Job Attitudes as a Mediator of the Relationship between Organizational Cynicism and Organizational Citizenship Behavior: An Applied Study on Teaching Hospital in Egypt

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Abstract

Study Objectives*:* The purpose of this investigation is to determine the mediating significant role of job attitudes (job satisfaction and organizational commitment) in the relationship between organizational cynicism and Organizational Citizenship Behavior (OCB).

Research Design/Methodology: A survey-based descriptive research design is used. The study was carried on at Teaching Hospitals in Egypt. About 357 survey questionnaires were distributed by employing diverse modes of communication such as in person and post. Multiple follow-ups yielded 315 statistically usable questionnaires. Stepwise regression analysis was used to confirm the research hypotheses.

Results: The findings of the study indicated that there is a significant negative correlation between organizational cynicism, job satisfaction, organizational commitment and OCB. In addition to that, job satisfaction and organizational commitment have the advantage of increasing OCB.

Research limitations/implications: The main subject of the study were all categories of employees at Teaching Hospitals in Egypt. Self-reported measures were used to measure organizational cynicism, job satisfaction, organizational commitment and OCB.

Practical implications: Considering the importance of employees' organizational commitment and their effects on effectiveness of Teaching Hospitals, and policy makers should take necessary measures for the optimal provision of intrinsic and extrinsic job rewards to make their core workforce highly satisfied and committed.

Originality/value: The relevant literature shows that organizational cynicism, job attitudes, and OCB are under-researched in the public sector in Egypt. So, the current investigation has contributed to improve the understanding of this significant issue. Besides, the study findings are discussed in perspective of practical implications in public sector hospitals in Egypt.

Keywords: organizational cynicism, job satisfaction, organizational commitment, OCB

1. Introduction

Organizational Cynicism is an attitude that involves unfriendliness from the organization due to a confidence that the organization lacks honesty and will always attempts to fool its employees (Nair & Kamalanabhan, 2010). It is an individual's negative feelings, such as disturbance, dissatisfaction and hopelessness about the staff and organization (Özler et al., 2011).

Organizational cynicism is an outcome of an employees' belief that organizations lack honesty. More specifically, expectations of morality, justice, and honesty are violated. Over the years, researchers have become more interested on issues relating to organizational cynicism (Ince & Turan, 2011).

Research suggests that cynical employees are less productive (Kanter & Mirvis, 1989), have low job satisfaction and organizational commitment (Dean, et al., 1998), are less likely to cooperate with corporate change efforts (Reichers, et al., 1997) and have low morale (Premeaux & Mondy, 1986). The potential consequences of employee cynicism can include lowered productivity and low morale, which can directly translate into loss of revenue (Argyle, 1989).

The importance of organizational cynicism in Egypt has not received its due share of interest. Therefore, the current study is trying to determine the mediating role of job attitudes in the relationship between organizational cynicism

and OCB at Teaching Hospitals in Egypt.

This study is structured as follows: Section one is introductory. Section two presents the literature review. Section three presents the research model. Research questions and hypotheses are presented in section four. Section five explains the research strategy. Hypotheses testing are provided in section six. Section seven handles the research implications. Limitation and future researches are presented in section eight. Finally, the conclusions of this study are presented.

2. Literature Review

2.1 Organizational Cynicism

The concept of cynicism has become the subject of various disciplines in social sciences like philosophy, religion, political science, sociology, management and psychology (Ince & Turan, 2011).

Cynics may have feelings of embarrassment, hatred and even dishonor when they think about their organizations. Business ethics is a system, principles, codes or values, which provide guidelines for morally right behavior and honesty in specific situations (Lewis, 1985).

Cynicism can be described as being negative and pessimistic about others. Employees who are cynical can influence the entire organization and can hinder the organization from reaching its goals (Barefoot et al., 1989). It essentially involves selfishness and fakery (Kanter & Mirvis, 1989).

Cynicism has become the focus of study in a variety of social science disciplines and has been purported to exist in various forms, ranging from police cynicism to personality cynicism to societal/institutional cynicism (Andersson, 1996). Cynicism towards one's organization has far-reaching implications for both the organization and employees in the form of negative outcomes such as lack of work commitment and less motivation, apathy, resignation, hopelessness, suspicion, contempt and scorn (Andersson & Bateman, 1997).

There are some factors that influence cynicism. They are (1) dealing with stress, (2) disagreement with organizational expectations, (3) lack of social support and recognition, (4) not having a voice in the decision-making process, (5) unbalanced distribution of power, and (6) lack of communication (Reichers et al., 1997).

Cynics believe that employees have low-levels of critical thinking capabilities and are not worthy of trust or loyalty (Abraham, 2000).

Cynicism is an employee having negative feelings such as anger, disappointment, and hopelessness. Ultimately, numerous problems emerge for both staff and organizations (Özler et al., 2008; 2010).

To sum up, cynicism has become the norm in many organizations. Some may argue that this is a direct result to job satisfaction levels decreasing over the last decade. With job satisfaction levels decreasing and organizational cynicism increasing, it becomes imperative for managers to develop strategies to prevent such behaviors because they are considered to be contagious.

Organizational cynicism is a specific attitudes of disappointment, insecurity, hopelessness, anger, mistrust of institutions or persons, group, ideology and social skills (Andersson, 1996).

Organizational cynicism is an attitude formed by faith, feelings and behavioral tendencies. It includes three dimensions, namely; cognitive, affective, and behavioral (Dean et al., 1998; Stanley et al., 2005).

