

Organizational Cynicism and Work Alienation among Nurses and Its Relation to Organizational Loyalty

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Abstract:

Background: Organizational cynicism exist as a resistance against improvement of the organization as it has adverse effects such as distrust, burnout, alienation and decrease organizational loyalty. **Aim:** Assess organizational cynicism and work alienation among nurses and its relation to organizational loyalty. **Research Design:** A descriptive correlational design was used. **Setting:** The study was conducted in all inpatients units of medical and surgical departments at Benha University Hospital. **Sample:** Convenient sample of nurses (317) out of 1528. **Tools of data collection:** Three main tools namely; (I): organizational cynicism scale, (II) work alienation scale and (III): organizational loyalty questionnaire **Results:** More than two fifth (43.8%) of nurses had high level of organizational cynicism and more than half (57.4 %) of them had moderate level of work alienation. While, more than two fifth (44.8 %) of nurses had moderate level of organizational loyalty. **Conclusion:** There was a statistical significant positive correlation between total organizational cynicism and total work alienation. On the other hand, there was a statistical significant negative correlation between total organizational cynicism and total organizational loyalty. Also, there was a highly statistical significant negative correlation between total work alienation and total organizational loyalty. **Recommendations:** Providing the autonomy and support for nurses by building an atmosphere of confidence, trust, respect and justice to minimize cynicism and work alienation and evaluating the effect of organizational cynicism and alienation on nurses' productivity.

Keywords: Nurses, Organizational cynicism, Organizational loyalty & Work alienation.

Introduction

Recently, the need for healthcare services has grown along with population expansion and aging populations worldwide. The most significant resources for healthcare organizations that want to fulfill this expanding requirement are nurses, one of the most crucial components of healthcare delivery (Sivuk, et al., 2022).

The pressures that come with the nursing profession make nurses unhappy with their organizations or their profession, which lowers the quality of work life and leads to alienation and negative and cynical sentiments (Mohamed et al., 2022). The term "organizational cynicism" (OC) refers to a negative attitude toward the organization and according to nurses; the management of the organization is not trustworthy, fair, or transparent (Durrah, et al., 2019).

Organizational cynicism is nurse's pessimistic view of the organization as a whole, as well as its procedures, management, and practices. OC is frequently linked to a person's unfavorable attitude about the organization they work for, which has three dimensions namely; cognitive, affective, and behavioral (Mohamed & Ali, 2020).

Firstly, the cognitive dimension includes the conviction that the organization is dishonest. Secondly, the affective dimension includes unpleasant

feelings like disdain, rage, suffering, and embarrassment. It can also be described as experience gained by feeling as well as thought or through intuition. Thirdly, the behavioral dimension, however, typically entails dislike and bad actions (Terzi & Derin, 2016; Mohamed et al., 2022).

Organizational cynicism results from activities inside the organization that are known to make nurses cynical, including misinterpretation, poor communication, and managerial hypocrisy about organizational values or beliefs. It is the echo of unfavorable sentiments about the organization's chosen policies, procedures, norms, and processes. Given that they treat employees unfairly and have secret agendas, the organization's leadership appears to lack integrity and authenticity (Mabrouk & Gab Allah, 2020).

Individuals and organizations are both affected by organizational cynicism. The cynical nurse is vulnerable to various mental and physical illnesses, including burning, anxiety, anguish, alienation, hostility, distrust of others, disappointment, frustration, suspicion, indifference and other conditions (Rayan, et al., 2018). In organizations, cynicism results in lack of access to human capital and the exchange of caution among nurses, decline in morale and productivity, increase in absenteeism

rates, conflicts, ineffective behaviors, and turnover intentions. It also hinders job satisfaction, organizational commitment, loyalty to the organization, and organizational citizenship, resulting in alienation and frustration at the workplace (Terzi & Derin, 2016).

The term "alienation" describes the estrangement that happens when a person views the labor of their hands as an item that is foreign and possibly even hostile to them (Badran & Khaled, 2021). Furthermore, work alienation is a phenomenon at work that results from negative work attitudes and it is defined as a separation or disconnection from work brought on by the demands or expectations of employees, emphasizing the connection between work and work environment, resulting in a low-level contact between employees and work (Zhao et al., 2022).

