

Relationship between Perceived Organizational Support and Organizational Cynicism among Staff Nurses

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Abstract

Background: Nurses are the key to achieving effective health care and providing high-quality care to patients in the hospital. On the other hand, they suffer from a lot of workload and insufficient resources, resulting in organizational cynicism. **Aim of the study:** was to determine the relationship between perceived organizational support and organizational cynicism among staff nurses. **Design:** a descriptive correlational design was used for conducting this study. **Setting:** The study was carried out at cardio vascular surgery hospital which affiliated to aim shams university hospital. **Subjects:** A staff nurses working in the aforementioned study were recruited in the study their total number is (120). **Data collection tools:** Were collected using perceived organizational support questionnaire, and organizational cynicism scale. **Results:** Showed that there was more than two-fifths of the studied staff nurses have a high perception level regarding supervisor support. While, near to one-quarter of them have low perception level regarding job conditions. There was less than three-quarters of the studied staff nurse have low level of organizational cynicism regarding affective cynicism. **Conclusion:** There was a highly significant negative correlation between total perceived organizational support levels, and organizational cynicism levels. **Recommendations:** Employees will have opportunity to share their opinions without fear. Provide the head nurses attention to employee complaints, understand what absenteeism causes, and don't ignores any extra effort from nurses .Additionally further research is recommended as evaluate perceived organization support and its relation to work engagement

Keywords: Perceived organizational support, Organizational cynicism and staff nurses

Introduction

Contemporary organizations need staff nurses who are emotionally joined to their work; are prepared and able to participate completely in their roles, proactive, and are willing to work beyond their job description. They need energetic nurses who are committed to high-quality performance standards. When nurses perceive organizational support, it strengthens their cognitive and emotional evaluation of their job; this would propel nurses to be able to balance their work and life (ii, 2020).

Perceived organizational support can be defined as the employee's thought about how

much the organization fulfills its obligations toward him or her. It is also viewed as the employee interpretation of the organizational treatment. Therefore, feeling support comes from the positive treatment of the organization or the organizational appreciation of employees' efforts toward achieving its goals (Mayes et al., 2017).

Interestingly, social support is one of the most widely processes used to encourage employees in a workplace. Perceived organization support (POS) is positively related to improving employee's performance. Also, POS affect employee's satisfaction level. POS enables organizations to retain talented

employees and help them to differentiate. So, organization support is essential not only for the individuals specifically, but also for organization as a whole. Additionally, a workplace that appreciates its employees becomes more attractive as it gives employees support and benefit. **(Aboramadan and Karatepe, 2021).**

Perceived organizational support (pos) has been considered an important factor that influences employee attitudes, behaviors, and organizational performance. Perceived support from the organization depends on the belief of nurses that the organization recognizes their contributions and cares for their well-being. Perceived organizational support considered as effective tool to help organizations build beneficial employee relationships and inspire workers to work hard **(sun et al., 2019).**

Working in a positive setting makes nurses more able to report their errors. Thus, they will also decrease the incidence of risky situations that can lead to a variety of costs. In addition to this, the nurses' belief that contributions to their organizations are being assessed and importance is attached to their welfare by their organizations reduces turnover intentions **(li, 2020).**

Perceived organizational support affects nurses' performance though they have a sense of loyalty to accomplish tasks, are emotionally involved and committed, and expect to be rewarded and awarded upon their performance. As well as, reduced absenteeism, increased job satisfaction, happiness, organizational citizenship behavior, and organizational success, and affected by organizational equity, working conditions, characteristics of nurses, leadership, and communication management. **(chang et al., 2020).**

The relationship between pos and performance will be linear for some and non-linear for others, and this disparity will be a

function of organizational cynicism (oc). Organizational cynicism is one of the major issues that exist in healthcare organizations and is associated with employees' attitudes one of the big problems that organizations have to deal with. Organizational cynicism is also based on the idea of a lack of integrity and honesty of the organization and the negative attitude of the individual towards the organization **(morf et al, 2019).**