- ***The cognitive dimension*** is the belief in the organization's lack of honesty. It is the belief that the organization's practices lack justice, honesty and sincerity. Cynics believe that those principles are mostly forfeited. They are replaced by unprincipled actions and immoral attitudes as if they are norms. Besides, cynics may believe that human beings are untrustworthy and incoherent in their behaviors.
- ***The affective dimension*** refers to the emotional/sentimental reactions to the organization. The sensitive/emotional consists of strong emotional reactions towards the organization. Cynics may feel disrespect and anger towards their organizations; or feel discomfort, hatred and even shame when they think about their organizations. Thus, cynicism is related to various negative senses.
- ***The behavioral dimension*** refers to negative tendencies and mainly humiliating attitudes. This dimension consists of negative and frequently critical attitudes. Strong critical expressions towards the organization are the most prominent of behavioral tendencies. These may occur in various forms, mostly expressions about the organization's lack of honesty and sincerity.

Organizational cynicism is a negative attitude toward one's employing organization. Such a negative attitude consists of three dimensions: (1) a belief that the organization lacks integrity; (2) negative effect toward the organization; and (3) tendencies to disparaging and critical behaviors toward the organization that are consistent with these beliefs and

effects (Dean, et al., 1998).

Organizational cynicism takes place when employees think that their organization is lacking integrity (Johnson & O'leary-Kelly, 2003). It is an estimation based on an individual's work experience of the evaluator (Cole et al., 2006).

2.2 Job Attitudes

Two important aspects of job attitudes are organizational commitment and job satisfaction (Chang et al., 2010; Yang & Mossholder, 2010; Dewettinck & Van Ameijde, 2011).

Organizational commitment and job satisfaction are two buzzwords associated with the retention of personnel in a variety of occupational settings. Nowhere are these concepts receiving more attention than in the field of corrections, where empirical links are being made between employee commitment, organizational culture, and institutional performance (Hogan, et al., 2006).

Organizational commitment and job satisfaction are studied factors in management literature which are the precursors of employees' performance (Bodla & Danish, 2009).

The literature suggests that individuals become committed to organizations for a variety of reasons, including an affective attachment to the values of the organization, a realization of the costs involved with leaving the organization, and a sense of obligation to the organization (Meyer & Allen, 1997).

The majority of the literature provides the evidence that job satisfaction leads to organizational commitment (Namasivayam & Zhao, 2007).

The core difference between job satisfaction and organizational commitment can be stated as; "I like my job" and "I like the organization I work for". Organizational commitment was antecedent to job satisfaction rather than an outcome of it. So improving commitment level may make positive behavioral changes directly and increases employee satisfaction indirectly (Bateman & Strasser, 1984).

Organizational commitment is primarily a consequence, rather than an antecedent, of job satisfaction (Brown & Peterson, 1993). Job satisfaction is positively correlated with organizational commitment (Harrison & Hubbard, 1998).

Organizational commitment should be more consistent than job satisfaction over time. Job satisfaction significantly predicts organizational commitment. Job satisfaction leads to organizational commitment or vice versa (Feinstein & Vondrasek, 2001).

Job satisfaction is significantly associated with organizational commitment and it is the most important determinant of employees' commitment to their organization (Koh & Boo, 2004). Job satisfaction was found to have the greatest effect on organizational commitment. It accounted for the greater portion of the variance in organizational commitment (Lambert, 2004).

There is a strong positive relationship between job satisfaction and normative commitment and affective commitment (Cetin, 2006).

Affective commitment has a stronger direct effect on job satisfaction than normative commitment but continuance commitment has no impact on job satisfaction (Namasivayam & Zhao, 2007).

Job satisfaction has positive effect on organizational commitment. Job satisfaction and its extrinsic and intrinsic dimensions have a significant effect on normative and affective commitment. But the dimensions of job satisfaction do not have a significant effect on continuance commitment. Both intrinsic and extrinsic job satisfaction have a significant effect on organizational commitment (Gunlu et al., 2010).

Job Satisfaction has a significant and positive effect on organizational commitment. Satisfaction with job itself, supervision, company policy has a significant and positive effect on affective commitment. But satisfaction with fellow workers does not have a significant effect on affective commitment. Only satisfaction with job itself has a significant and positive effect on continuance commitment. None of the other dimensions of job satisfaction has a significant effect on continuance commitment (Zehir et al., 2011).

2.2.1 Job Satisfaction

Researchers explain the term job satisfaction in different perspectives: such as based on specific facets of the job (Rice, et al., 1989) while other perspectives are based on total satisfaction (Levin & Stikes, 1989), but others have used conceptualizations based on intrinsic-extrinsic distinctions (Naumann, 1993). Previous studies show that monetary compensation is an important variable of job satisfaction (Voydanoff, 1980).

Job satisfaction is a pleasurable emotional state resulting from the appraisal of one's job or job experiences. Job satisfaction is an internal state of mind with some degree of favour and unfavoured response, based on assessing the

job related experiences (Locke, 1976).

Job satisfaction consists of seven components. They are the job itself, fellow workers, supervision, company policy and support, pay, promotion and advancement and customers (Chirchill et al., 1976). An employee can be relatively satisfied with one aspect of his or her job and dissatisfied with one or more other aspects (Kreitner & Kinicki, 2006).

