Organizational Identification and Organizational Cynicism and Their Effect on Nurses' Job Performance

Aya M. Hegazy[1], Gehan M. Diab [2], Sohair M.Allam [3] & Shimaa E. Elshall [4]

[1]Assistant lecturer of Nursing Administration, [2,3]Professor of Nursing Administration, [4]Assistant Professor of Nursing Administration

[1,2,3,4] Faculty of Nursing, Menoufia University

Abstract: **Background**: Nurses are the most valuable assets of the health care institutions. Hence, it becomes imperative to study the factors that positively affect the nurses' improvement. Organizational identification helps nurses to flourish to achieve their tasks efficiently. Contradictory factor like organizational cynicism serves as force that oppose the optimal effectiveness of nurse performance. **Design**: A correlational research design. **Setting**: The study was conducted in selected units at Menoufia University Hospital. **Sample**: Staff nurses who had at least one year of experience working in the hospital and accepted to participate in the study. **Data collection Instruments**: Instrument one: Organizational identification scale, instrument two: Organizational cynicism scale, instrument three: The Individual Work Performance Questionnaire. Results: Nearly two third of the studied staff nurses at Menoufia University Hospital had high level of organizational identification. While nearly half of the studied staff nurses had low level of organizational cynicism. Moreover, more than half of the studied staff nurses had high level of job performance. **Conclusion**: There was a positive effect of organizational identification on total job performance and negative relation between organizational cynicism and total job performance. **Recommendations**: Conduct effective communication and promote cooperation among all staff nurses, leaders, and management, to prevent organizational cynicism.Improve the work environment to stimulate higher organizational identification and lower organizational cynicism.

Keywords: *Cynicism, Identification, Job Performance, Nurses.*

Introduction:

Nowadays, organizations are striving more than ever before to compete and succeed in rapid changing environments. Yet, the main factor for achieving organization success is through its human capital. Having highly satisfied and involved employees is crucial to attain this

success. However, retaining highly satisfied employees and making sure that they are working with high involvement levels is not an easy task (Memon et al., 2020).

Organizational identification is a critical concept in understanding what is central, distinctive, and enduring to an organization (Ponting & Dillette, 2021). Organizational identification construction is an ongoing and iterative cognitive process embodied by the employees, who draw on multiple modalities to assimilate the situation of the organization, with the ability to approach it in different ways through information that evokes, in turn, different perspectives on that experience (Gonzales-Miranda, 2020). The researchers described organizational identification as the sense of belonging in the employees toward the organization they are a member of, and as personally claiming responsibility for success or failure of their organization (Bose et al., 2021). Therefore, identification involves the ability to adopt and commit to the organization to which the employee is a member (Cornelissen et al., 2021).

Nurses who have strong organizational identification see the success and failure of the health care organization in their own image and develop the feeling of belongingness with the organization. If hospital is insulted, nurses take it personally and feel as if they were insulted. The distinctiveness of an organization's practices and values makes organizations unique which in turn lead an individual to identify with the organization (Hamidi et al., 2023). Nurses who demonstrate

increased levels of organizational identification feel that they can actively contribute to organizational effectiveness through voicing ideas and relaying useful information (Zhang et al., 2023).

Organizational identification denotes the continuous integration and harmonization process of an individual's goals into organization goals. There are numerous factors related to organization identification, one of which is organization cynicism. It expresses employees' belief that their organization lacks unity and integrity, negative emotions such as anger and hate caused by this belief and, along with these emotions, resulting behaviors such as harsh criticism and satirical humor towards the organization (Atalay et al., 2022).

Organizational cynicism is referring to a nurse's behavioral reaction to adverse circumstances in the work environment. Besides, it is a feeling of dissatisfaction towards the organization. Nurses with high cynical behavior are certain that the organization's management lacks honesty, justice, transparency causing unfriendliness, disappointment, insecurity, hopelessness, anger, mistrust of institutions or persons, group, ideology and social skills, hard-hitting reputation and critical behaviors (Kakar et al., 2022).