Additionally, work alienation is a cognitive and social disorder that manifests as emotions of disinterest and job dissatisfaction. It signifies a separation from oneself due to three factors namely: powerlessness, meaninglessness, and self-estrangement (Mohamed & Abou Shaheen, 2021).

Powerlessness refers to a feeling that one has lack of control over decision-making processes as no one has a right to participate in the creation of services for which they are responsible. Meaninglessness is a state in which individuals feel they can only make a small contribution to their organization and are unable to understand its objectives. Self-estrangement is when nurses feel unable to satisfy their wants and desires, resulting in, nurses find it difficult to value any internal motivators and instead, they prioritize external motivators (Amarat et al., 2019).

Work alienation has many unfavorable effects, which embodied in the form nurses' turnover, workplace hostility, feelings of isolation, despair, self-estrangement, meaninglessness, and powerlessness, as well as a decrease in staff nurses' interest in their jobs by exerting less effort and power, working for external or helpful benefits, low productivity and burnout (Merkhe, 2015). Also, work alienation leads to absenteeism, health problems, anti-productivity behavior, Work-life discontent, failure to pursue the organization's common goals, decreased organizational commitment, citizenship, and loyalty (Gümüş et al., 2021).

Loyalty is a person's dedication or emotion of connection to a specific thing, such as a person or group of people, an ideal, a responsibility, or a cause. It attempts to align the loyal person's interests with those of the object, expressing itself via both thought and deed (Olonade, et al., 2020).

Organizational loyalty refers to promotion of the organization to outsiders, sticking with the organization through hardship, defense and protection

of the organization from external threats (Gabra, et al., 2021). Employee loyalty can be defined as employee's commitment and connection to the organization, its goals, objectives, and values, which enhances the likelihood that the employees will stay on board (Dede, 2018). It is possible to summarize that loyalty is a person's obedience and devotion to the organization, which is represented in attitudes and conduct, with signs including support for the organization, active involvement, discipline, responsibility, and a positive work attitude (Bagis & Adawiyah, 2022).

In times of utmost difficulty, loyal people constantly remain shoulder to shoulder with the organization; they do not disregard or go away when things get tough. Loyalty is an important component in developing moral principles and aids in fostering interpersonal trust. When a person is willing to contribute to or give up their personal interests in order to strengthen an organization, such individual exemplifies the virtue of organizational loyalty (Vuong et al., 2021).

Organizational loyalty manifests in some factors that show high loyalty as; nurses committed and devoted to the success of the organization, are willing to work in that organization and believe that working there is the best alternative for them (Phi & Pham, 2022). Additionally, nurses' willingness to develop together with the organization, sense of responsibility and mission at work, contribution of intellect and wisdom to the accomplishment of the organization's goals, and involvement in assisting the organization in achieving its strategic goals (Chen et al., 2022).

Furthermore, nurses are not criticizing or complaining about the organization, but rather defending it from criticism and highlighting its positive aspects instead. Additionally, nurses go above and beyond what is expected of them in their profession, serve as positive representatives of the organization, and take care of seemingly unimportant but crucial tasks that make the organization run smoothly (Yaqub et al., 2021). An individual's loyalty is influenced by their relationships with their peers, superiors, and coworkers. It represents an individual's primary bottom line inside the organization (Singh, 2022).

Significance of the study

The effectiveness and survival of healthcare organizations in a competitive, international context are largely dependent on the attitudes and behaviors of nurses. The requirement for an organization to be a viable environment is also stressed by contemporary organization and management theories, in addition to organizational productivity and efficiency. Nurses will inevitably feel unsafe and develop negative attitudes and feelings about the organization as a

whole called organizational cynicism if organizations simply prioritize productivity and overlook human behaviors and sentiments (Klieb et al., 2023).

Organizational cynicism set a barrier against the improvement of organizations as it can cause problems as job dissatisfaction, low organizational loyalty and commitment, absenteeism, as well as low nurses' self-confidence and motivation, and even increased emotion and fatigue that cause nurses feel lonely. Nurses who experience social and emotional loneliness do not feel that they belong to anywhere within the organization and struggle to build connections with other nurses and superiors. So, this study aimed to assess organizational cynicism and work alienation among nurses and its relation to organizational loyalty.