Cynicism is among the salient concepts that have emerged in the field of organizational behavior in recent years. Although its synonyms include : skepticism, incredulity ,insecurity ,disbelief ,pessimism and negation in the modern sense, a cynic is “one who finds faults, the one who likes things with difficulty, and the one who criticizes” Organizational cynicism can be defined as general or specific attitudes of disappointment, insecurity, hopelessness, anger, mistrust of institutions or persons, group, ideology, and social skills . In other words, organizational cynicism is the negative attitude that is developed by individuals against the organization in which they work **(Jiang et al., 2019).**

There are various types of organizational cynicism such as personality cynicism, employee cynicism, occupational cynicism, societal cynicism, and organizational change cynicism. Personality cynicism is a form of cynicism that is stable over time and is an innate trait. Employee cynicism is targeted toward big business, top management, and other entities in the workplace. Occupational/ work cynicism is perceived by those in certain particularly stressful occupations. Societal/institutional is directed at society for the breach of the social contract between the individual and society. Finally, organizational change cynicism is pessimism about the success of future change efforts of the organization **(Morf et al, 2019).**

Significance of the study:

Nurses are the key to achieve effective health care and providing high-quality care to patients in the hospital. On the other hand, they suffer from a lot of workload and insufficient resources, result in organizational cynicism such as decrease nurses commitment, motivation and job satisfaction and increase absenteeism rate and turn over. Therefore, the management should be inhibit the effect of cynicism by providing high level of organizational support to their employees and enhancing their performance to improve the overall efficiency of the organization. So, present study will be carry out to determine the relationship between perceived organizational support and organizational cynicism among staff nurses.

Aim of the study

This study aimed to determine the relationship between perceived organizational support and organizational cynicism among staff nurses through assessing perceived organizational support level among staff nurses, assessing organizational cynicism level among staff nurses and finding out the relationship between perceived organizational support and organizational cynicism among staff nurses.

Research Question

What is the relationship between perceived organizational support and organizational cynicism among staff nurses?

Subjects and methods

Research Design:

A descriptive correlational design was used for conducting this study.

Research Setting:

This study was conducted at 12 units in cardiovascular surgery hospital, which affiliated to Ain Shams University Hospitals. These units were emergency department, operations

department (cardiothoracic surgery OR, Chest OR and cardiac Cath lab), ICU (adult, pediatric, intermediate, chest, post cath lab), CCU and inpatient unites (6th and 7th floors). Hospital total capacity is (182) beds.

Subjects:

A staff nurses working in the aforementioned study were recruited in the study. Total number is (120) staff nurses.

Data were collected using two tools namely:

1- First tool: Perceived Organizational Support Questionnaire:

This tool was developed by (Rhoades and Eisenberger, 2002) and was adopted by researcher. It aimed to assess level of perceived organizational support among staff nurses. It consists of the following two parts:

A-First part: personal characteristics:

This part aimed to collect the personal and job characteristics of study subjects such as: age, gender, educational qualifications, marital status, years of experience, current work department, and years of experience in this department.

B-Second part:

It contains 45 items grouped under three main dimensions namely: supervisor support (19 items), fairness (14 items) and job conditions (12 items).

Scoring system:

The staff nurse's response was checked against a five - point Likert scale. The study subject responses were ranging from: strongly agree (5), agree (4), neither disagree nor agree (3), disagree (2) and strongly disagree (1). The mean and standard deviation was calculated and then converted into percentages. The perception level considered high if the total score was more than 75%, moderate if the total score ranged from 60%- 75%, low perception level if the

total score was less than 60 % (Saad & Elsayed, 2019)

2- Second Tool: Organizational cynicism scale. It was developed by (Dean et al. 1998) and adopted by researcher. It aims to assess organizational cynicism level among staff nurses. It contains 13 items grouped under three main dimensions namely: Affective (4 items), Cognitive (5 items) and Behavioral (4 items).