In today's rapidly growing world, nurses are the most valuable assets of the health care institutions. Hence, it becomes imperative to study the factors that positively affect the nurses' improvement. Amongst the most significant factors, organizational

identification and prosocial motivation are those which help nurses to flourish to achieve their tasks with efficiency (Weisman et al., 2022). On the contrary, factors like organizational cynicism and job insecurity may serve as forces that oppose the optimal effectiveness of nurse performance, thereby reduces the overall organizational efficiency (Anand et al., 2023a).

Nurse performance is a determinant of the success of the quality of nursing services in a hospital. In hospital organizations, nurses are one of the main components in building or improving the progress of the hospital. This situation should be encouraged by good nurse work results, if there is no good performance of nurses, and then a hospital cannot achieve its goals. Performance is an achievement when doing a job that is given to an individual. Nurse's performance can be seen based on the quality, capacity and competence aspects of a nurse on duty. A worker can do a good job if the employee has maximum performance then good results can be obtained too (Sinaga et al., 2021).

Moreover, nurses' performance is affected by their organization's identification as it creates a bond between them, and it could further strengthen the link between the organization's actions and individual outcomes. Individuals who have a strong identity with the organization are anxious about their organization's prosperity. Additionally, "when people strongly identify with their work organization, their sense of survival is tied to the organization's survival". In

this manner, employees who identify themselves as representatives of the organization are expected to work instinctively to benefit it (Kazmi & Javaid, 2022).

Organizational identification is highly related to employee job performance. (OI) refers to the consistency of an individual with an organization. The impact of organizational identity on the organization is mainly reflected in five aspects: cooperation intention, satisfaction, organizational self-esteem, organizational citizenship behavior, and intention to leave (Luo, 2020).

Reverse that, organizational cynicism has an impact on job performance, organizational citizenship behavior, organizational justice, organizational commitment, organizational confidence, and employee turnover intentions (Soomro et al., 2022). Organizational cynicism has been expressed as distrust of other people and their organization. The concept of organizational cynicism refers to the fact that employees feel worthless in organizations, job dissatisfaction (Simsek, 2020). Prajogo et al. (2020a) define organizational cynicism as an employee's manifestation of their distrust of their organization. Organizational cynicism is the belief that an organization lacks integrity, which combined with a powerful negative emotional reaction; leads to disparaging and critical behavior. Employees who are cynical can influence the whole organization and can hamper the organization from reaching its goals (Sen et al., 2022).

Nurses' job performance is an indicator and an important contributing factor to organizational success, efficiency and productivity. Additionally, job performance is a vital criterion for organizational outcomes and success. For this reason, health care institutions should strive to improve nurses' job performance (Rubel et al., 2021). Considering the significance of nurses' job performance on profitability and on long-term health care organizational success. Many previous studies confirm that measuring employee performance and factors affecting it contributes to the attainment of organizational goals (Mok & Yeen, 2021).

Significance of the study

Today, the organizations that want to achieve their organizational goals have to deal with the human factor, which is the most important and fundamental factor of organizations. Nurses' performance is a critical factor in success of health care organization (Gunapalan & Ekanayake, 2019). It is indicated that the concept of organizational identification has a positive correlation with employee performance and organizational citizenship behavior and a negative correlation with the intention to leave current employment and employee turnover rate (Tuna et al., 2018).

Reverse that, organizational cynicism has effects on employees that result in low performance, reluctance in organizational citizenship behavior, unethical behavior, motivational decrease, interpersonal conflict, absenteeism, increase in cessation of employment, decrease in organizational commitment, dissatisfaction with work all of which may negatively affect organizational efficiency (Kaygin et al., 2017).

Based on data base in Egypt and literature review such as Ergün et al. (2021) in their study showed that there was positive relationship between organizational identification and job performance. Also, Risgiyanti and Hidayah (2020) study revealed that there was a significant negative influence of organizational cynicism on job performance. There is gab of research regarding the effect of organizational identification and organizational cynicism on nurses' job performance therefore the present study aim to explore organizational identification and organizational cynicism and their effect on nurses' job performance.