Aim of the Study: The current study aimed to assess organizational cynicism and work alienation among nurses and its relation to organizational loyalty.

Research Questions

1. What are the levels of organizational cynicism among nurses?
2. What are the levels of work alienation among nurses?
3. What are the levels of organizational loyalty among nurses?
4. What is the relation among organizational cynicism, work alienation and organizational loyalty among nurses?

Research Design

The study used a descriptive correlational design was utilized to achieve the aim of this study.

The Study Setting

The study was conducted in all inpatients units of medical and surgical departments at Benha University Hospital. Medical departments consist of 14 units distributed as following: General medicine "5 units", Pediatric "3 units", Cardiology "1 unit", Cardio thoracic "1 unit", Thoracic "1 unit", Neurology and Psychiatric "2 units", and Rheumatology "1 unit". Surgical departments include 10 units distributed as following: Orthopedic "2 units", Obstetric "2 units", Female surgery "2 units", Male surgery "2 units", Ear, Nose, Throat (ENT) "1 unit", and Urology "1 unit".

Subjects:

Included a convenient sample of nurses (317) out of 1528 who are working in the aforementioned study setting; Medical department (203), and surgical department (114) staff nurses, with at least two years of job experience (according to the following sample size equation (Tejda & Punzalan, 2012).

$$n = \frac{N}{1 + N(e)^2}$$

Where:

n: The required sample size

N: Total number of nurses

e: Margin error (0.05)

Tools of Data Collection

Three tools were used for collecting data as following:

Organizational Cynicism Scale

It was developed by Durrah et al., (2019) to assess levels of organizational cynicism among nurses. It consisted of two parts: **First part**; included personal characteristics of nurses as department, age, gender, marital status, educational levels and years of experience. **Second part**; the scale consisted of 12 items divided into three subscales as: cognition; (5 items), affect; (4 items) and behavior; (3 items).

Scoring System

Nurses' responses were measured by using a three point Likert scale as the following; (3) for (agree), (2) for neutral and (1) for (disagree). The score of items was summed-up and the total divided by the number of the items, giving the mean score. The level of organizational cynicism was categorized as the following; high level $\geq 75\%$, moderate level from 60 % to less than 75%, and low level $< 60\%$.

Work Alienation scale:

It was developed by Mottaz, (1981) to measure levels of work alienation among nurses. It consists of 21 item divided into three dimension as: powerlessness; (7 items), meaninglessness; (7 items) and self-estrangement; (7 items).

Scoring system:

The responses of the statements were measured by using three points Likert scale as the following; (3) for (agree), (2) for neutral and (1) for (disagree). The score of items was summed-up and the total divided by the number of the items, giving the mean score. The level of work alienation was categorized as the following; high level $\geq 75\%$, moderate level from 60 % to less than 75%, and low level $< 60\%$.

Organizational Loyalty Questionnaire:

It was developed by the researchers based on Al-Omari & Al-Sahli, (2020). It included 15 items to assess levels of organizational loyalty among nurses.

Scoring system:

Nurses responses were measured by using a three point Likert Scale as the following (3) for always, (2) for sometimes and (1) for never. The score of items was summed-up and converted into percent scores and the total divided by the number of the items, giving the mean score. The level of organizational loyalty was categorized as the following; high level $\geq 75\%$, moderate level from 60 % to less than 75%, and low level $< 60\%$.

Methods

The study was carried out in the following manner:

Approval

After the purpose of the study was made clear, the director of Benha University Hospital granted official permission for the researchers to collect data.

Preparatory phase

It took almost two months, from August 2022 until the end of September 2022, for this phase. Along with theoretical understanding of the many factors pertaining to the research themes, it includes an examination of recent national and worldwide related literature using journals, periodicals, textbooks, the internet, and theoretical knowledge of the various aspects.

Pilot study

A pilot study was carried out in October, 2022 to evaluate the face and content validity of the tools and to determine how long it would take to complete the three tools. It was conducted on 32 nurses, who represent 10% of the total subjects. Based on the findings of the pilot study, the tool was finally developed. No modifications were done, so, the pilot study was included in the main sample.

