necessitates not only a decline in organizational cynicism but also a high degree of interpersonal and workplace support from superiors and coworkers. Other elements that affect nursing engagement include autonomy, teamwork and collaboration, staffing and resources, and leadership access and responsiveness.

On the same direction, the study finding was consistent with **(Liu, et al., (2022)** who reviewed "job crafting and nurses' presenteeism: the effects of job embeddedness and job irreplaceability" and revealed that, the studied participant had a low level of job embeddedness and concluded that hospital management should pay attention to providing nurses with appropriate and rich resource support. On other side, these findings were disagreed with **(Mohamed et al., 2023)** who study "Practicing Management by Walking Around and its Relation to Job Embeddedness and

Satisfaction among Nurses" and mentioned that, the study sample indicated higher job embeddedness.

Regarding to job embeddedness dimensions, the current study indicates that the higher percentage of satisfactory level in relation to organizational links then organization fit, and finally the lowest percentage of satisfactory level in relation to organizational sacrifice. From the researcher's point of view this may be interpreted as link and fit organization emphasized on the compatibility between a nurse's ethical morals and values, career goals, personality, and personal goals with those of the organization. When personal goals and ambitions align with those of the organization, fit organization was improve nurses' job embeddedness and their retention.

The current study was supported by **(Mohamed et al., 2023)** who study "Practicing Management by Walking Around and its Relation to Job Embeddedness and Satisfaction among Nurses" and illustrated that the highest domain of job embeddedness domains among studied nurses was organizational links followed by organizational fit and lowest domain was the organizational sacrifice. On the other hand This result was inconsistency with **(Abd-Elrhaman et al., 2020)** who studied " Career Plateau, Self-efficacy and Job Embeddedness as Perceived by Staff Nurses " and indicated that the first ranking with highest mean score was related to organizational sacrifice, while the second ranking organizational fit followed by the lowest means score that related to the organizational links domain.

Concerning to correlation between total of organizational cynicism and total job embeddedness among the studied nursing personnel. The study result concluded that, there was a negative weak statistically significant correlation between total of organizational cynicism and total job embeddedness among the studied nursing personnel. From the researcher point of view, employees with high Job Embeddedness have a higher ability to control their negative emotions towards the organization as compared to their counterparts with low Job Embeddedness. Additionally, the current study results were supported by **(Mohamed & Ali, 2020)** who studied "Organizational Cynicism and its effect on Staff Nurses Job Embeddedness and Organizational Citizenship Behaviors "and concluded that, there was negative relationship among job embeddedness and organizational cynicism.

CONCLUSION

Based on the study findings, it can be concluded that, the higher percentage of the studied nursing personnel had a low level of organizational cynicism and unsatisfactory level job embeddedness with the percentage of (46.8% & 59.2%) respectively. Finally there was a negative weak statistically significant correlation between total of organizational cynicism and total job embeddedness among the studied nursing personnel.

RECOMMENDATIONS

- It is advised that each manager in institutions requires to perform a more active and vital role in limiting cynicism. Nurse Managers need to be emotionally intelligent and more open-minded when dealing with their staff.
- A training program can take an approach to increase nurses' organizational trust and to avoid cynical behaviors.
- Enhancing compensation and benefits, health insurance, recognizing and rewarding good performance are helping decrease organizational cynicism.
- Hospitals' administrators should: - Play a more active and vital role in preventing cynicism. They must adopt an open-door policy.
- There is a need to pay attention to JE as an effective strategy to improve relations between employees and their superiors, to improve the level of JP within the organization.