Job satisfaction is the feelings one has toward a job and its various aspects. It has to do with how one feels about his or her job (Rahim, 1982). Job satisfaction is the degree of favorableness with which employees view their work (Stewart, 1983). It is related to self-perception of needs fulfillment through work (Kreis & Brockopp, 1986). Job satisfaction means how much people like (satisfaction) or dislike (dissatisfaction) their jobs (Spector, 1997). It refers to the positive feelings that employees have towards their jobs (Schermerhorn, et al., 1997). It includes employee's overall affective state regarding estimation of all aspects of his or her job (Netemeyer et al., 1997).

Job satisfaction has two components: intrinsic job factors and extrinsic job factors. Intrinsic job factors refer to an employee's desire for recognition, acceptance, responsibility, and advancement. Extrinsic job factors refer to satisfaction with salary, company mission and policies, and working conditions (Deselle, 1998).

Job satisfaction is the fulfillment or gratification of certain needs that are associated with one's work (Lambert, et al., 1999). It refers to an employee's general attitude towards his or her job. An individual who is satisfied with his or her job holds positive attitude toward the job (Robbins, 2000).

Job satisfaction is the pleasure gained from the assessment of one's job regarding the realization of job values (Schwepker, 2001). It means how far the employee is satisfied with his present work taking into account satisfaction of many of his needs and wants (Finn, 2001). An employee's emotional attitude toward his or her job is the core of job satisfaction (Price, 2001).

Job satisfaction is the degree of an individual's satisfaction with the internal or external aspects of his or her job (Bhuian & Menguc, 2002). It is detected and assessed in accordance to one's total feeling about their job and the attitudes toward various sides or facets of their job (Ivancevich & Matteson, 2002).

Job satisfaction stems from one's vision of their job under the influence of their own unique needs, values and expectations. These factors are highly esteemed by them (Sempane et al., 2002). It is the reaction to a job, regarding one's targets in a job in comparison with the actual outcomes that the job provides to the individual (Rothmann & Coetzer, 2002).

There are two dimensions of job satisfaction. They are internal satisfaction and external satisfaction (Judge & Bono, 2001; Best & Thurston, 2004):

- ***Internal Satisfaction:*** the opportunities to demonstrate abilities, sense of achievement obtained from work, ethical values of the work, opportunities to provide services.
- ***External Satisfaction:*** Job content, salary, unobstructed channels for promotion, work environment and equipment.

Job satisfaction means personal gratification from one's work, as well as pleasure and feeling of accomplishment employees derive from performing their jobs well (Elbert & Griffin, 2005). It is a salient variable in organizational behavior research, as well as theory of organizational experience ranging from job design to supervision (Hong et al., 2005).

Job satisfaction is the degree of congruence between characteristics of a job and the employee's perceived qualities. It is the extent that the working environment meets the needs and values of employees and the individual's response to that environment (Tewksbury & Higgins, 2006).

Job satisfaction is a global construct or as a constellation of different dimensions to which the employee reacts affectively. It can be understood as the way employees feel about their jobs and different aspects of their jobs (Kreitner & Kinicki, 2006).

Job satisfaction draws on the nature of the job, besides the expectation of an employee from the job (Hussami, 2008). The assessment of one's job has a lot to do with one's values and what they are motivated by (Yang 2009).

There are two main reasons for concern regarding job satisfaction (1) association of low levels of job satisfaction with low levels of satisfaction with life, poor mental well-being, and even poor physical health; (2) individuals get affected by job satisfaction in the workplace. This is because the negative effects of low levels of satisfaction may increase turnover, absenteeism, tardiness, decreased professional commitment, and lower quality of work (Noel, et al., 1982).

Job satisfaction is a sign of organizational effectiveness as most employers realize that the optimal functioning of

their organization depends partially on their level of job satisfaction (Saari & Judge, 2004).

Optimal performance needs employee's full potential at all levels in organizations; this emphasizes the importance of employee job satisfaction (Rothmann & Coetzer, 2002). Pay package affects job satisfaction (Taylor & Vest, 1992). Occupational success and job satisfaction are major factors in personal satisfaction and self-esteem. In any organization job satisfaction of its workers act as a workforce that is motivated to high quality performance (Baloch, 2008).

2.2.2 Organizational Commitment

One of the important factors in terms of achieving organizational goals is organizational commitment. Organizations implement various policies to overcome the commitment problem. In essence of this effort, more duty-bound, more hardworking for the organizational goals and more consistent with the organization position of the individuals with higher organizational commitment.

There are two approaches in terms of organizational commitment. One of them is focused on the behaviour dimension, while the other is focused on the attitude dimension. According to behavioural approach, organizational commitment is demonstrated clearly through behaviours. According to the attitude approach, emotional commitment is in the forefront (Çetin, 2004).

Organizational commitment is a result of the perception of benefit associated with staying in and the perception of cost associated with leaving from an organization (Kanter, 1968). It is the strong belief in and acceptance of the organizational goals and values, willingness to exert considerable effort on behalf of the organization, and a definite desire to maintain organizational membership (Porter, 1974). Organizational commitment is a partisan or affective attachment to the aims and values of an organization, to one's role in relation with these aims and values and to an organization for its own sake (Buchanan, 1974). It is an employee's connection and loyalty to a particular organization (Mowday et al., 1979).

Organizational commitment is an attitude reflecting the nature and quality of the linkage between an employee and an organization. It is an individual's identification with a particular organization and its goals to maintain membership in order to attain these goals (Mowday, et al., 1982). It is the aggregate internalized normative pressures to conduct in a manner which meets organizational objectives and interests (Wiener, 1982).