Field work

From November, 2022 to December, 2022, the actual fieldwork was done. By interviewing nurses and outlining the purpose of the study to them, the researchers independently collected data. The nurses' availability for two days per week was taken into account when gathering the data; between 12 and 15 nurses were interviewed each day. The questionnaire form took roughly 25 to 30 minutes to complete.

Tools Validity and Reliability

The three tools contents were adapted, developed and translated into Arabic and tested for its content validity by five Experts from different nursing faculties in the field of Nursing Administration. Based

on their recommendations the necessary modifications were made. Also, the reliability of the tools was conducted to determine the internal consistency and homogeneity of the used tools by Cronbach's Alpha test. The internal consistency of organizational cynicism scale was $\alpha = 0.819$, organizational loyalty questionnaire was $\alpha = 0.928$ and work alienation scale was $\alpha = 0.887$.

Ethical consideration

Informed consent was obtained by outlining the study's objectives in order to ensure that participants' rights would be protected and that participation would be voluntary. The confidentiality of the collected data and the study's findings were guaranteed, and participants were given the freedom to leave the study at any time and without explanation.

Statistical Design

The collected data organized, tabulated and statistical analyzed using statistical package for social science (SPSS) version 26 for windows, running on IBM compatible computer. Descriptive statistics were applied (e.g. frequency, percentages, mean and standard deviation). Test of significance, correlation coefficient (r) was used. A significant level value was considered when p-value < 0.05 and a highly significant level value was considered when p-value < 0.001 , while p-value > 0.05 indicates non-significant results.

Results**Table (1): Frequency distribution of personal characteristics of the studied nurses (n=317)**

Personal characteristics		No	%
Department	Medical	161	50.8
	Surgical	156	94.2
Age/ years	< 30	212	66.9
	30<40	74	23.3
	40-50	26	8.2
	> 50	5	1.6
	Range Mean \pm SD	22-55 29.56\pm6.27	
Gender	Male	56	17.7
	Female	261	82.3
Marital status	Unmarried	105	33.1
	Married	212	66.9
Educational levels	Diploma in Nursing	95	30.0
	Associate Degree in Nursing	151	47.6
	Baccalaureate Degree in Nursing Science	71	22.4
Years of experience	< 5	85	26.8
	5-15	189	59.6
	> 15	43	13.6
	Range Mean \pm SD	3-35 9.03\pm6.32	

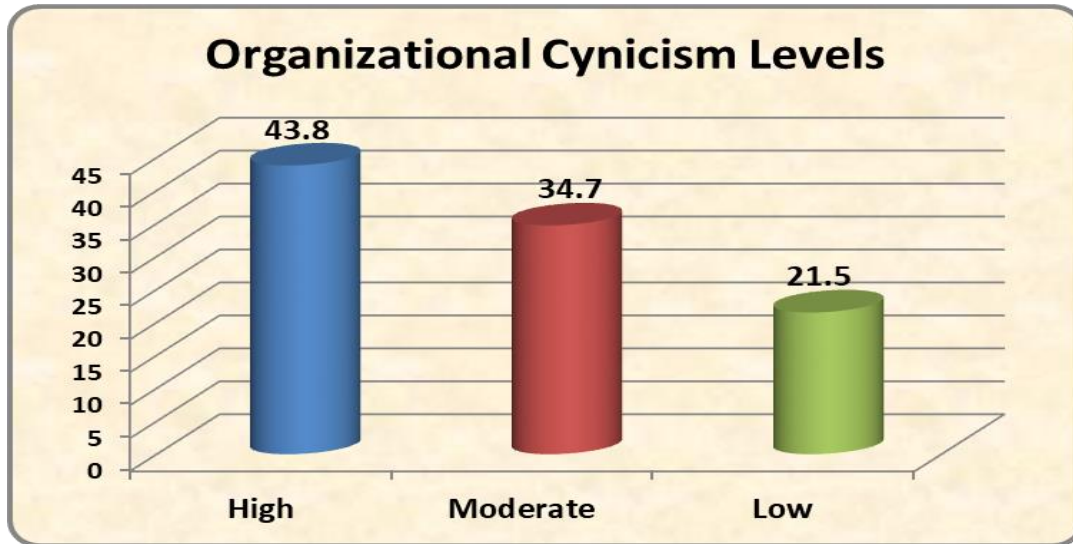


Figure (1): Total levels of organizational cynicism among nurses

Table (2): Mean and standard deviation of organizational cynicism dimensions among nurses (n=317)

Organizational Cynicism dimensions	Max score	Mean ± SD	Mean %*
Cognition	15	10.18±2.66	67.86
Affect	12	8.78±1.75	73.16
Behavior	9	6.42±1.61	71.33
Total	36	25.40±5.10	70.55

* Percentages are calculated relative to maximum score.