Scoring System:

Scoring system: The staff nurses' response are checked along a five - point Likert scale. The staff nurses responses ranging from: strongly agree (5), agree (4), neither disagree nor agree (3), disagree (2) and strongly disagree (1). The scores of each dimensions 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 (Badran & Abou Zeid, 2021)

Preparatory Phase:

This phase involved reviewing, national, and international related literature concerning the topic of the study, this review was conducted using books, articles, journals, periodicals, and the internet to be acquainted with the current relevant tools about the study subject. In addition testing the validity and reliability of the propose tools.

Validity:

Proposed tools were validated through translating the two tools into Arabic language followed by reverse translation two tools back to English language to ensure matching of the original and Arabic versions of the tools. Then testing the validity of one tool including face and content validity was judged by a panel of experts (seven experts in the field of nursing). The experts panel consisted of three Assistant professors of nursing administration, faculty of

nursing, Ain Shams University, one Assistant professor from the nursing administration department, faculty of nursing south vally university, two Assistant professor of nursing administration, faculty of nursing sohag university, and one Assistant professor from nursing administration department , faculty of nursing, Banha University. The panel asked to review the tool clarity, relevance, comprehensiveness, consistency, accuracy and layout. The expert corrected the language only. Modification done according to the opinion of jury group.

Reliability:

Study tools were tested for their internal consistency by Cronbach's alpha coefficient test.

Scale	N o of Items	Cro nbach Alpha
Organizational cynicism scale	13	.819
Perceived Organizational Support questionnaire	4	.915

Pilot Study:

A pilot study was conducted in March 2023. Twelve staff nurses representing 10% of the total study subjects was selected randomly. The pilot study aimed to examine the clarity of language, applicability of the tools, and test the feasibility and suitability of the tools. It also served to estimate the time needed to complete the tools by each study subject and identify potential obstacles and problems that may be encountered during data collection. The time for filling out the tools took around 30-40 minutes. Data obtained from the pilot study was analyzed and no modifications were made done so. The study sample recruited in the pilot was included in the main study sample.

Fieldwork:

The fieldwork of the study started at the beginning of March 2023 after securing the

official approvals for conducting the study to the end of April 2023. The researcher arranged with nursing director to determine the suitable time for collecting the data. The researcher introduced herself to staff nurses at each department and then explained the aim and components of the questionnaire sheets. Data was collected for 2 days/week and every day around 12-15 sheets were collected from 9am to 5pm. The researcher distributed the questionnaire to staff nurses in their work sitting during break time researcher was presented all time for needed clarification. .

Ethical Considerations

Prior study conduction, ethical approval was obtained from the scientific research ethical committee of the faculty of nursing, Ain Shams University. The researcher met both medical and nursing directors of the pre-mentioned hospitals where the nurses worked to clarify the aim of the study and take their approval oral and written consent. The researcher also met the study subjects to explain the purpose of the study and to obtain their approval to participate. They were reassured about the anonymity and confidentiality of the collected data, which was used only for the purpose of scientific research. The subjects' right to withdraw from the study at any time was assured.

Administrative Design:

An official letter requesting permission to conduct the study was directed from the Dean of the Faculty of Nursing, Ain Shams University to carry out the study at the cardiovascular surgery hospital, which affiliated to Ain Shams University Hospitals, to gain their permission from the hospital administration office, the nursing director and head nurse of departments. This letter included the aim of the study and photocopy from data collection tools in order to get their permission and help for collection of data.

Statistical Design:

The collected data were organized, categorized, computerized, tabulated, and analyzed using the Excel program and SPSS software version 22. For quantitative data, the range, mean, Range, and standard deviation were calculated. For qualitative data, the number and percent were calculated, T test and Chi-square was used. The one-way ANOVA procedure produced a one-way analysis of variance for a quantitative dependent variable by a single factor (independent variable). Correlation between variables was done using Spearman Rank order correlation coefficient for parametric data. For all above mentioned statistical tests done, the threshold of significance is fixed at a 5% level (pvalue). A p-value of ≤ 0.05 indicates a significant result and the threshold of significance is fixed at a 1% level (p-value). A p-value of ≤ 0.01 indicates a significant result. Testing the significance of predictors was used.