Purpose of the study

Explore organizational identification and organizational cynicism and their effect on nurses' job performance at Menoufia University Hospital.

Research Questions

- What is the level of organizational identification as perceived by staff nurses?
- What is the level of organizational cynicism as perceived by staff nurses?
- What is the nurses' perception of their level of job performance?
- What is the effect of organizational identification and organizational cynicism on nurses' job performance?

Methods

Study design

A correlational research design was used in conducting this study.

Study Sample:

The sample size was determined by using Thompson (2012) formula to assess the sample size of staff nurses.

$$n = \frac{N \times p(1-P)}{[N - 1 \times (d^2 \div z^2) + p(1-p)]}$$

N = is the total number of population. **n** = is the sample size. **d** is coefficient factor (significance level) = 0.05. **z** is power = 1.96. **P** is probability = 0.5 (Thompson, 2012).

$$427 = \frac{1200 \times 0.5(1-0.5)}{[1200 - 1 \times (0.05^2 \div 1.96^2) + 0.5(1-0.5)]}$$

Sample size = 427 staff nurses.

The sampling technique:

A simple random sampling technique was used to select staff nurses who were working at Menoufia University Hospital.

Study Setting:

This study was conducted in selected units at Menoufia University Hospital in Shebin El-Kom, Menoufia Governorate. The bed capacity of the University Hospital is 1000 beds. This hospital is divided into four building. Three of these buildings are interlinked (General Hospital, Emergency Hospital and Specialized Hospital) and one separate building namely Oncology.

Instruments of data collection

Three instruments were used for data collection:

First instrument: Organizational identification scale :

It was developed by Mael and Ashforth (1992) and modified by the researcher. It was divided into two parts as follows:

- **Part one** :Personal characteristics: It included self-reported information form was designed to collect nurses' personal characteristics such as: age, sex, marital status, qualification, work unit, and years of nursing experience in the hospital.
- **Part two**: Organizational identification scale consisted of six items used to measure nurses perception of organizational identification.

Scoring system:

The scoring system of organizational identification scale was assessed by using 5 points likert scale with 1- strongly disagree, 2- disagree, 3- neutral, 4- agree and 5- strongly agree (Tak & Aydemir, 2004). By statistical analysis the level of nurses' organizational identification considered high if the score was 23-30 score, moderate if the score was 18-22

score and low if the score was 6-17 score.

Second instrument: Organizational cynicism scale :

This instrument was developed by Dean et al. (1998) and modified by the researcher. It consisted of three subscales namely: (cognitive, affective and behavioral subscales) and 14 items. It divided into three parts: - part one (Cognitive subscale) which contained 5 items, part two (Affective subscale) which contained 4 items and part three (Behavioral subscale) which contained 5 items.

Scoring system:

The scoring system of each subscale was assessed by using 5 points likert scale with 1- strongly disagree, 2- disagree, 3- neutral, 4- agree and 5- strongly agree (Topcu et al., 2013). The level of nurses' organizational cynicism considered high if the percent score was >75% (54-70) score, moderate if the percent score was 60-75% (42- 53) score and low if the percent score was <60% (14-41) score (Bagdonaite & Gatautis, 2017).

Third instrument: The Individual Work Performance Questionnaire :

The Individual Work Performance Questionnaire (IWPQ) developed by Koopmans (2015) and modified by the researcher. It consisted of 18 items. It divided into three parts: - part one (Task performance) which contained 5 items, part two (Contextual performance) which contained 8 items and part three (Counterproductive

work behavior) which contained 5 items.

Scoring system:

The scoring system of self-report answers was assessed by using 5 points likert scale with 1-seldom, 2-sometimes, 3-frequently, 4-often, and 5-always (Koopmans, 2015). By statistical analysis the level of nurses' job performance considered high if the score was 68-90 score and moderate if the score was 54-67 score and low if the score was 18-53 score.

Validity and Reliability of instruments:

Validity:

The questionnaires tested for its validity through a bilingual group of five experts was selected to test the content and face validity of the instruments. The panel included two professors and one assistant professor from Nursing Administration department, Faculty of Nursing, Menoufia University and one professor and one assistant professor from Nursing Administration department, Faculty of Nursing, Banha University. Necessary modifications were made. The instruments were considered valid from the experts' perspective.