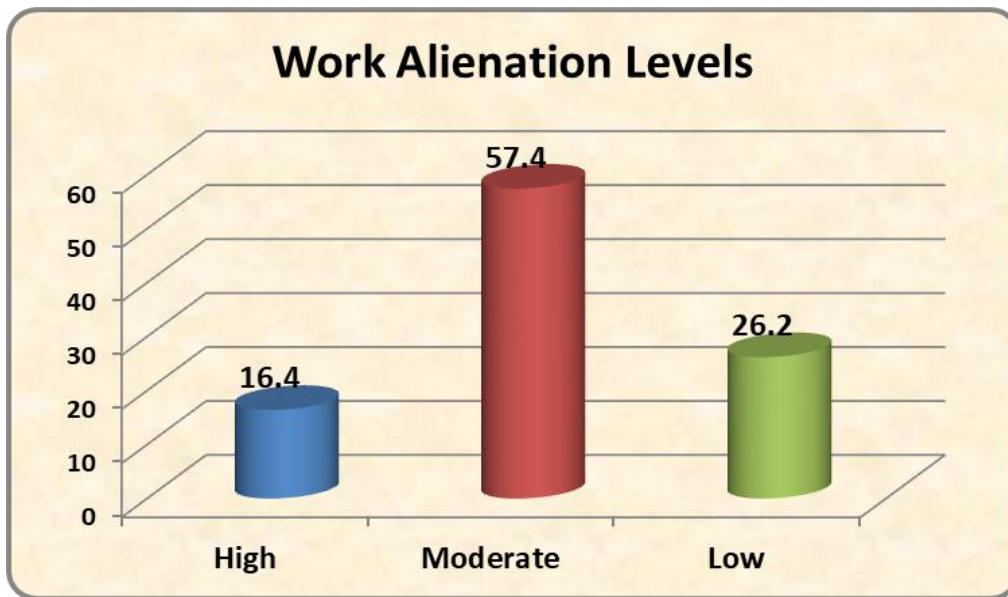


Figure (2): Total levels of work alienation among nurses

Table (3): Mean and standard deviation of work alienation dimensions among nurses (n=317)

Work alienation dimensions	Max score	Mean ± SD	Mean %*
Powerlessness	21	10.22±2.65	48.66
Meaninglessness	21	15.05±2.79	71.66
Self-Estrangement	21	15.33±1.86	73.0
Total	63	40.61±5.57	64.46

* Percentages are calculated relative to maximum score.



Figure (3): Total levels of organizational loyalty among nurses

Table (4): Frequency distribution of organizational loyalty among nurses (n=317)

Organizational Loyalty	Always		Sometimes		Never	
	No	%	No	%	No	%
I consider myself a constructive and effective member of this hospital.	141	44.5	104	32.8	72	22.7
I am willing to do more to make this hospital a success.	129	40.7	109	34.4	79	24.9
I care very much about a better future for this hospital.	205	64.7	59	18.6	53	16.7
I feel an inner attachment to this hospital	71	22.4	123	38.8	123	38.8
I will be negatively affected if I leave this hospital.	97	30.6	127	40.1	93	29.3
I still feel satisfied with my decision to work in this hospital.	89	28.0	133	42.0	95	30.0
I am willing to work till my retirement age in this hospital.	76	24.0	153	48.3	88	27.7
I have confidence that this hospital is more job security than other hospitals.	69	21.8	140	44.1	108	34.1
I have confidence that the hospital maintains distinguished staff to work in it.	109	34.4	171	53.9	37	11.7
I speak with pride to my friends about my work in the hospital.	136	42.9	115	36.3	66	20.8
If a similar job opportunity becomes available, I prefer to continue with my work.	126	39.7	114	36.0	77	24.3
I feel a sense of belonging to this hospital.	193	60.9	78	24.6	46	14.5
I will stay at this hospital even with better salary and benefits elsewhere.	66	20.8	130	41.0	121	38.2
I think I'm serving my career by staying at this hospital.	88	27.8	132	41.6	97	30.6
I will defend the hospital when it is mentioned badly even after I quit working in it.	81	25.6	137	43.2	99	31.2