Results

- Table (1) indicates that nearly half of the staff nurses were aged less than 25 years old and have bachelor of nursing, As well as more than half of them female, and near to two thirds were single. While two thirds had less than 5 years of experience. As well as less than quarter of them with current department were pediatric ICU, intermediate ICU. In addition, more than three-quarters had less than 5 years of experience in their department.

- Table (2) displays that more than two-fifths of the staff nurses have a high perception level regarding supervisor support dimensions. While, nearly half of them have moderate perception level regarding Fairness dimensions, as well as near to one-quarter of them have low perception level regarding job conditions dimensions.

- Table (3) reveals that less than three-quarters of the studied staff nurse have low level of organizational cynicism regarding the dimensions of affective cynicism Also, more than one-fifths of them have moderate level of

organizational cynicism regarding cognitive cynicism dimensions.

- Table (4) indicates that there were highly statistically significant relations between total perceived organizational support levels and staff nurse age, gender, educational qualification. Also, there was no statistically significant relation with their marital status. Was statistically significant relation with staff nurses years of experience in nursing, years of experience in your department, and there were highly statistically significant relations between total perceived organizational support levels and current department.

- Table (5 -a) displays that there were highly statistically significant relations between staff nurse total organizational cynicism levels and their age, gender, educational qualification, current department, . Also, there was no statistically significant relation with marital status.

- Table (5-b) explains that there was statistically significant relation with staff nurses years of experience in nursing. Also, there was no statistically significant relation with their number of years of experience in your department, marital status. There were highly statistically significant relations between total organizational cynicism levels and current department.