Organizational commitment is a feeling of dedication, willingness to go the extra mile, and an intention to stay with the organization for a long period of time (Meyer & Allen, 1988; 1991). It means loyalty and intention to stay with the organization (Brewer, 1996). Organizational commitment refers to an employee's willingness to exert extra effort within the organization (Bateman & Strasser, 1984). It is the factor that promotes the attachment of the individual to the organization (Raju & Srivastava, 1994). Organizational commitment is the strength of an individual's identification with and involvement in an organization (Mowday, 1998).

Organizational commitment is the extent that an employee accepts, internalizes, and perceives one's role based on organizational values and goals. Employees become committed to their organization when (1) they own and have conviction regarding the mission and values of the their organizations (2) they are mutually ready to exert their dedicated efforts in the achievement their organizational goals, and (3) they have intense desire to continue serving in their organizations (Hunt & Morgan, 1994 Robbins & Coulter, 2003).

Organizational commitment may be at a moderate level where both individual and organizational needs may be balanced. Low levels of commitment are largely dysfunctional for both the individual and the organization (Randall, 1987). A high level of commitment represents a positive manner that could add meaning to life for employees and increased performance and reduced turnover and absenteeism for organization. There may be some risks for both individuals and organizations at extreme levels of commitment (Mowday, 1998). A high level of commitment may blind some employees to the ethical problems in their organization (Hunt et al., 1989).

Organizational commitment is beneficial for the organization as it reduces the absenteeism rate and turnover ratio, let alone enhancing the organization's productivity (Jernigan et al., 2002). It is interested in the employee's willingness to leave their organization (Greenberg & Baron, 2003). Organizational commitment reflects the work attitudes of employees toward the organizations in which they work (Silverthorne, 2004). It is defined as loyalty to an organization, identification with an organization, and a desire for involvement in an organization (Lambert, 2004).

Organization commitment is considered as three dimensional construct comprising of value commitment, effort commitment, and retention commitment. The three components of organizational commitment are as follows (Porter et al., 1974; Trimble, 2006):

- ***Value commitment***: Strong beliefs in and acceptance of the organizational objectives and values.
- ***Effort Commitment***: Willingness to dedicate more efforts for the organizational benefits.

- ***Retention Commitment***: Willingness to stay in the organization as a member of the organization.

Organizational commitment is an individual's willingness to dedicate efforts and loyalty to an organization (Wagner, 2007). It is described as a key factor in the relationship between individuals and organizations (Sharma & Bajpai, 2010).

Employees can experience all three forms of commitment and the psychological states reflecting the three components of organizational commitment will develop as the function of quite different antecedents. They will have different implications for work behavior. Most managers would agree that it is very difficult to find employees who have both high levels of task performance and organizational commitment (Meyer & Allen, 1991).

Individuals may become committed to an organization for many reasons: a person may stay with an organization because the organization's values, mission, and goals align with his/her own; another person may stay with the same organization because leaving may impact his/her prestige, benefits, or social networks; yet another may be committed to the organization due to a sense of obligation. Each of these commitments is an independent type of commitment experienced at different levels by all individuals of an organization (Meyer & Allen, 1997).

Organizational commitment looks like a strong magnetic force attracting one metallic object to another and indicates the degree to which an employee identifies with the organization and wants to remain within the organization in the future (Awad & Alhashemi, 2012).

2.3 Organizational Citizenship Behavior

Bateman and Organ (1983) were the first to use the term "OCB" in 1983 (Podsakoff et al, 2000). OCB is one of the most widely studied topics in organizational behavior research (Podsakoff & MacKenzie, 1997; Ehrhart & Naumann, 2004). OCB is one of the emerging management concepts that are being emphasized for the organizational effectiveness, efficiency and profitability of the organizations (Ertürk, et al. 2004).

OCB is the individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system and that in aggregate promotes the effective functioning of the organization. It is the employee behavior that is extra-role, not explicitly recognized by an organization's reward system and which promotes organizational effectiveness. OCB is an efficient role behaviour which is not an element of routine job description of employee, that cannot be calculated through organizational evaluation system and presence of such behaviours cannot be imposed (Organ, 1988).

OCB can assist organizations to develop performance and increase competitive periphery as it encourages employees to perform beyond the formal job requirement. It can assist the organization to be successful in current environment and accelerate novelty and creative approaches for organizations (Nemeth & Staw, 1989).

OCB can be classified into two groups. They are OCB-Organizational and OCB Individual. OCB-Organizational benefits the organization in general such as adhering to informal rules devised to maintain order. OCB-Individual benefits specific individuals and indirectly contributes the organization such as taking a personnel interest in other employees (Williams & Anderson, 1991).

OCB is individual behaviours that promote the goods of the organization by contributing to its social and psychological environment. Such behaviours include helping another employee finish a project, providing helpful advice or suggestions, and offering positive feedback on work tasks (Podsakoff, et al., 1993).

OCB has been related to wide range of antecedents such as job satisfaction, leadership, fairness, perceived organizational support, psychological contract, and commitment (Ravichandran, et al., 2007).

OCB is referred to as "contextual performance" or "prosocial organizational behaviour" to emphasize the voluntary nature of the activity and to distinguish it from "task performance" or one's assigned duties (Borman & Motowidlo, 1997).