Reliability

These instruments were tested for reliability to estimate the consistency of measurement performed using Chronbach alpha coefficient test.
Internal consistency of the first instrument (Organizational

Identification Scale) was 0.85, the second instrument (Organizational Cynicism Scale) was 0.87 and the third instrument (The Individual Work Performance Questionnaire) was 0.80 these values indicated that the research instruments were highly reliable.

Pilot study:

After reviewing of the instruments by the experts, the researcher conducted a pilot study before administering the final questionnaire. The purpose of the pilot study was to ascertain clarity, relevance, feasibility and applicability of the study instruments and to determine obstacles that may be encountered during data collection. It also helped to estimate the time needed to fill the questionnaire. The pilot study was carried on 43 staff nurses who presented (10%) of sample size and included in the main sample size since there was no required modifications done.

Ethical considerations:

The study was conducted with careful attention to ethical standards of research and rights of the participants and represented to Ethical and research committee N (846);
Before any attempt to collect data, an official approval letter was submitted to the Dean of the Nursing College to collect data from the pr-mentioned study setting, also a written approval letters were submitted to the director of Menoufia University Hospital to collect data from the pr-mentioned study sample. The letter contained the title, aim of the study and methods of data collection. Data collection procedures, analysis and reporting of

the findings were undertaken in a manner designed to protect confidentiality of sample.
The respondents' rights was protected by ensuring voluntary participation; so that informed consent was obtained by explaining the purpose, nature, time of conducting the study, potential benefits of the study and how data was collected. The respondents were assured that the data was treated as strictly confidential; furthermore, the respondents' anonymity was maintained as they weren't required to mention their names.

Data collection procedure:

Data was collected in the morning; afternoon and night shifts and staff nurses fill in the questionnaire in the presence of the researcher to ascertain all questions were answered. The researcher was available for help to avoid any misinterpretation of questions. The researcher collected the data from staff nurses who were working at closed units in cold days to avoid work overload and ensure their full concentration during filling the questionnaire also collecting the data from staff nurses who were working at general units according to type of work and workload of each departments. The time required for each staff nurse to fill the questionnaire was estimated to be 30-45 minutes. Data was collected upon 2 months started from the beginning of April 2022 to the end of June 2022 so approximately total number of staff nurses who filled questionnaire per day was 6 staff nurses.

Data Analysis:

The collected data were organized, tabulated and statistically analyzed using SPSS software statistical computer package version 21. For quantitative data, mean and standard deviation were calculated. For qualitative data number and percent were calculated. Comparison was done using t test and linear regression. Correlation between variables was evaluated using Pearson correlation coefficient r. A significance was adopted at P<0.05 for interpretation of results of tests of significance (*). Also, a highly significance was adopted at P<0.001 for interpretation of results of tests of significance (**).

Results:

Table (1): represents frequency distribution of the studied staff nurses regarding their personal characteristics. Nearly half of the studied staff nurses (44.7%) was between (30-<40) years old and nearly three quarters of them (72.4%) were female nurses. Also more than half of the studied staff nurses (53.2%) had associate degree in nursing and more than one third (37.5%) had (5-<10) years of nursing experience. Regarding marital status, more than three quarters of the studied staff nurses (78%) were married and more than half of the studied staff nurses (60%) were working at critical units.

Table (2): represents correlation matrix between total organizational identification, organizational cynicism and job performance. There was a highly statistically significant correlation between total job performance on total organizational

identification, total organizational cynicism as P-value (<0.001). While there was a statistically significant correlation between total organizational identification on total organizational cynicism as P-value (<0.05).

Table (3): reflects liner regression of total organizational identification and organizational cynicism on job performance. There was a highly statistically significant correlation between total organizational identification and total job performance as P-value (<0.001). While there was a positive effect of organizational identification on total job performance and negative relation between organizational cynicism and total job performance.