Table (5): Correlation matrix between organizational cynicism, work alienation and organizational loyalty among nurses (n=317)

Variables	Total Organizational Cynicism		Total Work alienation		Total Organizational Loyalty	
	r	p-value	r	p-value	r	p-value
Total Organizational Cynicism	1	-	0.131	0.020*	-0.497	0.012*
Total Work alienation	0.131	0.020*	1	-	-0.587	0.000**
Total Organizational Loyalty	-0.497	0.012*	-0.587	0.000**	1	-

* Significant at (P < 0.05)

** highly significant at (P < 0.001)

Table (1): Displays that about two thirds of nurses (66.9%) had age less than 30 years old with mean of 29.56 ± 6.27 years. While, most of nurses (82.3%) were females, and about two thirds (66.9%) of them were married. Regarding to educational levels, more than two fifth of staff nurses (47.6%) had associate degree in nursing. In addition, more than half of them (59.6%) had from 5 to 15 years of experience with a mean of 9.03 ± 6.32 years.

Figure (1): Clarifies that more than two fifth of nurses (43.8%) had high level of organizational cynicism. Meanwhile, more than one third of them (34.7%) had moderate level and less than one quarter (21.5%) had low level.

Table (2): Shows that, the total mean score of nurses' perception of organizational cynicism was 25.40 ± 5.10 . Also, the highest mean percent (73.16%) was related to affect dimension followed by behavior and cognition dimensions with mean percent (71.33% & 67.86%) respectively.

Figure (2): Illustrates that more than half of nurses (57.4%) had moderate level of work alienation. Meanwhile, less than one fifth of them (16.4%) had high level of work alienation.

Table (3): Reveals that, the total mean score of work alienation among nurses was 40.61 ± 5.57 . Also, the highest mean percent (73.0 %) was related to dimension of self-estrangement. While, the last ranking with lowest mean percent (48.66 %) was related to powerlessness dimension.

Figure (3): Demonstrates that more than two fifth of nurses (44.8%) had moderate level of organizational loyalty. Meanwhile, less than one fifth of them (19.6%) had low level of organizational loyalty.

Table (4): Shows that, nearly two thirds (64.7% & 60.9%) of nurses always care very much about a better future for this hospital and feel a sense of belonging to it respectively. Also, slightly more than half of them (53.9%) sometimes have confidence that the hospital maintains distinguished staff to work in it. While, 38.2 % of nurses will never stay at this hospital even with better salary and benefits elsewhere.

Table (5): Reveals that there was a statistical significant positive correlation between total organizational cynicism and total work alienation. While, there was a statistical significant negative correlation between total organizational cynicism and total organizational loyalty. Also, there was a highly statistical significant negative correlation between total organizational loyalty and total work alienation.

Discussion

Organizational cynicism is an individual's general or specialized critical attitude towards their organization's lack of honesty as a result of negative

beliefs, feelings, and related behaviors. Overstress, ambiguity in roles, unmet expectations of individuals and organizations, lack of social life, insufficient say of employees in decision-making process, lack of communication, violation of psychological contracts, and dismissal are some examples of organizational cynicism. Organizational cynicism leads to demotivation high absenteeism rates, and lower productivity, conflict, alienation among employee and accordingly affects organizational loyalty (Rayan et al., 2018; Abdelgalil, 2022).

The findings of the present study displayed that about two thirds of nurses had age less than 30 years old with mean of 29.56 ± 6.27 years. While, most of nurses were females, and about two thirds of them were married. Regarding to educational levels, more than two fifth of staff nurses had associate degree in nursing. In addition, more than half of them had from 5 to 15 years of experience with a mean of 9.03 ± 6.32 years.