There are some features of OCB. They are (1) beneficial and informal behavior or gestures, (2) discretionary; not enforceable requirement of the role or job description, (3) not directly or explicitly recognized by formal reward system; uncompensated individual contributions in the workplace that does role requirement, and (4) enhances the effective functioning of the organizations in the aggregate (Paine & Organ, 2000).

There are five dimensions of OCB. They are as follows (Organ, 1988; Podsakoff et al, 1990):

1. ***Altruism*** can be called simply helping or helpfulness. Altruism consists of voluntarily actions that help others with an organizationally relevant task such as voluntarily helping orientation of a new employee, sharing sales strategies, teaching employees useful knowledge or skills, showing employees how to accomplish difficult tasks (Borman et al., 2001). Altruism (e.g., helping new colleagues and freely giving time to others) is naturally concentrating toward other individuals but add to group efficiency by increasing the performance of individuals.

2. ***Conscientiousness*** is a discretionary behavior that goes well beyond the minimum role requirement level of the organization, such as obeying rules and regulations, not taking extra breaks, working extra-long days (MacKenzie et al, 1993). More conscientiousness for an employee means more responsibility and less supervision (Podsakoff & MacKenzie, 1997). Altruism and conscientiousness are the two major or overarching dimensions of OCB (Borman et al., 2001). Conscientiousness (e.g., efficient use of time and going beyond minimum expectations) increase the efficiency of individual and the group.
3. ***Sportsmanship*** is demonstration of willingness to tolerate minor and temporary personnel inconveniences and impositions of work without grievances, complaints, appeals, accusations, or protest, thus conserving organizational energies for task accomplishment and lightening the loads of managers (Organ and Ryan, 1995). Sportsmanship (e.g., avoiding complaining and whining) improves the quantity of time spent on productive activities in the organization.
4. ***Courtesy or gestures*** are demonstrated in the interest of preventing creations of problems for co-workers. A courteous employee avoiding creating problems for co-workers reduces intergroup conflict so managers do not fall into a pattern of crisis management (Podsakoff & MacKenzie, 1997). Courtesy (e.g., advance notices, reminders, and communicating appropriate information) facilitates avoidance of problems and boosts productive use of time.
5. ***Civic Virtue*** is a behavior on the part of an individual that indicates that employee responsibly participates in, is involved in, or concerned about the life of the company (Podsakoff et al, 1990). This dimension represents a macro level interest in, or commitment to the organization. This behavior shows willingness to participate actively in managerial events, to monitor organization's environment for threats and opportunities, to look out for organization's best interest. These behaviors reflect an employee's recognition of being a part organization (Podsakoff et al, 2000). Civic Virtue (e.g., serving to communities and voluntarily attending functions) endorses the interests of the organization.

OCB can improve co-worker and managerial productivity, provide superior efficiency in resource use and allocation, reduce managerial expenses, provide better coordination of organizational activities across individuals, groups and functional departments, improve organizational attractiveness for high quality new recruits, increase stability in the organization's performance, enhance organizational capability to adapt effectively to environmental changes (Cohen & Vigoda, 2000; Ertürk, et al. 2004).

OCB is an extra role and behaviours such as teamwork with employees, approaching workplace earlier and leaving late, helping other employees, using organizational possessions with care, disseminating positively in organization (Turnispeed & Rassuli, 2005).

3. Research Model

The theoretical framework is presented in Figure 1. The diagram below shows that there is one independent variable for the study i.e. organizational cynicism. There is one dependent variable i.e. OCB, there is one mediating variable i.e. job attitudes (job satisfaction and organizational commitment). It shows the rational link among the three types of observed variables i.e. independent, dependent, and mediating variables. From the above discussion, the research model is as shown in Figure 1 below.

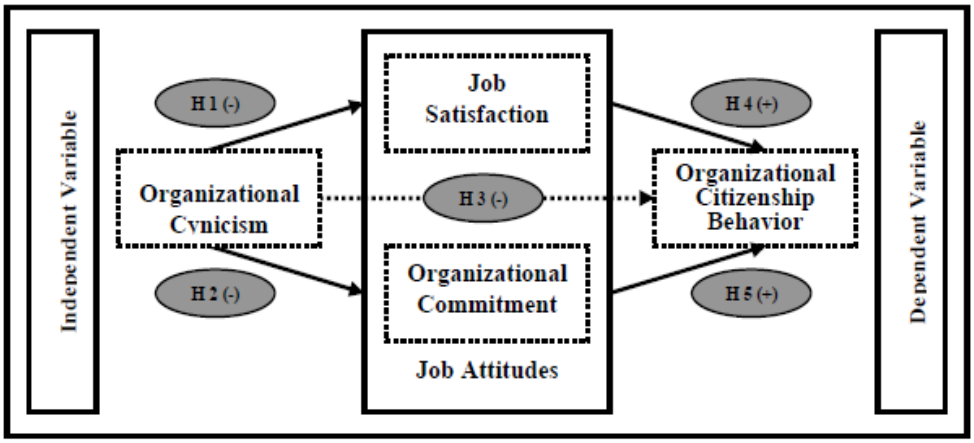

Figure 1. The framework of the relationship among the variables

4. Research Questions and Hypotheses

The research process includes both questions and hypotheses. The research questions of this study are as follows:

Q1: What is the relationship between organizational cynicism and job satisfaction at Teaching Hospitals in Egypt?

Q2: What is the impact of organizational cynicism on organizational commitment at Teaching Hospitals in Egypt?