Figure (1): reflects total levels of organizational identification as perceived by staff nurses. It indicated that nearly two third of the studied staff nurses (63.4%) had high level of organizational identification, also one quarter of the studied staff nurses (25.1%) had moderate level of organizational identification, while (11.5%) of the studied staff nurses had low level of organizational identification.

Figure (2): total levels of organizational cynicism as perceived by staff nurses. It indicated that nearly half (41.7%) of the studied staff nurses had low level of organizational cynicism, less than one third (33.7%) of the studied staff nurses had high level of organizational cynicism and nearly one third (27.6%) of the studied staff nurses had moderate level of organizational cynicism.

Figure (3): total levels of job performance as perceived by staff nurses. It indicated that more than half (58.5%) of the studied staff nurses had high level of job performance, less than one quarter (21.1%) of the studied staff nurses had moderate level of job performance and less than one quarter (20.4%) of the studied staff nurses had low level of job performance.

Table (1): Frequency distribution of the studied staff nurses regarding their personal characteristics (n=427).

Personal characteristics	No	%
Age		
<30	180	42.2
30-<40	191	**44.7**
40+	56	13.1
Min –max	22-51	
Mean ±SD	31.75±6.34	
Sex		
Male	118	27.6
Female	309	**72.4**
Educational qualifications		
Technical Diploma in nursing	90	21.1
Associate Degree in nursing	227	**53.2**
Bachelor degree in nursing	104	24.4
Post studies	6	1.3
Marital status		
Married	333	**78.0**
Unmarried	94	22.0
Years of nursing experience		
<5	79	18.5
5-<10	160	**37.5**
10-<15	82	19.2
15+	106	24.8
Min –max	1-32	
Mean ±SD	10.19±6.51	
Work unit		
General departments	171	40.0
Critical units	256	**60.0**

Figure (1): Total levels of organizational identification as perceived by staff nurses (n=427).
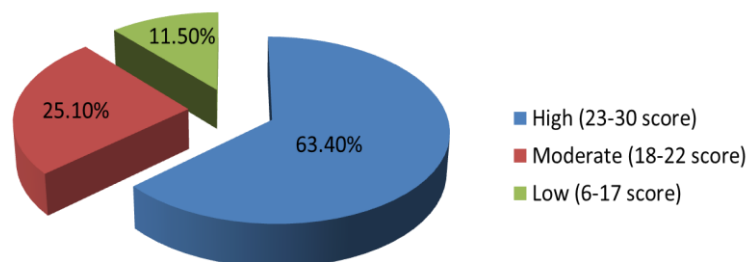

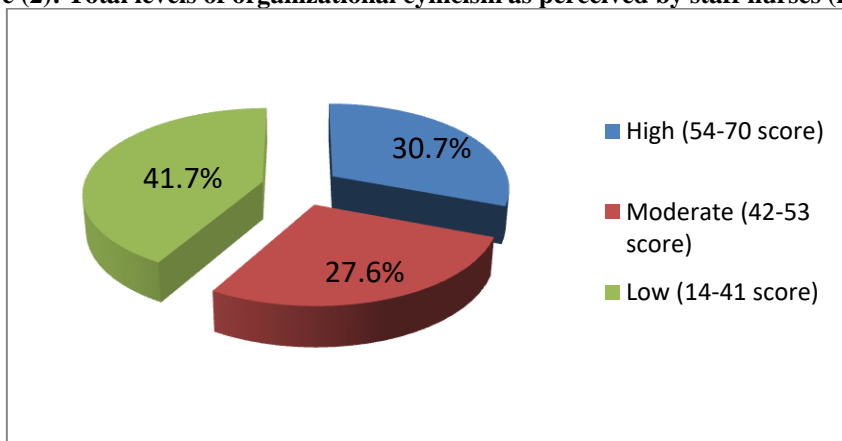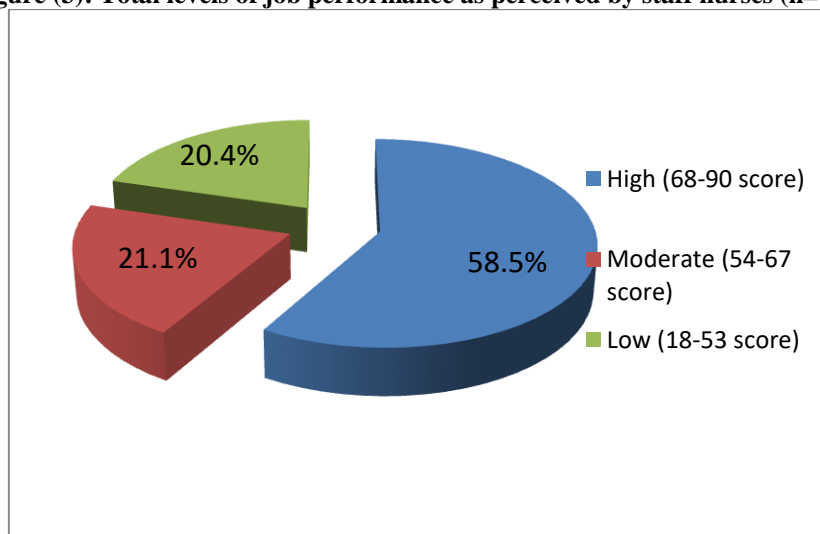**Figure (2): Total levels of organizational cynicism as perceived by staff nurses (n=427).**

