

The Effect Of Organizational Cynicism On Developing Organizational Performance

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Abstract

In order to define the effect of organizational cynicism on developing organizational performance at the North Region Private Universities, the administrated a questionnaire on a random sample consisted of (62) faculty members. The results showed that the level of organizational cynicism among faculty members at Jordanian private universities was moderate and that the organizational performance at Jordanian private universities was also moderate. The study confirmed that the effect of organizational cynicism on developing organizational performance among faculty members at Jordanian private universities was negative with a high effect size. in light of the results, some recommendations were provided.

Keywords: Organizational Cynicism, Organizational Performance, Private Universities, Jordan.

Introduction

Psychological and behavioral organizational variables have proven to be of great significance to different organizational outcomes. One of these variables is organizational cynicism which is an attitude held by the employee towards the organization he belongs to. Thus, it has a great impact on personal and professional behaviors inside the organization, which may greatly affect organizational performance; a variable mirroring to how extent the organization is able to achieve its strategic objectives.

Organizational cynicism is considered one of the salient concepts that arose in the organizational behavior field in the last few years. Moreover, it's one of the frequently studied employee attitudes, that aims to assess employees' cynical attitudes toward their organizations and works. This organizational variable represents a negative attitude an individual develops toward the organization that he works in. The cynic is an individual who finds faults,

criticizes a lot, and who's difficult to like things (Mohamed, El Rahman, Ali & Ali, 2022). Tutar, Tuzcuoğlu and Sarkhanov (2021) look at organizational cynicism as a negative attitude that always seeks fault, criticizes, and lacks trust. Cynicism mirrors the fact that nothing is going well in the organization and experiencing a state of corruption and decay in the organization, and it stems from an individual's judgment acquired through his experience as well as the sense of insecurity towards the organization and injustice. Cynicism tendencies will increase in case individuals believe that their organizations lack both honesty and justice.

Organizational cynicism is viewed as the way in which the workers in the organization defend themselves against the situations and events that occur within the work environment, and is expressed as individual emotions of the employee towards the organization such as anger, disappointment, and despair (Isik, 2014). While Khan, Naseem and Masood (2016)

acquaint it as the passivity attitude an employee shows against the employing organization, which contains the following domains, the first is the conviction that there organization lacks integrity, the second one is the negative affect toward the organization, while the third is the tendency to belittle and the critical behaviors toward the organization. Organizational cynicism according to Mohamed, El Rahman, Ali and Ali (2022) is the attitude of disappointment, insecurity, hopelessness, anger, lack of trust in an organization or individuals, group, ideology, and social skills.

Furthermore, in looking at the nature of organizational cynicism, researchers are divided into two groups. The first considers it as instinctive and a personal trait that is reflected in negative expectations of human behavior, whilst the second considers cynicism as the individual's passive attitude and expectations towards the organization in which there found awareness, emotion, and behavioral dimensions (Al-Mahmoud & Bashqaly, 2020). In light of the attitude theory, this concept as a multi-dimensional construct consists of a set of elements summarized in the cognitive, affective, and behavioral dispositions elements. In regard to the first one, it refers to the belief that the organization has no moral integrity and no honesty, in regard to the affective disposition, refers to the reflective feelings towards the organization such as disrespect, anger, distress, and anxiety. While behavioral disposition stands for the critical behaviors directed to the organization that is confirmed by the above feelings and beliefs (Altinkurt & Ekinici, 2016).

In this vein, the domains of organizational cynicism can essentially summarized in:

- **Cognitive Domain**, which points to the belief that an organization lacks integrity of moral principles and righteous

personal characteristics, especially with regard to truth and fairness. Besides, this domain is related to the fact that the practices and objectives of the organization do not correspond to the perspectives of the employees. This belief creates a visualization that the organization impairs them due to the lack of justice, credibility, and sincerity. It may result through the principle of utilitarianism of the organization by giving priority to its own interest over the interest of its employees (Mustafa, 2020).

- **Affective Domain**, this domain represents the negative emotional reactions toward the organization. Employees according to the affective domain tend to exhibit emotional reactions such as anger, disrespect toward their organization, and hate (Abdel-Aal, Bagha & Al-Adawy, 2021). These emotions emerge as a result of the absence of organizational justice and respect in the organization (Sa'ad, 2020).
- **Behavioral Domain**, stands for an employee's tendency towards making pessimistic predictions in concern of the organizational developments. In relation to this domain, employees show from time to time some negative behaviors such as continuous complaints about the organization, criticizing and making fun of them, in addition to other non-verbal behaviors such as meaningful gestures and

sarcastic smiles (Erarslan, Kaya & Altindag, 2018).