References

1. **Abd-Elrhaman, E. S. A., Ebraheem, S. M. A., & Helal, W. E. S. H. (2020).** Career Plateau, Self-efficacy and Job Embeddedness as Perceived by Staff Nurses. *American Journal of Nursing Research*, 8(2), 170-181.
2. **Ahmad, A., Shah, F. A., Memon, M. A., Kakakhel, S. J., & Mirza, M. Z. (2022).** Mediating effect of job embeddedness between relational coordination and employees' well-being: A reflective-formative approach. *Current Psychology*. <https://doi.org/10.1007/s12144-022-03637-3>
3. **Al-Hamdan, Z., & Bani Issa, H. (2021).** The role of organizational support and self-efficacy on work engagement among registered nurses in Jordan: A descriptive study. *Journal of Nursing Management*. @ <https://onlinelibrary.wiley.com/doi/pdf/10.1111/jonm.13456>
4. **Ali, S. A., Sair, S. A., Mehta, A. M., Naqvi, F. N., & Saleem, H. (2020).** Impact of organizational cynicism and abusive supervisor behavior on work place deviance. *Academy of Strategic Management Journal*, 19(5), 1-10.
5. **Aman-Ullah, A., Aziz, A., Ibrahim, H., Mehmood, W., & Abdullah Abbas, Y. (2022).** The impact of job security, job satisfaction and job embeddedness on employee retention: an empirical investigation of Pakistan's health-care industry. *Journal of Asia Business Studies*, 16(6), 904-922.
6. **Durrah, O., Chaudhary, M., & Gharib, M. (2019).** Organizational cynicism and its impact on organizational pride in industrial organizations. *International journal of environmental research and public health*, 16(7), 1203.
7. **Liu, T., Wang, W., Shan, G., Zhang, Y., Liu, J., & Li, Y. (2022).** Job crafting and nurses' presenteeism: The Effects of job embeddedness and job irreplaceability. *frontiers in public health*, 1959. @ <file:///C:/Users/moham/Downloads/fpubh-10-930083.pdf>.
8. **M.M.Badran, F., & Allah G Abou Zeid, M. (2021).** Organizational Cynicism and Organizational Commitment among Staff Nurses. *Egyptian Journal of Health Care*, 12(3), 1750–1761. <https://doi.org/10.21608/ejhc.2021.212963>
9. **Mahdy Attia, N., & Elsayed-ElAraby Abdelwahid, A. (2021).** Relationships among organizational identification, cynicism, job demands-resources and nurses' job crafting. *Egyptian Journal of Health Care*, 12(4), 1234-1251.
10. **Mohamed Elsayed, N., Morsy El-Shahat, M., & Ahmed Abd Allah Mohamed, N. (2023).** Practicing Management by Walking Around and its Relation to Job Embeddedness and Satisfaction among Nurses. *Egyptian Journal of Health Care*, 14(1), 118-131.
11. **Mohamed, I. A., & Ali, R. M. N. (2020).** Organizational cynicism and its effect on staff nurses job embeddedness and organizational citizenship behaviors. *Biomedicine and Nursing*, 6(2), 10-21.

12. **Mohammad, A. S., Abd El Rahman, S. M., Ali, R. M. N., & Ali, H. D. (2022).** Effect of Organizational Cynicism on Quality of Work Life and Employee Effectiveness among Nursing Staff. *Minia Scientific Nursing Journal*, 11(1), 2-10.
13. **Mousa, M., Abdelgaffar, H. A., Aboramadan, M., & Chaouali, W. (2021).** Narcissistic leadership, employee silence, and organizational cynicism: A study of physicians in Egyptian public hospitals. *International Journal of Public Administration*, 44(15), 1309-1318.
14. **Mustafa, N. A. L. (2019).** The impact of the paternalist leadership on organizational cynicism: A research in the health sector. *Journal of International Health Sciences and Management*, 5(9), 44-53.
15. **Saad Saleh Ali, M., & Abdelwahab Ibrahim Elsayed, A. (2022).** Correlation between Organizational Cynicism and Counterproductive Work Behaviors among Nurses. *Egyptian Journal of Health Care*, 13(2), 1601–1614. <https://doi.org/10.21608/ejhc.2022.247319>
16. **Shah, I. A., Csordas, T., Akram, U., Yadav, A., & Rasool, H. (2020).** Multifaceted role of job embeddedness within organizations: development of sustainable approach to reducing turnover intention. *Sage Open*, 10(2), 2158244020934876.
17. **Tutar, H., Tuzcuoğlu, F., & Sarkhanov, T. (2021).** The mediating role of organizational cynicism in the relationship between workplace incivility and organizational silence. *TEM Journal*, 10(2), 563-572.