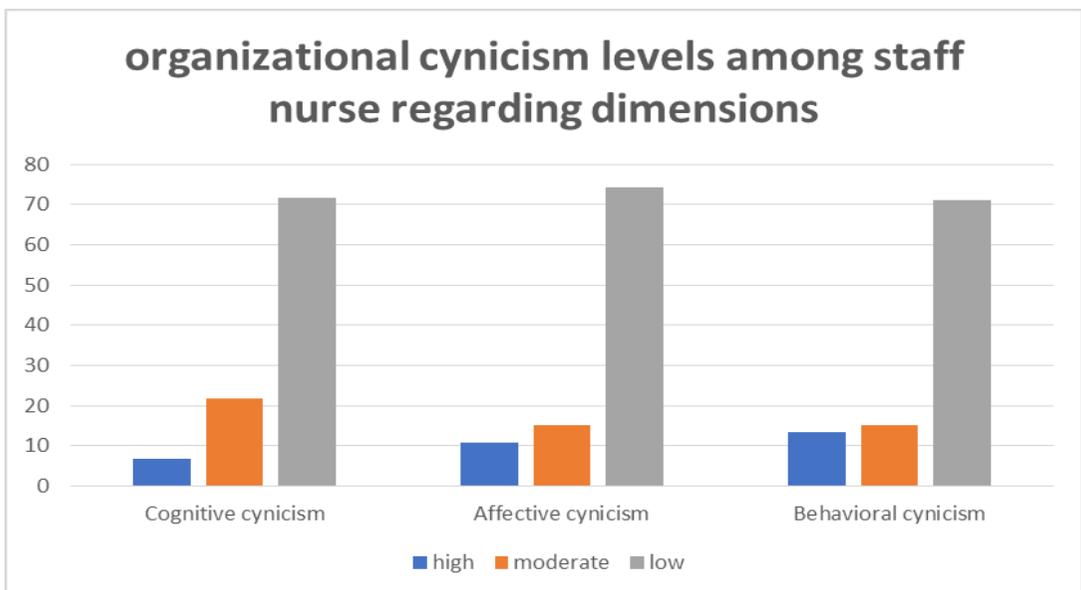
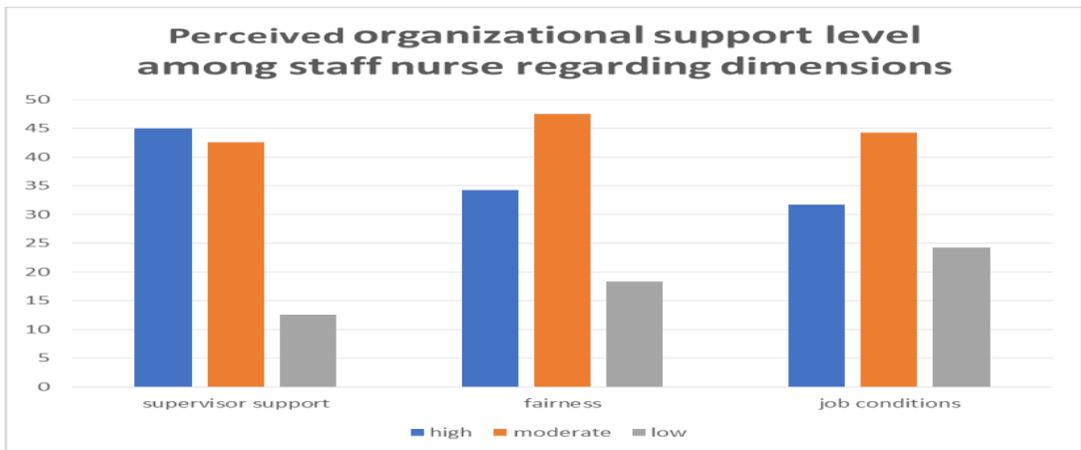
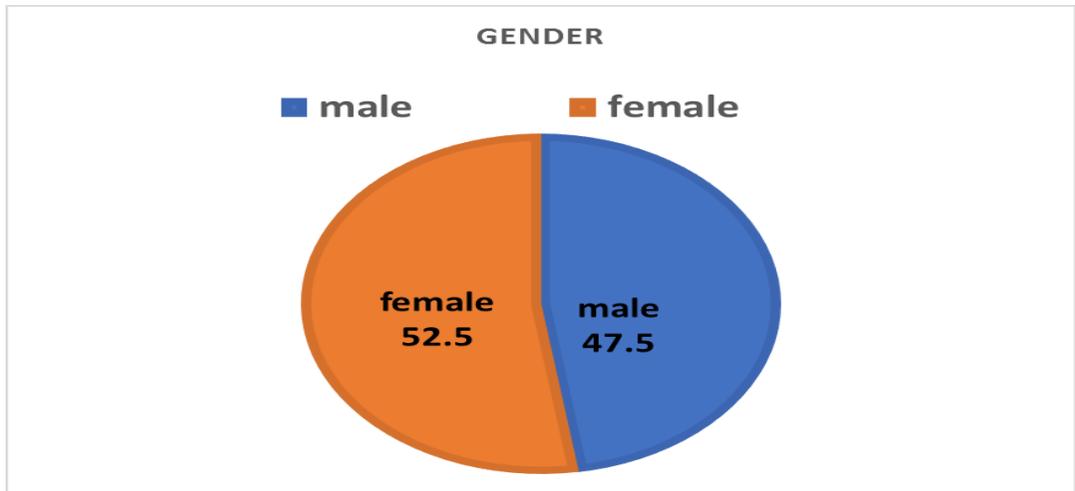
- Table (6) presents that there was highly significant positive correlation matrix of staff nurses perceived organizational support dimensions' scores.