In regard to the causes of organizational cynicism, Al-Ka'by (2017) mentioned that it may be attributed to the organizational policy where the power in the organization may play a vital role in serving its own interests at the expense of integrity. Another reason behind it is employees feeling neglected by the organization and not being treated with respect; absence or loss of work's meaning; poor level of participation in the process of making decisions; inadequate genuine support from management; and unsuccessful change attempts.

Moreover, cynicism emerges and develops as a result of frustration, pessimism, disdain, and disbelief toward the organization. In addition to the work's excessive demands, shortage of work resources, and the low confidence levels in leaders. Thus, if no corrective action were taken cynicism will remain high among many employees (Erarslan, Kaya & Altindag, 2018).

Brown, Kraimer and Bratton (2019) stated that workers who are cynical may leave a negative effect on the entire organization and hinder the organization's ability to reach its goals, produce negative outcomes, and may bring negative results in regard to the quality of employee work-life and satisfaction.

On the other hand, lack of cynicism leads employees to not hurt the organizational reputation; enforces employees to find appropriate employment options; not to think of leaving the organization in which they work, high job commitment and responsibility; encourages organizational optimism which in turn brings up job satisfaction; concentrating on job conscience to improve work tasks; and cooperation with other employees to do the tasks better (Beheshtifar & Moghadam, 2015).

Now, it becomes clear that addressing organizational behavior is not limited to the traditional concepts, it also consists psychological, social, and emotional concepts which address the attitude of the employees who have a loss of confidence in the employer, as well as their sense of betrayal, anger, and fear. Which in turn led to the employees carrying out negative behaviors such as criticism and mockery of the organization's policies. Thus, it is important to address this organizational variable as it affects the employees' performance (Mustafa, 2020).

In the competitive environment in today's world, improving performance is considered essential for universities that are offering knowledge, as it plays an important role in sketching future strategies, response to policies, as well as unifying the target of organizations and individuals (Jalaliyoon & Taherdoost, 2012).

In this regard, Abdali and Hourani (2017) confirmed that in order to become capable to face the challenges in universities as well as raising the level of education, it's important to consider the organizational performance in order to enable universities to build their own management capacity, implement better performance monitoring tools, provide better education.

performance represents the outcome of the organization's ability to exploit and direct its resources. It is a reflection of how the organization uses its physical and human resources and exploits them in somehow that makes it able to reach its goals (Chiha, Abdulrahman & Yousuf, 2016).

From another hand, Organizational performance as defined by Efi, Udofia and Imagha (2018) refers to the effectiveness of the organization in achieving and meeting its goals, in addition to the organization's efficiency in delivering its service. It also refers to the extent to which an organization

has met its objectives. It can be determined by assessing both financial and non-financial indicators in addition to the key performance indexes against the targeted goals (Adekoya, Jimoh, Okorie & Olajide, 2019). While Alkathiri and Mihlar (2021) define it as the results achieved by the individual as a result of the exerted effort and following the regulations and instructions of the organization that he works with and seeks to achieve its goals. It includes the work that has been completed effectively since it is the result of a specific effort made by an individual or organization to accomplish a defined work.

In order to achieve sustainability in higher education institutions, organizational performance is considered a critical element and one of the most determinant factors in the quality of educational systems (Sharma & Al Sinawi, 2021). organizational performance requires developing plans, policies and programs that define for management how to manage its resources correctly in order to achieve its goals (Al Manaseer, Maqableh, Alrowwad, Masa'deh, 2019).

Additionally, improving performance and ensuring its sustainability requires developing the adequate strategies and policies focusing on human capital development in terms of its attracting, developing and retaining it, as well as developing information technology resources and knowledge, developing policies that encourage innovation and creativity; in order to be able to deal with the rapidly changing and hyper competitive environment (Al-Omari, 2020).

As indicated by Attia and Alzhrani (2017) there is a set of factors that affect performance in the university, including defining the objectives of the university, since the university works without clear and pre-defined performance plans it cannot measure its' achievement, and this, in turn, is reflected on the performance of its employees, as well as the participation

of the different administrative levels in decision-making, which, in turn, affects the overall performance of the university. Moreover, job satisfaction is considered a main factor that affects the performance of the university, as well as job negligence, the university's inability to provide a suitable physical working environment for employees, and low incentives system.