Figure (3): Total levels of job performance as perceived by staff nurses (n=427).

Table (2): Correlation matrix between total organizational identification, organizational cynicism and job performance.

		Total organizational identification	Total organizational cynicism	Total job performance
Total organizational identification	Pearson Correlation	1	-.134	.258
	Sig. (2-tailed)		**.006***	**.000****
Total organizational cynicism	Pearson Correlation	-.134	1	-.174
	Sig. (2-tailed)	**.006***		**.000****
Total job performance	Pearson Correlation	.258	-.174	1
	Sig. (2-tailed)	**.000****	**.000****	

* Statistically significance p<0.05   ** highly statistically significance p<0.001

Table (3): Liner regression of total organizational identification and organizational cynicism on job performance (n=427).

Model	Total job performance		
	T test	Standardized Coefficients Beta	P value
Total organizational identification	4.814	.218	**.000****
Total organizational cynicism	1.548	-.073	.122

a. Dependent Variable: total job performance

** Highly statistically significance p<0.001

Discussion

Nurses' experiences in healthcare organization largely determine their attitudes and behaviors. These experiences can lead to positive outcomes such as perceived organizational support, organizational identification, work engagement and job satisfaction, as well as negative outcomes such as cynicism, job insecurity and stress at work (Koçak & Kerse 2022). Therefore the present study was conducted to explore organizational identification and organizational cynicism and their effect on nurses' job performance at Menoufia University Hospital.

Regarding personal characteristics of the studied staff nurses, the result of the present study showed that nearly half of the studied staff nurses were between (30-<40) years old and most of them were female nurses. From the researchers point of view, this may be due to the nursing profession is a women's work and men are recruited in nursing profession recently. Also more than half of the studied staff nurses had associate degree in nursing and more than one third had (5-<10) years of nursing experience. Regarding marital status, more than two third of the studied staff nurses were married

and more than half of the studied staff nurses were working at critical units.

Concerning studied staff nurses level of organizational identification at Menoufia University Hospital, the present study findings revealed that; nearly two third of the studied staff nurses had high level of organizational identification, also one quarter of the studied staff nurses had moderate level of organizational identification, while minority had low level of organizational identification. From the researchers point of view, the high level of organizational identification among staff nurses at Menoufia University Hospital was found because the relationship between most of head nurses in different department in the hospital and staff nurses is interactive and, as such, brings rights and responsibilities to both sides. Accordingly, head nurse is responsible for guiding, motivating and controlling staff nurses, assigning those meaningful tasks, and providing them with feedback; staff nurses are responsible for accomplishing assigned tasks and working towards organizational goals that align with nurses' goals which make nurses feel part of a larger group, perceptions of justice and the meaning of work. Furthermore, theses ethical environment created by leader ensures psychological safety at work, which increases one's identification with organization.