Q3: What is the relationship between organizational cynicism and OCB at Teaching Hospitals in Egypt?

Q4: What is the relationship between job satisfaction and OCB at Teaching Hospitals in Egypt?

Q5: What is the relationship between organizational commitment and OCB at Teaching Hospitals in Egypt?

In light of the research questions, the research hypotheses of this study are as follows:

H1: There is no statistically significant relationship between organizational cynicism and job satisfaction at Teaching Hospitals in Egypt.

H2: There is no statistically significant impact of organizational cynicism on organizational commitment at Teaching Hospitals in Egypt.

H3: There is no statistically significant relationship between organizational cynicism and OCB at Teaching Hospitals in Egypt.

H4: There is no statistically significant relationship between job satisfaction and OCB at Teaching Hospitals in Egypt.

H5: There is no statistically significant impact of organizational commitment on OCB at Teaching Hospitals in Egypt.

5. Research Strategy

5.1 Population and Sample

The research study attempts to investigate the effects of organizational cynicism on job attitudes at Teaching Hospitals in Egypt. This sector includes nine Hospitals. They are Ahmed Maher, El-Matrya, El-Galaa, El-Sahel, Benha, Shebin El-Kom, Damnhour, Sohag and Aswan. The researcher excludes Hospitals in Sohag and Aswan. This explains why the population of this study includes 5,135 employees.

The stratified random sample was used while selecting items from the different categories of employees. The following equation determines the sampling size (Daniel, 1999):

$$n = \frac{N \times (Z)^2 \times P\,(1-P)}{d^2\,(N-1) + (Z)^2 \times P\,(1-P)}$$

So the number of samples obtained by 357 employees at Teaching Hospitals in Egypt as presented in Table 1.

Table 1. Distribution of the sample size

Job Category	Number of Population	Percentage	Sample Size
Physicians	1926	37.50%	357 X 37.50% = 134
Nurses	2714	52.86%	357 X 52.86% = 189
Administrative Staff	495	9.64%	357 X 9.64% = 34
Total	5135	100%	357 X 100% = 357

Source: Personnel Department at Teaching Hospitals in Egypt, 2013

Virtually, random choice of categories was accomplished utilizing the lists of employees at the Staff Affairs Department, Teaching Hospitals in Egypt. Table 2 illustrates the characteristics of sample units.

Table 2. Frequency distribution of the features of the sample

Variables		Frequency	Percentage
1- Job Title	Physicians	132	28.3%
	Nurses	165	61.6%
	Administrative Staff	18	10.1%
	Total	315	100%
2- Sex	Male	123	40.1%
	Female	192	59.9%
	Total	315	100%
4- Marital Status	Single	90	47.8%
	Married	225	52.2%
	Total	315	100%
5- Age	Under 30	132	57.6%
	From 30 to 45	125	35.4%
	Above 45	58	7.1%
	Total	315	100%
6- Educational Level	Secondary school	114	53.9%
	University	146	34.3%
	Post Graduate	55	11.8%
	Total	315	100%
6- Period of Experience	Less than 5 years	102	41.8%
	From 5 to 10	80	33.0%
	More than 10	133	25.3%
	Total	315	100%

5.2 Procedure

A survey-based descriptive research design was used. The study was carried on at Teaching Hospitals in Egypt. Questionnaires were used to recognize organizational cynicism, job attitudes, and OCB. The questionnaire included three pages. A covering letter was attached to the questionnaire, explaining the instructions for completing the questionnaire.

Only 25 questionnaires were piloted by a closed circle of employees, requiring some modification. Data collection was accomplished through contacting informants in informal interviews. The questionnaires were distributed to all respondents in the sample to be completed anonymously during group administration.

The questionnaire included four questions, relating to recognizing organizational cynicism, organizational commitment, job satisfaction, OCB, and biographical information of employees at Teaching Hospitals in Egypt. Data collection took approximately two months. Survey responses were 88%, 315 completed surveys out of the 357 distributed.

5.3 Measuring Instruments

5.3.1 Organizational Cynicism

In this study, the independent variable is organizational cynicism. The researchers utilize the scale of Dean et al., (1998), Brandes, et al., (1999) for measuring organizational cynicism. Organizational Cynicism Scale (OCS) is comprised of the three dimensions of affect, cognition, and behavior. The affect items reflect negative emotions such as distress-anguish, anger-rage, and disgust-revulsion. Belief items reflect cognitive evaluations that employees have about the integrity and sincerity of their employing organization. Behavioral items reflect critical and disparaging behaviors associated with organizational cynicism. OCS consists of 13 statements. There are five statements in cognitive dimension, four statements in emotional dimension and four statements in behavioral dimension. Organizational cynicism has been measured by the five-item scale of Likert of (Completely Agree) to (Completely Disagree) where each statement has five options.

5.3.2 Organizational Commitment

Organizational commitment, as a mediating variable, has been investigated. Aspects of organizational commitment include value commitment, effort commitment, and retention commitment. The researcher has employed the measure developed by Porter et al. (1974) and Trimble (2006), to measure organizational commitment. This measure consists of 12 statements; four statements for each secondary measure. Responses to the five-item organizational commitment index are recorded using a five-point Likert scale for each statement which ranges from (5) “full agreement,” (4) for “agree,” (3) for “neutral,” (2) for “disagree,” and (1) for “full disagreement.”