Moreover, the level of organizational performance is defined through a set of contributing factors that involve organizational structure, operating efficiency, integration processes, acquisition processes, levels of diversity, the team of top management and its style of work, and HRM. Thus, organizational performance is considered a multi-dimensional construct that is affected by a wide assortment of factors that are internal and external to the organization (Mafini, 2015).

Thus, in today's complex environment and in light of the rapid development in the different sectors and the need to keep pace and adapt to them, if universities looking for raising organizational competence and productivity, they are in need to look at the organizational performance in regard of its different domains (Ndanu, 2020). And since employees have a vital role in achieving competitive organizational advantages, there is a need to pay attention to their attitudes and performance which affects the overall organizational performance and examining the influence of organizational cynicism on developing organizational performance.

Organizational cynicism and organizational performance were addressed by a set of studies. For example, Kalay, Ograk and Nisanci (2014) conducted a study in Turkey with aim of determining the relationship between organizational silence, organizational cynicism in addition to mobbing. A sample of (240) academic and administrative staff that work in a

public university were selected to respond to a questionnaire developed by the researchers. It was found that participants have low levels of mobbing, mid-level of organizational silence, and organizational cynicism. A significant difference was found between mobbing levels and organizational silence levels among academic and administrative staff but, not for organizational cynicism. Additionally, significant positive relations between mobbing and organizational silence, mobbing and organizational cynicism, as well as organizational silence and organizational cynicism were found.

in Iran, Beheshtifar and Moghadam (2015) examined the relationship of organizational cynicism plus job conscience among faculty. The researchers administrated two questionnaires on a sample consisting of (250) faculty members selected through stratified-random sampling method. The findings indicated an inverse relationship between the organizational cynicism factors and job conscience and all its components. Another study by Najem, Abdellateaf and Al-Hadeady (2016) selected a sample of faculty ($n = 357$) using stratified-random sample method to respond to a survey to define organizational cynicism effect on social alienation. Results obtained revealed that organizational cynicism and its domains (cognitive, affective, and Behavioral) have a positive effect on social alienation.

Using a sample consisted of administrators ($n = 30$), faculty members ($n = 711$), non-teaching staff ($n = 469$), and students ($n = 1,689$) selected using the stratified random sampling method. Lambinico (2016) aimed to define Pangasinan higher education institutions' organizational performance level. For data collection, the researcher developed a questionnaire. The analysis showed that the sample have a high-level of performance. Years of existence of HEIs is found to be

related to the performance of administrators and faculty members, while in the case of the non-teaching staff and students there was a negative significant correlation between the years of existence and performance. While, Aba-Bakr, Shreaf and Yousef (2020) conducted a study in Iraq to define the role of soft skills in reducing organizational cynicism, the research followed the descriptive analytical approach by developing a questionnaire administrated on a sample totaling (160) directors and faculty at Salahaldin University/Erbil. The main findings of the study are the existence of a relationship and effect between soft skills and organizational cynicism so that the practice of directors of soft skills in colleges reduces organizational sarcasm.

Kachaou, Bahri and Bachioua (2020) assessed professors' performance in regard to teaching, community service in addition to scientific research based on the standards of quality assurance from their perspectives. For this study, a sample of (185) professor who work in the University of SETIF was selected. For data collection, a questionnaire was distributed to the aforementioned sample. Based on the findings, a moderate level of faculty members' performance in the previous fields was found. The findings also found no differences with respect to the performance level of participants based on faculty, gender and rank.

To determine academic service quality influence on organizational performance, Sharma together with Al Sinawi (2021) distributed a survey on (435) international students from three Malaysian universities. Positive perceptions were found among international students in relation to academic services quality and organizational performance, this result confirms that faculty members enjoy a high level of competence in delivering academic services. Besides, students rated organizational performance highly;

pointing to their satisfaction with the quality of the services provided by the university. No significant differences were found among the three universities in academic services quality and organizational performance. It also revealed that the domains of academic services quality influence organizational performance significantly. In his study, Mousa (2021) investigated the effects of organizational identification on the performance of faculty at Al-Isra Private University in Jordan. (153) faculty members were selected to respond to the questionnaire consisting of (34) items. The results obtained found high levels of organizational identification and organizational performance among faculty members.

Study Problem

Despite its significant impact on organizational behavior, organizational cynicism is one of the hidden factors having an effect on organizational behavior, especially workers attitude. In this sense, it can be considered as one of the most influencing factors on workers personal performance, thus the organizational performance as a whole. As such, it can be argued that cynicism may play a key role in determining the organization ability to achieve its strategic objectives.