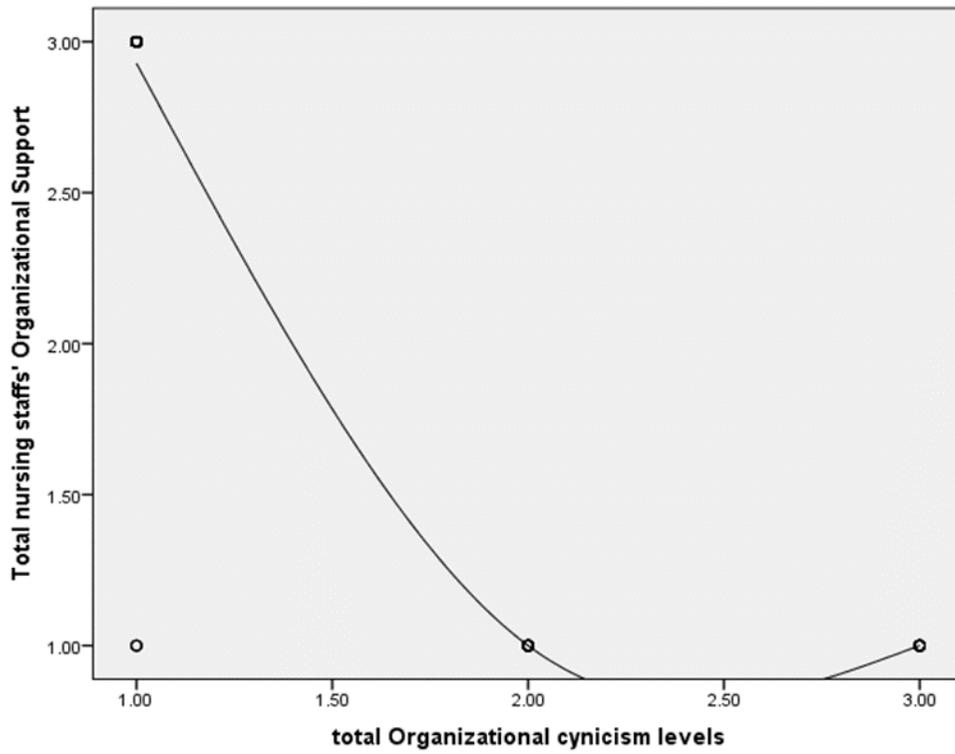
- Table (7) reveals that there was a highly significant negative correlation matrix of staff nurses organizational cynicism dimensions' scores.

- Table (8) indicates that there was highly significant negative correlation between staff nurses perceived organizational support dimensions, and their organizational cynicism dimensions.

Table 1: Job and personal characteristics of staff nurses in the studied sample regarding to age, gender, educational qualification, and marital status (n=120)

Job and personal characteristics	Staff nurses in studied sample (n=120)	
	N	%
Age (year)		
<25	54	45.0
25-35	53	44.2
>35	13	10.8
Mean±SD	27.17±4 5.4	
Gender		
Male	57	47.5
Female	63	52.5
Marital status		
Single	74	61.7
Married	40	33.3
Divorced	4	3.3
Widow	2	1.7
Educational qualification		
Nursing diploma	18	15.0
Technical institute of nursing	46	38.3
Bachelor of nursing	52	43.3
Advanced studies	4	3.4
Years of experience in nursing		
<5	72	60.0
5-10	33	27.5
<10	15	12.5
Years of experience in work department		
<5	84	70.0
5-10	22	18.3
<10	14	11.7
Current work department		
Emergency department	11	9.2
Cardiothoracic surgery	9	7.5
OR	9	7.5
Chest OR	9	7.5
Cardiac Cath lab	13	10.8
Adult ICU	15	12.5
Pediatric ICU	15	12.5
Intermediate ICU	10	8.3
Chest ICU	12	10
Post cath lab ICU	13	10.8
CCU	4	3.3
Inpatient unites “6th		





Discussion

Contemporary organizations need staff nurses who are emotionally joined to their work; are prepared and able to participate completely in their roles, proactive, and are willing to work beyond their job description. They need energetic nurses who are committed to high-quality performance standards. When nurses perceive organizational support, it strengthens their cognitive and emotional evaluation of their job; this would propel nurses to be able to balance their work and life (Ii, 2020).