5.3.3 Job Satisfaction

Job Satisfaction, as a mediating variable, has been examined. Aspects of job Satisfaction include internal satisfaction and external satisfaction. The researcher has drawn on the scale of Judge & Bono, 2001 and Best & Thurston (2004) for measuring job Satisfaction. This measure consists of 10 statements: five statements for internal satisfaction, and five statements for external satisfaction. Job Satisfaction has been measured using the five-item scale of Likert ranging from full agreement (5) to full disagreement (1), with neutral degrees in- between.

5.3.4 Organizational Citizenship Behavior

The present study investigates OCB as a dependant variable. The five dimensions of OCB are altruism, courtesy, sportsmanship, conscientiousness, and civic virtue. The researcher has drawn on the scale of Podsakoff, (1990), Konovsky & Pugh (1994), and Konovsky & Organ (1996) for measuring those dimensions of the OCB. This behavior was measured using Likert scale for agreement or disagreement. It includes five degrees, from (5), which means "always", to (1), which means "never".

5.3.5 Data Analysis and Testing Hypotheses

The researcher has employed the following methods: (1) the Alpha Correlation Coefficient (ACC), which aims at verifying the degree of reliability in the scale of organizational cynicism, job attitudes, and OCB (2) Multiple Regression Analysis (MRA), which aims at verifying the type and strength of the relationship between organizational cynicism, job attitudes and OCB, and (3) the statistical testing of hypotheses which includes F-test and T-test. All these tests analyses are found in SPSS.

6. Hypotheses Testing

6.1 Evaluating Reliability

The reliability of organizational cynicism, job satisfaction, organizational commitment, and OCB were assessed to reduce errors of measuring and maximizing constancy of these scales. ACC was used to determine the reliability in the scale under testing. It was decided to exclude variables that had a correlation coefficient of less than 0.30 when the acceptable limits of ACC range from 0.60 to 0.80 (Nunnally & Bernstein, 1994). Levels of reliability analysis in social sciences so decide.

Table 3. Reliability of organizational cynicism

The Dimension of Organizational Cynicism	Number of Statement	ACC
The Cognitive Dimension	5	0.8819
The Affective Dimension	4	0.9338
The Behavioral Dimension	4	0.7970
Total Measurement	13	0.9529

Table 3 presents the internal consistency or reliability of the scales measured through Cronbach's alpha. The reliabilities of the cognitive and affective scales are generally higher (ranging from 0.88 to 0.93); while the behavioral scale is at 0.79, still indicating high reliability. The overall reliability of the preferred organizational questionnaire is 0.95, proving that organizational cynicism scale is reliable.

Table 4. Reliability of job satisfaction

The Dimension of Job Satisfaction	Number of Statement	ACC
Internal Satisfaction	5	0.9157
External Satisfaction	5	0.6595
Total Measurement	10	0.8863

According to Table 4, the internal consistency or reliability of the preferred job satisfaction scales ranges from 0.65 to 0.91. As a result, the overall reliability of the preferred organizational questionnaire is 0.88, giving evidence of reliability of the job satisfaction scale.

Table 5. Reliability of organizational commitment

The Dimension of Organizational Commitment	Number of Statement	ACC
Value Commitment	4	0.9734
Effort Commitment	4	0.9570
Retention Commitment	4	0.8668
Total Measurement	12	0.9698

According to Table 5, the internal consistency or reliability of the preferred organizational commitment scales ranges from 0.86 to 0.97. As a result, the overall reliability of the preferred organizational questionnaire is 0.96, giving evidence of reliability of the organizational commitment scale.

Table 6. Reliability of OCB

The Dimension of Organizational Commitment	Number of Statement	ACC
Altruism	3	0.9501
Courtesy	3	0.9916
Sportsmanship	3	0.9524
Conscientiousness	3	0.9901
Civic Virtue	3	0.9407
Total Measurement	15	0.9884

Table 6 presents the reliability of the scales measured through Cronbach's alpha. The reliabilities of the altruism, courtesy, sportsmanship, conscientiousness, and civic virtue are generally higher. The overall reliability of the preferred organizational questionnaire is 0.98 proving that OCB scale is reliable.

Accordingly, three scales were defined, organizational cynicism (13 variables), where ACC represented about 0.85, job satisfaction (10 variables), where ACC represented about 0.88, organizational commitment (12 variables), where ACC represented 0.96, and OCB (15 variables), where ACC represented about 0.98.

6.2 Organizational Cynicism and Job Satisfaction

The statistical results for the relationship between organizational cynicism and job satisfaction are determined. The first hypothesis to be tested is:

H1: There is no relationship between organizational cynicism and job satisfaction at Teaching Hospitals in Egypt.

Table 7. Correlation between organizational cynicism and job satisfaction

Hypothesis	Independent Variables	Mediating Variable	Pearson Correlation	Sig
H1	Cognitive Dimension	Job Satisfaction	- 0.344**	0.000
	Affective Dimension		- 0.296**	0.000
	Behavioral Dimension		- 0.309**	0.000
	Total Measurement		- 0.333**	0.000

Note: ** Correlation is significant at 0.01 level.

According to the results of correlation coefficient, there is a statistically significant correlation between the aspects of organizational cynicism and job satisfaction. The correlation of cognitive, affective and behavioral (-0.344, - 0.296, and - 0.309) respectively was found to be significant at 0. 01 level. The overall correlation is (- 0.333).

Table 8 presents the type and strength of the relationship between organizational cynicism and job satisfaction using MRA.