Despite this significant role, organizational cynicism has not been a major focus in organizational administration literature. Especially in higher education institutions as most previous studies (e.g. Mohamed, El Rahman, Ali & Ali, 2022; Tutar, Tuzcuoğlu & Sarkhanov, 2021) have focused on business organizations and neglect educational institutions, which are the focus of this study. In other words, it can be claimed that there is still a gap in educational administration literature with respect to the examination of

organizational cynicism and its effect on other organizational variables such as organizational performance.

The study problem lies in answering the next questions:

- What is the level of organizational cynicism among faculty members at Jordanian private universities?
- What is the level of organizational performance at Jordanian private universities?
- What is the effect of organizational cynicism on developing organizational performance among faculty members at Jordanian private universities?

Objectives

The current study aims to:

- Identify the organizational cynicism's level between faculty members at Jordanian private universities, as well as the organizational performance at Jordanian private universities.
- Reveal the effect of organizational cynicism on developing organizational performance among faculty members at the private universities in Jordan.

Study Significance

Significance of the current study classified into theoretical significance and scientific significance. As for the theoretical significance, it arise from the information it provides in relation to organizational cynicism, organizational performance, and the effect of the first variable on the last, which will draw the attention of researchers toward addressing the suitable strategies that can be used to minimize organizational cynicism effect on organizational performance. While the scientific significance stems from the valuable results it provides, and that human resource departments can rely on in developing training and educational programs able to

decrease organizational cynicism as it has a negative impact on personal and organizational performance

Definitions

Organizational Cynicism: The attitude of disappointment, insecurity, hopelessness, anger, lack of trust in an organization or individuals, group, ideology, and social skills (Mohamed, El Rahman, Ali & Ali, 2022). It is defined in this study as workers negative personal emotions expressed in the form of despair, anger and disappoint

Organizational Performance: The effectiveness of the organization in achieving and meeting its goals, in addition to the organization's efficiency in delivering its service (Efi, Udofia & Imagha, 2018). It is defined in this study all the positive outcomes the organization achieves within a specific time period stated in the organizational policy.

Limitations

This study is limited to a sample consisted of faculty members at the private universities in the North Region in Jordan (Jadara University, Jarash University, and Irbid National University), during the second semester of 2021/2022. The results also are determined by the instrument's psychometric properties and the indicators of validity and reliability, which limits the generalization of the results.

Methods and Procedures

Methodology

To achieve the study's objectives, and to answer its questions the descriptive-analytical design was employed.

Table (1): Correlation-Coefficients between Items, the Total Score and the Domain to which they belong

Item	correlation coefficients	correlation coefficients	Item	correlation coefficients	correlation coefficients	Item	correlation coefficients	correlation coefficients
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The Population and Sample of the Study

Study's population includes faculty members who work at the Jordanian private universities in the Northern Region who worked in the second semester of the academic year 2021/2022. A random sample was selected from the population totaling (62) faculty members.

Instruments

Two questionnaires were developed through reviewing previous studies. First instrument assesses the level of organizational cynicism, while the other assesses organizational performance as follows:

First: Organizational Cynicism Questionnaire

The researcher adopted the organizational cynicism questionnaire which was developed by Durrah, Chaudhary and Gharib (2019) which consisted of (12) items distributed in (3) domains: Cognitive, Affective, and Behavioral.

Construct Validity of Organizational Cynicism Questionnaire

Correlation coefficients was calculated between the items and the total score in order to obtain construct validity via a pilot sample included (30) faculty members. Additionally, for every item Correlation coefficient was counted (correlation point to validity significance of every item). Correlation coefficient of the items and the total score ranged between (0.69-0.93), and with the domain (0.69-0.94), and the following table shows them.

	to the domain	to the instrument		to the domain	to the instrument		to the domain	to the instrument
1	.94(**)	.93(**)	5	.87(**)	.81(**)	9	.69(**)	.69(**)
2	.93(**)	.86(**)	6	.90(**)	.87(**)	10	.81(**)	.82(**)
3	.91(**)	.80(**)	7	.90(**)	.87(**)	11	.83(**)	.80(**)
4	.90(**)	.92(**)	8	.91(**)	.89(**)	12	.81(**)	.73(**)

* Significant at (0.05)

** Significant at (0.01)

It is noted that the correlation coefficients are significant.

Reliability of Organizational Cynicism Questionnaire

To verify reliability, test-retest was employed by administrating and re-administrating the questionnaire after a period of two weeks on the pilot sample mentioned earlier. Furthermore, Pearson's

correlation between their responses was calculated, in addition to Pearson Correlation between their scores.