The current study finding was consistent with research finding described by Attia and Abdelwahid (2021) study which revealed that slightly more than half of nurses reported high level of organizational identification. The finding also was consistent with another study conducted by Uzuntarla et al., (2021) which found that the total scores of the nurses on organizational identification scale were above average. Also, Dinçman (2021) in his study found that organizational identification level was high. Furthermore, Abd-Erhaman et al. (2022) found that the majority of staff nurses reported high perceived organizational identification levels.

This finding of the present study was contradicted with Fallatah (2020) study who reported that moderate level of organizational identification among nurses. Also, Bednářová et al. (2019) in their study found that the degree of respondents' identification with the hospital reached an average. Additionally, Eriş and Kökalan (2022) in their study found that organizational identification level was moderate.

According studied staff nurses level of organizational cynicism at Menoufia University Hospital, the present study findings revealed that nearly half of the studied staff nurses had low level of organizational cynicism, less than one third of the studied staff nurses had high level of organizational cynicism and nearly one third of the studied staff nurses had moderate level of organizational cynicism. From the researchers point of view, the low level of organizational cynicism among staff nurses at Menoufia University Hospital was found because the cooperative relationship and effective communication between supervisors and staff nurses which depends on open door policy that give

the opportunity to staff nurses to freely express their views to managers and administrators without being reprimanded. Theses relationship deepened after the amazing role that was performed by staff nurses during the crisis which the hospital faced during COVID 19 as they were a backbone toward facing this challenge. Also, organizational justice in treating all the nurses the same with identified policy, ethical leadership, organizational support, and their perception of job security all of these contributed to lessen the level of organizational cynicism among staff nurses at Menoufia University Hospital.

The result of the present study was consistent with Alsubaie and Nasaani, (2021) who conducted a study who showed that the level of organizational cynicism was low, also, the study conducted by Durrah (2020) which indicated that the results of study show that the levels of perception of cynicism of nurses in the private healthcare centers were low. In addition, İşçi and Arı (2019) study which showed that research results indicated that nurses' level in organizational cynicism was low.

In agreement with the present study findings, Mustafa (2019) study which showed that the level of organizational cynicism was low. Additionally, Sungur et al., (2019) in their study who indicated that, nurses' perceptions of organizational cynicism were low. Additionally, Abd-Erhaman et al. (2022) revealed in their study that about the majority of the staff nurses had low level of cynicism. The study of Mahmoud and Shaheen (2022) supports this finding they found that, the most of nurses perceived a low level of hospital cynicism at Tanta Main Hospital, compared to more than half of nurses at El-Mahalla General Hospital perceived a moderate level.

In contrast with the findings of the present study, Risgiyanti and Hidayah (2020) study found that there is high level of organizational cynicism. Also, the result of the current study is contradicted with a study conducted by Zan and Altuntaş (2019) who revealed that nurses' organizational cynicism levels were moderate. Furthermore, the result of the present study is inconsistent with İkinci et al. (2020) who conducted study found that organizational cynicism levels were moderate. Also, Arslan and Roudaki (2019) study found that organizational cynicism were high. And, saif et al., (2020) in his study showed that an increase in perception of organizational cynicism.

Furthermore, Mohammad et al. (2022) in their study found that nursing staff at Minia University Liver Hospital has moderate level of organizational cynicism. In addition, El-liethiey and Atalla (2021) study demonstrated that nurses were perceived to moderate organizational cynicism. And the same result of a study by Mohamed et al. (2022) showed that half of studied nurses had moderate organizational cynicism. This study is also incompatible with Mahdy and Elsayed-ElAraby (2021) study explained that slightly more than half of the studied nursing staff reported high organizational cynicism.

Regarding studied staff nurses level of job performance at Menoufia University Hospital, the present study findings indicated that; more than half of the studied staff nurses had high level of job performance and less than one quarter of the studied staff nurses had moderate and low level of job performance. From the researchers point of view, the high level of job performance among staff nurses at Menoufia University Hospital due to the stronger aspects of interpersonal relationship and effective communication which are the clinical nurse's nature of work in communicating with other staff as nursing is a caring profession, and the caring encompasses empathy for and connection with people.