The findings of the present study revealed that that more than two fifth of nurses had high level of organizational cynicism. Meanwhile, more than one third of them had moderate level and less than one quarter had low level. This could be owing to a nurse shortage and increasing workload as a result of increased patient overload, a lack of resources, and a lack of apperception. In addition, their managers may not give them enough opportunities to participate in decision making. As a result, it is critical for healthcare institutions to minimize or diminish negative conditions such as organizational cynicism in order for nurses to give more efficient and competent service within the healthcare system.

This finding was reinforced by Aly et al., (2016), who reported high levels of cynicism among nurses. Furthermore, Kahar (2019) found that senior staff personnel have a higher level of organizational cynicism. Similarly, Attia & Abdelwahid (2021) found that slightly more than half of the nurses polled reported a high level of organizational cynicism.

In contrast, Mohammad et al., (2022) indicated that more than half of the studied nurses exhibit a moderate level of organizational cynicism. According to Eliethy & Atalla (2021), more than half of the nurses expressed a moderate level of organizational cynicism. Sungur et al. (2019) also found that nurses' perceptions of organizational cynicism were low. Tuna et al. (2018) concluded that organizational cynicism was lower than the median.

In relation to mean scores of organizational cynicism dimensions among nurses, the findings of the present study demonstrated that the highest mean percent was related to affect dimension followed by behavior and cognition dimensions respectively. This could be attributed to nurses' feeling of anxiety and tension when they think about their hospital. While, the lowest mean

score was related to cognitive cynicism as nurses think that hospital administration expects one thing of its employees, and rewards it.

In line with the previous findings of this study, **Aly et al., (2016)** stated that affective cynicism had the highest mean scores and cognitive had the lowest, as reported by nurses. On the contrary, **Attia & Abdelwahid (2021)** found that cognitive cynicism had the highest mean score while affective cynicism had the lowest. According to **Archimi et al. (2018)**, the highest mean percent score of organizational cynicism as determined by the investigated employees was associated to behavioural cynicism, whereas the lowest mean percent score was related to affective cynicism.

As regards to levels of work alienation among nurses, the results of current study demonstrated that more than half of nurses had moderate level of work alienation. Meanwhile, less than one fifth of them had high level of work alienation. This might be due to nurses lack the ability to use their own judgment on the job, frequently believe that their work is insignificant, and may lack a sense of accomplishment in the type of work they conduct. So, they become alienated in their work.

This results was in the same line with **Durrah, (2020); Badran & Khaled, (2021) ; You et al., (2022) & Zhao et al., (2022)** who reported that work alienation among nurses was in the moderate level in the healthcare organizations. On the other hand, **Mohamed et al., (2022)** showed that the overall nursing staff's perceptions of workplace alienation were significantly high. **Alfuqaha et al., (2023)** presented that the perceived levels of work alienation among study participants were found to be at high levels.

Regarding mean scores of work alienation dimensions among nurses, the findings of the study indicated that, the highest mean percent was related to dimension of self-estrangement. While, the last ranking with lowest mean percent was related to powerlessness dimension. This could be explained as nurses believe that their work is frequently monotonous and dull, with few opportunities for creativity. and they lack the sense of personal fulfillment.

The previous study finding was in disagreement with **Abd-Elrhaman et al., (2020)** revealed that, the first ranking of work alienation with the highest mean score was associated with powerlessness, while the lowest mean score was normlessness dimension. Also, **Badran & Khaled, (2021)** reported that powerlessness dimension received the highest mean score, followed by meaninglessness and self-estrangement.

Concerning levels of organizational loyalty among nurses, the present study finding showed that more than two fifth of nurses had moderate level of organizational loyalty. Meanwhile, less than one fifth of them had low level of organizational loyalty. This might be due to some nurses care very much about a better future for

the hospital and sometimes have confidence that the hospital maintains distinguished staff to work in it. In addition, the work stressors that nurses exposed affect their loyalty toward the hospital.

The previous study finding was in agreement with the results of a study conducted by **Al Subaie, & Al Mekhlafi, (2021)** who reported that the overall level of organizational loyalty among the faculty members was moderate. Correspondingly, **Al-Omari & Al-Sahli, (2020)** indicated that the level of organizational loyalty was medium.