In addition to that, Cronbach Alpha Coefficient for internal consistency reliabilities was calculated. The following table (2) illustrates internal consistency reliabilities for the individual domains and the total instrument. these values as noted are appropriate for the study objectives.

Table (2): Cronbach Alpha Internal Consistency Reliabilities for Individual Domains and Total Instrument

Domain	Test-Retest Reliability	Internal Consistency Coefficient
Cognitive	0.83	0.79
Affective	0.82	0.81
Behavioral	0.85	0.77
Organizational Cynicism	0.87	0.82

Table (2) shows that internal consistency coefficient for ranged between (0.79-0.82), while test-retest ranged between (0.82-0.87).

Second: Organizational Performance Questionnaire

Organizational performance questionnaire was developed by reviewing a set of studies such as Lambinocio (2016) study. The questionnaire's preliminary format consisted of (19) items distributed on (4) Domains: Quality excellence, relevance and responsiveness, access and equity, and efficiency and effectiveness.

Construct Validity of Organizational Performance Questionnaire

Correlation coefficients was calculated between the items and the total score in order to obtain construct validity via a pilot sample included (30) faculty members. Additionally, for every item Correlation coefficient was counted (correlation point to validity significance of every item). Correlation coefficient of the items and the total score ranged between (0.51-0.88), and with the domain (0.57-0.91), and the following table shows them.

Table (3): Correlation Coefficients between the Items, the Total Score and the Domain to which they belong

Item	correlation coefficients to the domain	correlation coefficients to the instrument	Item	correlation coefficients to the domain	correlation coefficients to the instrument	Item	correlation coefficients to the domain	correlation coefficients to the instrument
1	.77(**)	.76(**)	8	.87(**)	.75(**)	15	.76(**)	.76(**)
2	.67(**)	.79(**)	9	.73(**)	.59(**)	16	.84(**)	.76(**)
3	.67(**)	.75(**)	10	.86(**)	.71(**)	17	.89(**)	.88(**)
4	.66(**)	.51(*)	11	.57(**)	.77(**)	18	.73(**)	.51(*)
5	.74(**)	.76(**)	12	.83(**)	.77(**)	19	.91(**)	.88(**)
6	.64(**)	.71(**)	13	.66(**)	.53(*)			
7	.89(**)	.80(**)	14	.83(**)	.78(**)			

* Significant at (0.05)

** Significant at (0.01)

It is noted that the correlation coefficients are significant.

Reliability of Organizational Performance Questionnaire

To verify reliability, test-retest was employed by administrating and re-administrating the questionnaire after a period of two weeks on the pilot sample mentioned earlier. Furthermore, Pearson's

correlation between their responses was calculated, in addition to Pearson Correlation between their scores.

In addition to that, Cronbach Alpha Coefficient for internal consistency reliabilities was calculated. The following table (4) illustrates internal consistency reliabilities for the individual domains and the total instrument. these values as noted are appropriate for the study objectives.

Table (4): Cronbach Alpha Internal Consistency Reliabilities for Individual Domains and Total Instrument

Domain	Test-Retest Reliability	Internal Consistency Coefficient
Quality Excellence	0.82	0.75
Relevance and Responsiveness	0.85	0.73
Access and Equity	0.81	0.77
Efficiency and Effectiveness	0.84	0.80
Organizational Performance	0.86	0.84

Table (4) shows that internal consistency coefficient for ranged between (0.73-0.80), while test-retest ranged between (0.81-0.85).

Statistical Standard

The study employed 5-point Likert scale (Strongly agree = 5, agree = 4, neutral = 3, disagree = 2, strongly disagree = 1) by giving each item a score from the previous

scores. The following scale was adopted to analyze the results: (1.00-2.33: low, 2.34-3.67: Moderate, 3.68-5.00: High)

By using this equation: $(\text{Higher limit (5)} - \text{Lowest limit (1)}) / \text{Number of categories (3)} = (5 - 1) / 3 = 1.33$, And adding (1.33) to the end of each category.

Results and Discussion

First Question: "What is the level of organizational cynicism among faculty members at Jordanian private universities?"

Means and standard deviations were calculated for this question to define the level of organizational cynicism among faculty members at Jordanian private universities. Results presented in the following table.