In agreement with the present study results, Walpita and Arambepola (2020) study who revealed that the distribution of the nursing performance scores, with higher scores indicating better performance. Furthermore, Risgiyanti and Hidayah (2020) who showed in their study that job performance was an average which means high performance. Conversely, the result of the present study was disagreed with Morsi and Ebraheem (2020) study revealed that nearly half of nurses had a low level of performance. In the opposite line with the current study findings, Mustafa et al. (2019) study displayed in their study among nurses from Ain Shams University that more than three-quarters of them had inadequate work performance.

Regarding the effect of organizational identification and organizational cynicism on studied staff nurses job performance at Menoufia University Hospital, the present study findings revealed that; there was a highly statistically significant correlation between total organizational identification and job performance as P-value (<0.001). While there was a positive effect of organizational identification on total job performance and negative relation between organizational cynicism and total job performance. These findings can be explained by the fact that when nurses feel as a part of the organization, it is considered a motive to make best effort in performing their job which make nurses to feel identified within the organization. Moreover, team or work group can represent a social category with which nurses can identify, and the more nurses identify with their organization, the more they act in accordance with organizational goals. Thus, organizational identification can affect vital organizational outcomes such as job satisfaction and turnover, and absenteeism, employee motivation and performance. So, feeling more organizational identification reflects positively on the nurses' job performance.

Furthermore, from the researchers point of view, cynicism in the workplace can lead to high turnover and low job satisfaction. Nurses with low morale often have higher rates of absenteeism, increased stress levels and are not as productive as those with positive attitudes. So, feeling more organizational cynicism reflects

negatively on the nurses' job performance.

This result is confirmed to the review by Ergün et al. (2021) study which showed that there were positive and significant relationships between organizational identification and job performance. In agreement with the present study results, Ombanda et al. (2022) who found that employee organizational identification significantly influenced nurses performance. Also, the result of the present study is supported by Risgiyanti and Hidayah (2020) who revealed that the research found a significant negative influence of organizational cynicism on job performance.

Conversely, the present study result was opposed to a study conducted by Tanriverdi et al. (2022) who had shown that organizational identification has a partial mediating role on job performance. Inconsistent with the findings of this study, Dimgba et al. (2022) who found that organizational cynicism have a significant positive relationship with nurses' performance.

Conclusion

In the light of the present study results, it can be concluded that nearly two third of the studied staff nurses at Menoufia University Hospital had high level of organizational identification. While nearly half of the studied staff nurses at Menoufia University Hospital had low level of organizational cynicism. Moreover, more than half of the studied staff nurses at Menoufia University

Hospital had high level of job performance. Furthermore, there was a highly statistically significant correlation between total organizational identification and total job performance. While there was a positive effect of organizational identification on total job performance and negative relation between organizational cynicism and total job performance.

Recommendations

Based on the findings of this study, the following recommendations are proposed:

♦ Hospital administrators should
  - Build an atmosphere of confidence, a culture of organizational identifications, loyalty, similarity, and membership among nurses by fostering, adopting the fair practices like operating in an environment of openness and honesty, stressing a conflict-free workplace, and encouraging a sense of justice among all employees.
  - Strength their competitive edge by attracting and retaining leaders who act on their own to complete their tasks and assist other staff.
  - Improve the organizational reputation and competitiveness by considering an effective leadership style.
  - Adopt an open-door policy to overcome work problems.
  - Contribute more actively and significantly in preventing cynicism.

- Conduct effective communication and promote cooperation among all nursing staff, leaders, and management, to prevent organizational cynicism.
- Conduct frequent meetings with staff nurses who have problems in their job to prevent the occurrence of organizational cynicism and its negative effects threatening the overall health care organization and its efficiency and success.
♦ Replication of the study with a larger sample of nurses from different hospitals in different regions of the country to ascertain generalizability of the findings.

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