Support from the organization is crucial for employees to be accepted and valued as well as to be fulfilled at work. Support from the organization would lead to positive consequences on employees' behaviors, e.g., increased organizational commitment, job satisfaction, low organizational cynicism, and reduced turnover (cicek et al., 2021)

So the aim of the study was to determine the relationship between perceived organizational support and organizational cynicism among staff nurses through assessing perceived organizational support level among staff nurses, assessing organizational cynicism level among staff nurses and finding out the relationship between perceived organizational support and organizational cynicism among staff nurses.

As regards job and personal characteristics of the study staff nurses ,the current study indicates that nearly half of the staff nurses were aged less than 25 years old and have bachelor of nursing, As well as more than half of them were female, and near to two thirds were single. While two thirds had less than 5 years of experience. As well as less than quarter of them with current department were pediatric ICU and intermediate ICU. In addition, more than three-quarters had less than

5 years of experience in their department. This could be due to the current trends in the nursing workforce, such as the increasing demand for higher education, the feminization of the profession and the high turnover rate among older nurses. The result also indicates that most of the staff nurses had low levels of experience, which could have implications for their clinical competence, professional development and job satisfaction.

The present study are agreement with **Abo Habieb et al., (2020)** who applied a study in mansoura university hospital, entitled Influence of perceived organizational support, work life balance on staff nurses who reported that the majority of the studied nurses aged from 20-30 years, more than half of them were married, having a technical degree of nursing, and the majority experienced (1-5) years.

Regarding perceived organizational support level dimension among staff nurses', the present study result displayed that more than two-fifths of the studied staff nurses have a high perception level regarding supervisor support dimension. While, nearly half of them have moderate perception level regarding Fairness dimension, as well as near to one-quarter of them have low perception level regarding job conditions dimension, respectively. From the researcher point of view, this result may be due to head nurse welcomes listening to the work problems, assist to solve work problems and head nurse be a good role model at work.

The present study are congruence with **Ibrahim, (2017)**who applied a study in Damanhur National Medical Institute in Alexandria University Egypt, entitled professional nursing autonomy and organizational support staff nurses perspective who found that the highest mean score present was related to supervisor support dimension. While, the lowest mean score was related job condition dimension.

However, this finding in disagreement with **Mostafa, (2018)** who applied a study was conducted at Benha university hospital Egypt, entitled study perceived organizational support and its relation to work engagement among staff nurses who reported that more than two thirds of staff nurses had low perception regarding supervisor support dimension while more than one third of staff nurses had moderate perception regarding job condition and fairness dimension.

Regarding Organizational cynicism level dimension among staff nurses the present study findings reveals that less than three-quarters of the studied staff nurse have low level of organizational cynicism regarding affective cynicism dimension. While, more than one-fifths of them have moderate level of organizational cynicism regarding cognitive cynicism dimension. From point of view, this result may be due the nurses feeling of achievement when go to the hospital, believe that the hospital says one thing and do it. When the supervisor telling the truth, then the supervisor can be trusted. Then, employees' cynicism towards the authority will be reduced because cynicism depends mainly on trust in the authority.

the result of the present finding In agreement with **Mohamed, (2021)** who applied in the Academy of Cardiac Surgery affiliated to Ain Shams University Hospitals, Cairo Egypt, entitle organizational cynicism and organizational commitment among staff nurses and who report that behavioral cynicism dimension had the highest percentage mean score followed by cognitive cynicism dimension . Meanwhile, affective cynicism dimension had the lowest mean score.

However, the present finding congruence with **Attia et al., (2021)** who conducted in Zagazig University Hospitals Egypt, entitle relationships among

organizational identification, cynicism, job demands- resources and nurses' job crafting who reported that concerning organizational Cynicism, the highest mean score was in cognitive cynicism dimension while the lowest was in affective cynicism dimension.