Table (5): Means and standard deviations of the level of organizational cynicism among faculty members at Jordanian private universities, ranked in a descending order

3	N	Domain	Mean	Std. Dev.
1	3	Behavioral	3.06	1.227
2	2	Affective	2.81	1.229
3	1	Cognitive	2.75	1.248
Organizational Cynicism			2.87	1.192

Table (5) shows that "Behavioral" receives the highest mean (3.06), while "Cognitive" got the last rank ($M = 2.75$). It also indicates that organizational cynicism level among the study sample is moderate ($M = 2.87$). This can be attributed to the fact that faculty members participating in this study were selected from private universities and this means that they do not report high levels of job satisfaction as they feel insecure about maintaining their tenure. Thus, they have negative attitudes towards these universities and this why they reported moderate levels of cynicism; something that needs to be addressed as this is a negative indicator about the situation about the private universities they work in. Accreting this fact, Mustafa (2020) stressed

that organizations should deal with the negative attitude of their employees as having such emotions may be a significant factor in limiting the organization ability to achieve its goals. In the same line, Brown, Kraimer and Bratton (2019) claimed that reporting moderate to high levels of organizational cynicism is one of the most influencing factors leading to negative organizational outcomes and this means that organizations will fail in the near future.

Additionally, means as well as standard deviations of the items of each domain were calculated as follow:

1. Cognitive

Table (6): Means and standard deviations of Cognitive, ranked in a descending order

Rank	N	Item	Mean	Std. Dev.
1	2	My company expects one thing of its employees, but rewards another.	2.82	1.300
2	4	My company's policies, goals, and practices seem to have little in common	2.79	1.332

Rank	N	Item	Mean	Std. Dev.
3	1	I believe that my company says one thing and does another.	2.69	1.338
4	3	In my company I see very little resemblance between the events that are going to be done and the events which are done.	2.68	1.364
Cognitive			2.75	1.248

Table (6) shows that Item (2) "My company expects one thing of its employees, but rewards another" receives the highest mean (2.82), while item (3) "In my company I see very little resemblance between the events that are going to be done and the events which are done" was ranked last with mean (2.68). It also shows that the level of Cognitive domain is moderate ($M = 2.75$) and ranked last. This may be explained by the fact that this domain mirrors the believes that workers has toward the

organization. It also means that these workers hold negative attitude as they feel that the organization lacks justice and this endangers workers organizational trust. Furthermore, employees will feel that it is not worth to give all the effort needed to help the organization achieve its goals, something that should be dealt with if organization seeks to achieve competitive advantage.

2. Affective

Table (7): Means and standard deviations of Affective, ranked in a descending order

Rank	N	Item	Mean	Std. Dev.
1	5	When I think about my company, I feel a sense of anxiety.	3.19	1.389
2	7	When I think about my company, I experience tension	2.77	1.407
3	6	When I think about my company, I experience aggravation.	2.65	1.380
4	8	When I think about my company, I get angry	2.63	1.333
Affective			2.81	1.229

Table (7) shows that Item (5) "When I think about my company, I feel a sense of anxiety" receives the highest mean (3.19), while item (8) "When I think about my company, I get angry" was ranked last with mean (2.63). It also shows that the level of Affective domain is moderate ($M = 2.81$) and ranked second. As indicated by Sa'ad (2020), negative emotions are seen in the work place as a result of feeling injustice and the feelings workers develop

that the organization is unfair. As the study selected a sample of faculty members at private universities in Jordan, and while knowing that the number of PhD holders in Jordan is increasing rapidly, this means that doctors, especially in humanistic specializations feel insecure about maintaining their positions at the university. Furthermore, low salaries provided by private universities makes it

worse and this was reflected on faculty members emotions.

3. Behavioral

Table (8): Means and standard deviations of Behavioral, ranked in a descending order

Rank	N	Item	Mean	Std. Dev.
1	12	If an application was said to be done in my company, I'd be more skeptical whether it would happen or not.	3.16	1.405
2	11	I talk with others about how work is being carried out in the company.	3.13	1.397
3	10	I criticize the practices and policies of my company to people outside the hospital.	3.05	1.476
4	9	We look at each other in a meaningful way with my colleagues when my institution and its employees are mentioned.	2.92	1.496
Behavioral			3.06	1.227

Table (8) shows that Item (12) "If an application was said to be done in my company, I'd be more skeptical whether it would happen or not" receives the highest mean (3.16), while item (9) "We look at each other in a meaningful way with my colleagues when my institution and its employees are mentioned" was ranked last with mean (2.92). It also shows that the level of Behavioral domain is moderate ($M = 3.06$) and ranked first. As known, behaviors are manifested in the organizational environment by several actions, the most important is to show type of a negative vision to the organization. As faculty members were the sample of this study, it was evident that they show some behaviors representing their negative tendencies towards the private university

they work in as they feel their needs are not fully met. They show these attitudes in the form of negative behaviors to give indicators about their dissatisfaction. Erarslan, Kaya and Altindag (2018) confirms that this domain of cynicism is mostly seen in the form of sarcastic laughs and inappropriate gestures.