On contrary, this finding was inconsistent with **Zaki, & Mohammed, (2018)** found that nearly half of the participants had a high level of organizational loyalty. Additionally **Gabra et al., (2021)** demonstrated that approximately two-thirds of the nurses have a low level of total organizational loyalty. While less than a fifth of them have a moderate level of total organizational loyalty.

Furthermore, this finding contradicts the findings of **Issa et al., (2022)**, who found that organizational loyalty among employees is high despite bad job performance, while most administrators are dissatisfied with their performance. Furthermore, **Sawatnarakul & Nanthasudsawaeng (2022)** found that employee loyalty to the organization was high in all categories.

The current study finding revealed that nearly two thirds of nurses always care very much about a better future for this hospital and feel a sense of belonging to it. Also, slightly more than half of them sometimes have confidence that the hospital maintains distinguished staff to work in it. While, more than one third of nurses will never stay at this hospital even with better salary and benefits elsewhere. This study finding was matched with **Al-Omari & Al-Sahli, (2020)** who reported that the highest mean score was related to caring very much about a better future for the organization.

The result of this study proved that there was a statistical significant positive correlation between total organizational cynicism and total work alienation. From the researchers' point of view, one of the detrimental effects of organizational cynicism is alienation, and as the amount of organizational cynicism increases, so does the level of job alienation. This finding is consistent with the findings of a study conducted by **Yıldız, & Şaylıkay, (2014)**, who reported a positive association between organizational cynicism and work alienation. **Abdelgalil, (2022)** also found a significant positive correlation between organizational cynicism and workplace alienation.

The results also indicated that there was a statistical significant negative correlation between total organizational cynicism and total organizational loyalty. Also, there was a highly statistical significant

negative correlation between total work alienation and total organizational loyalty. This could be attributed to cynicism is an outcome of nurses' belief that organizations lack honesty and justice so they experience emotions such as rage, disappointment, and hopelessness which increase work alienation and decrease their loyalty toward the hospital.

This finding was in accordance with **Tekiner & Tavas, (2016)** who proved that organizational cynicism and organizational loyalty had a negative relation. As a result of this, organizational cynicism decreases organizational loyalty. In the same respect, **Scott & Zweig, (2020)** suggested that cynical employees are less loyal to their organization.

In the same perspective, **Rahmah, (2021)** determined that there was a negative and significant correlation between work alienation and organizational commitment. In addition, **Jassar & Alsaed, (2021)** concluded that there was negative correlation between total work alienation and total organizational commitment; the more an employee feels alienated to the work and organization, the less organizational commitment and loyalty to the organization.

Conclusion

Based on the findings of the current study, it is possible to conclude that there was a statistical significant positive correlation between total organizational cynicism and total work alienation. On the other hand, there was a statistical significant negative correlation between total organizational cynicism and total organizational loyalty. Also, there was a highly statistical significant negative correlation between total work alienation and total organizational loyalty. Moreover, more than two fifth of nurses had high level of organizational cynicism and more than half of them had moderate level of work alienation. While, more than two fifth of nurses had moderate level of organizational loyalty.

Recommendations

The results of the existing study suggest that:

1. Providing the autonomy and support for nurses by building an atmosphere of confidence, trust, respect and justice to minimize cynicism and work alienation.
2. Providing the opportunity for nurses to express their views openly in front of the management and involving them in the decision making process to increase organizational loyalty.
3. Frequent meetings with nurses who complain from their work to discuss their problems, needs and try to find suitable solutions to for these problems.

4. Promoting and increasing the cooperation and communication among all staff members and management to enhance organizational loyalty.
5. Conducting periodical assessment of the level of organizational cynicism and work alienation among nursing staff and setting the suitable innovative strategies for dealing with this phenomena.
6. Conducting training programs on time management, career development, and stress management that will be helpful in reducing organizational cynicism and alienation and in dealing with stressful situations that might eventually lead to improved performance and loyalty.
7. Further research is needed to assess causes and consequences of organizational cynicism and work alienation among nurses.
8. Further research is suggested to evaluate the effect of organizational cynicism and alienation on nurses' productivity.

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Conflict of interest

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