As regard the correlation matrix of staff nurses perceived organizational support dimension, the current study result presents that there was highly significant positive correlation. This may be due to the organization provides a suitable atmosphere for the nurses and have a fairness. That they received support from the hospitals valued their contributions and showed concern for their welfare.

The present study agree with **jing jin et al., (2021)** who conduct a study in department of pharmacy, the obstetrics and gynecology Hospital of Fudan University, entitle exploring the effect of perceived organizational support and resilience on Chinese pharmacists' engagement in stressful and competitive pharmaceutical work at hospitals who reported perceived organizational support scores were all above average, indicating that they perceived a large sense of support from their organizations.

Regarding the correlation matrix of staff nurses' organizational cynicism dimension, the current study result reveals that there was a highly significant negative correlation. From the researcher point of view, this result may be due to the nurses know their right and duties and there is a fair policy in the hospital and their directors help them in decision making, consider the problems they face in their work and try to solve them. For this there is no organizational cynicism

The current study result are congruence with **Gamze and Mualla, (2014)** who applied a study in research assistants employed as scholars in the position in Turkish universities, entitle the relationship between perceived

organizational support and organizational cynicism of research assistants who reported That the cognitive dimension of organizational cynicism construct was negative in relation to the affective dimension the distribution of tasks and the behavioral dimension of organizational cynicism.

On the same line a study was conduct in Minia University by **Mohamed et al., (2022)** who entitle effect of organizational cynicism on quality of work life and employee effectiveness among nursing staff the result find that nursing staff low level of Organizational cynicism.

Regarding the correlation coefficient between staff nurses perceived organization support level and organizational cynicism level total score. the present study result indicates that there was highly significant negative correlation between perceived organizational support level, and organizational cynicism level. From the researcher point of view, the result due to the nurses feel secure and know that the organization is supporting them so we have a low organizational cynicism.

The current study result are agree with **ÇİFTLİK, (2020)** who conducted global company operating in the retailing sector Department of Business Administration Yeditepe University Trakya, entitle the role of perceived organizational support on organizational cynicism with the impact of job burnout and openness to change who reported that there is a negative and significant correlation between perceived organizational supports with organizational cynicism.

Conclusion

In the light of the present study findings, more than two-fifths of the studied staff nurses have a high perception level regarding supervisor support. While, nearly half of them have moderate perception level regarding Fairness, as well as near to one-quarter of them

have low perception level regarding job conditions. Also less than three-quarters of the studied staff nurse have low level regarding affective cynicism and more than one-fifths of them have moderate level of regarding cognitive cynicism. As revealed the correlation between perceived organizational support and organizational cynicism that there were a highly significant negative correlation between staff nurses' perceived organizational support levels, and organizational cynicism levels total score.

Recommendations

In the light of the present study findings, the following recommendations are suggested:

- Open-door policies must be implemented by administrators. Employees will have opportunity to share their opinions without fear
- Improving pay and benefits, health insurance, and acknowledging and rewarding job performance all contribute to a decline in organizational cynicism
- The working environment should be more polite to reduce workplace rudeness, which in turn reduces organizational cynicism.
- We must provide the head nurses attention to employee complaints, understand what absenteeism causes. And don't ignores any extra effort from nurse.
- When interacting with their staff, nurse managers need to have emotional intelligence and be more understanding.
- Exchange of information and regular contact help in the early detection of negative attitudes, particularly in new staff nurses.
- Provide flexibility in scheduling balance between work and family and provide frequent feedback for nurses.

Recommendation

- Evaluate the relationship between professional nursing autonomy and organizational support staff nurses perspective
- Evaluate perceived organizational support and its relation to work engagement.
- Evaluate the relationship between organizational cynicism and turnover intentions.
- Evaluate relationship between Organizational Cynicism and job crafting.

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