Second Question: "What is the level of organizational performance at Jordanian private universities?"

Means and standard deviations were calculated for this question to define the level of organizational performance among faculty members at Jordanian private universities. Results presented in the following table.

Table (9): Means and standard deviations of the level of organizational performance among faculty members at Jordanian private universities, ranked in a descending order

Rank	N	domain	Mean	Std. Dev.
1	1	Quality Excellence	3.27	.708
2	3	Access and Equity	2.89	.666
3	2	Relevance and Responsiveness	2.75	.899
4	4	Efficiency and Effectiveness	2.65	.945

Rank	N	domain	Mean	Std. Dev.
		Organizational Performance	2.92	.676

Table (9) shows that "Quality Excellence" receives the highest mean (3.27), while "Efficiency and Effectiveness" was ranked last with mean (2.65). It also indicates that organizational performance level among the study sample is moderate ($M = 2.92$). As known, the study was based on the perceptions of faculty members who provided relatively subjective opinions about the organizational performance as they lack adequate information about the university ability to achieve high standards of organizational performance. Also, it can be claimed that private universities do not

keep abreast with quality standards needing the private university to adopt quality indicators in light of modern quality controls. Finally, providing high performance depends on being able to afford the adoption of modern curricula and high standard infrastructure and this needs lots of funding and this is not available at private universities.

Additionally, means as well as standard deviations of the items of each domain were calculated as follow:

1. Quality Excellence

Table (10): Means and standard deviations of Quality Excellence, ranked in a descending order

Rank	N	Item	Mean	Std. Dev.
1	3	The university always seeks to recruit faculty members with advanced degrees	3.65	1.042
2	1	The university provides excellent Curricular programs	3.50	1.083
3	6	The university publishes a good percentage of research	3.44	1.081
4	5	The number of faculty members availed on scholarship program is high	3.26	1.159
5	4	The university reports high success percentages in licensure Examination	3.06	1.199
6	2	The university has a restages accreditation standards	2.69	1.301
Quality Excellence			3.27	.708

Table (10) shows that Item (3) "The university always seeks to recruit faculty members with advanced degrees" receives the highest mean (3.65), while item (2) "The university has a restages accreditation standards" was ranked last with mean (2.69). It also shows that the level of Quality Excellence domain is moderate ($M = 3.27$) and ranked first. This

indicates that faculty members in private universities recognize the importance of quality excellence as one of the most important factors leading to the success of the private university. Faculty members also acknowledge that private universities in Jordan seek excellence in their work due to the high competition among them in attracting students and this should be based

on solid ground, the most important is quality excellence.

2. Relevance and Responsiveness

Table (11): Means and standard deviations of Relevance and Responsiveness items, ranked in a descending order

Rank	N	Item	Mean	Std. Dev.
1	10	The university provides a good number of extension Programs	3.11	1.243
2	7	The university provide excellent services for their graduates to prepare them to future careers	2.76	1.051
3	8	The university relies on integrating ICT courses since it relies their important for students	2.58	1.033
4	9	The university has an adequate number of R & D programs/Projects	2.53	1.141
Relevance and Responsiveness			2.75	.899

Table (11) shows that Item (10) "The university provides a good number of extension Programs" receives the highest mean (3.11), while item (9) "The university has an adequate number of R & D programs/Projects" was ranked last with mean (2.53). It also shows that the level of Relevance and Responsiveness domain is moderate ($M = 2.75$) and ranked third. This can be explained by the fact that faculty

members know that the ability to prepare students for future careers is of most value for them as they are aware of the market place demands since they are highly educated academics who know what the private sector needs from university graduate.

3. Access and Equity

Table (12): Means and standard deviations of Access and Equity, ranked in a descending order

Rank	N	Item	Mean	Std. Dev.
1	11	The university attracts a good number of students	3.37	.979
2	13	The university works on providing financial assistance and loans for students	3.31	1.080
3	14	The university adopts a "Study now pay later" policy	2.48	1.052
4	12	The university works on providing scholarship programs for students from different backgrounds	2.39	1.206
Access and Equity			2.89	.666

Table (12) shows that Item (11) "The university attracts a good number of

students" receives the highest mean (3.37), while item (12) "The university works on

providing scholarship programs for students from different backgrounds" was ranked last with mean (2.39). It also shows that the level of Access and Equity domain is moderate ($M = 2.89$) and ranked second. This result can be explained that faculty members are aware that students suffer from financial difficulties and this applies to their parents. For these reasons, students

are more prawn to enroll in private universities giving easy access to them and able to support their study. Faculty members acknowledge in this sense that the financial situation of students is significant for organizational performance.

4. Efficiency and Effectiveness

Table (13): Means and standard deviations of Efficiency and Effectiveness, ranked in a descending order

Rank	N	Item	Mean	Std. Dev.
1	17	The university attracts funding from private sector for R & D projects	2.77	1.122
2	19	The university takes effort to make strong relationships local community organizations	2.74	1.227
3	15	The university always works on developing the curriculum according to new advances	2.63	1.134
4	16	The university select enriched curriculum for students	2.58	1.195
5	18	The university presents an adequate number of extension projects with funding	2.55	.986
Efficiency and Effectiveness			2.65	.945

Table (13) shows that Item (17) "The university attracts funding from private sector for R & D projects" receives the highest mean (2.77), while item (18) "The university presents an adequate number of extension projects with funding" was ranked last with mean (2.55). It also shows that the level of Efficiency and Effectiveness domain is moderate ($M = 2.65$) and ranked last. It can said that this result is a bit surprising since organizational performance is mainly measured by organizational effectiveness. Nonetheless, this result may be an indicator that faculty members do not feel that the

private universities they work in are capable of raising the quality of its performance by adopting modern curricula and providing adequate infrastructure for them.

The Results of the Third Question: "What is the effect of organizational cynicism on developing organizational performance among faculty members at Jordanian private universities?"

Pearson correlation coefficient was calculated to answer this question, as table (14) shows.

Table (14): Pearson's correlation coefficient for the relationship between the effect of organizational cynicism on developing organizational performance among faculty members at Jordanian private universities

		Quality Excellence	Relevance and Responsiveness	Access and Equity	Efficiency and Effectiveness	Organizational Performance
Cognitive	Pearson Correlation	-.564(**)	-.617(**)	-.539(**)	-.547(**)	-.672(**)
	Sig. (2-tailed)	.000	.000	.000	.000	.000
	N	62	62	62	62	62
Affective	Pearson Correlation	-.537(**)	-.681(**)	-.482(**)	-.590(**)	-.685(**)
	Sig. (2-tailed)	.000	.000	.000	.000	.000
	N	62	62	62	62	62
Behavioral	Pearson Correlation	-.573(**)	-.665(**)	-.569(**)	-.720(**)	-.758(**)
	Sig. (2-tailed)	.000	.000	.000	.000	.000
	N	62	62	62	62	62
Organizational Cynicism	Pearson Correlation	-.578(**)	-.678(**)	-.549(**)	-.641(**)	-.730(**)
	Sig. (2-tailed)	.000	.000	.000	.000	.000
	N	62	62	62	62	62

Table (14) shows a statistically significant negative relationship between the effect of organizational cynicism and developing organizational performance among faculty members at Jordanian private universities. This can be explained by the fact that performance is a set of variables, both material and material and human. In this sense, having high levels of organizational cynicism is a clear indication that workers face many difficulties in the organization they belong to and this has a negative effects on their individual performance, thus, the total organizational performance.

When knowing that cynicism is multidimensional which means that it consists of three main domains (Cognitive, effective, behavioral), this implies that faculty members realize that when the private university is unable to fulfill their personal and material needs, they will not provide the necessary effort so as the

organizational performance can be promoted to achieve the university strategic goals. Additionally, cynicism is mainly based on having negative attitudes towards the organization and this demotivate faculty members to give all they have of knowledge and experience for the sake of organization. This explains the negative relationship between cynicism and organizational performance. In short, organizational performance is a combined effort by all workers so the organization succeed in the market since private universities are service in nature, it means that the quality of the services define its performance. Quality is based on what workers will give of both time and effort for helping the organization achieve what it seeks to and this explains why cynicism has a negative effect on organizational performance

Recommendations

According to the previous results, the study suggests:

- Calling private universities to design training programs able to raise faculty members job satisfaction and motivation as the level of cynicism among them was moderate and this is a negative sign.
- Helping faculty members by providing a secure organizational environment for them which means they will put the needed effort for the sake of the university they belong to.
- Future research addressing the relationship between cynicism and organizational citizenship behavior and organizational trust is needed

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