Table 8. MRA Results for organizational cynicism and job satisfaction

The Variables Of Organizational Cynicism	Beta	R	R^2
The Cognitive Dimension	- 1.420**	- 0.344**	0.118
The Affective Dimension	- 1.052**	- 0.296**	0.087
The Behavioral Dimension	- 0.055**	- 0.309**	0.095
▪ Multiple Correlation Coefficients		0.399	
▪ Coefficient of Determination		0.159	
▪ The Value of Calculated F		19.649	
▪ Degree of Freedom		3, 311	
▪ The Value of Indexed F		3.78	
▪ Level of Significant		0.000	

** P < .01

Drawing on Table 8, the findings of MRA include the following:

1. According to MCC, there is a statistically significant relationship between organizational cynicism and job satisfaction. It represents 40%.
2. Depending on DC, organizational cynicism may interpret 16% of the total differentiation in job satisfaction.
3. Based on MRA, the variables of organizational cynicism that better explain the difference in the level of job satisfaction include the cognitive dimension (1.420), the affective dimension (1.052) and the behavioral dimension (0.055).

Accordingly, the null hypothesis is rejected and the alternative hypothesis has been accepted. This is because the model of MRA has shown that there was fundamental relationship between organizational cynicism and job satisfaction at the statistical significance level of 0.01, according to T-Test (See Table 8).

6.3 Organizational Cynicism and Organizational Commitment

The statistical results for answering the second question regarding the relationship between organizational cynicism and organizational commitment are investigated. The second hypothesis to be tested is:

H2: There is no relationship between organizational cynicism and organizational commitment at Teaching Hospitals in Egypt.

Table 9. Correlation between organizational cynicism and organizational commitment

Hypothesis	Independent Variables	Mediating Variable	Pearson Correlation	Sig
H2	Cognitive Dimension	Organizational Commitment	- 0.490**	0.00
	Affective Dimension		- 0.470**	0.00
	Behavioral Dimension		- 0.355**	0.00
	Total Measurement		- 0.463**	0.00

Note: ** Correlation is significant at 0.01 level.

According to the results of correlation coefficient, there is statistically significant correlation between the aspects of organizational cynicism and organizational commitment. The correlation of cognitive, affective and behavioral (- 0.490, - 0.470, and - 0.355) respectively was found to be significant at 0. 01 level. The overall correlation is (- 0.463).

Table 10 presents the type and strength of the relationship between organizational cynicism and organizational commitment using MRA.

Table 10. MRA results for organizational cynicism and organizational commitment

The Variables of Organizational Cynicism	Beta	R	R^2
The Cognitive Dimension	- 1.121**	- 0.490**	0.241
The Affective Dimension	- 0.465	- 0.470**	0.220
The Behavioral Dimension	- 0.213*	- 0.355**	0.126
▪ Multiple Correlation Coefficients (MCC)		0.505	
▪ Determination Coefficient (DC)		0.255	
▪ The Value of Calculated F`		35.513	
▪ Degree of Freedom		3, 311	
▪ The Value of Indexed F		3.78	
▪ Level of Significant		0.000	

* P < .05 ** P < .01

Drawing on Table 10, the findings of MRA include the following:

1. According to MCC, there is a statistically significant relationship between organizational cynicism and organizational commitment, 50%.
2. Based on DC, organizational cynicism may interpret 25% of the total differentiation in organizational commitment.
3. On the basis of MRA, the variables of organizational cynicism providing more explanation of the difference in the level of organizational commitment include the cognitive dimension (1.121), the affective dimension (0.465) and the behavioral dimension (0.213).

As a result, the null hypothesis is rejected and the alternative hypothesis is accepted. This is because the model of MRA has shown that there was fundamental relationship between organizational cynicism and organizational commitment at the statistical significance level of 0.01, according to T-Test (See Table 10).

6.4 Organizational Cynicism and OCB

The statistical results for the relationship between organizational cynicism and OCB are determined. The third hypothesis to be tested is:

H3: There is no relationship between organizational cynicism and OCB at Teaching Hospitals in Egypt.

Table 11. Correlation between organizational cynicism and OCB

Hypothesis	Independent Variables	Dependent Variable	Pearson Correlation	Sig
H3	Cognitive Dimension	OCB	- 0.246**	0.00
	Affective Dimension		- 0.276**	0.00
	Behavioral Dimension		- 0.210**	0.00
	Total Measurement		0.257**	0.00

Note: ** Correlation is significant at 0.01 level.

According to the results of correlation coefficient, there is statistically significant correlation between the aspects of organizational cynicism and OCB. The correlation of cognitive, affective and behavioral (- 0.246, - 0.267, and - 0.210) respectively was found to be significant at 0. 01 level. The overall correlation is (- 0.412). Table (12) presents relationship between organizational cynicism and OCB using MRA.

Table 12. MRA Results for organizational cynicism and OCB

The Variables Of Organizational Cynicism	Beta	R	R^2
The Cognitive Dimension	- 0.850**	- 0.246**	0.060
The Affective Dimension	- 0.995**	- 0.276**	0.071
The Behavioral Dimension	- 0.147	- 0.210**	0.044
▪ Multiple Correlation Coefficients		0.410	
▪ Coefficient of Determination		0.096	
▪ The Value of Calculated F		10.993	
▪ Degree of Freedom		3, 311	
▪ The Value of Indexed F		3.78	
▪ Level of Significant		0.000	

** P < .01

Drawing on Table 12, the findings of MRA include the following:

1. According to MCC, there is a statistically significant relationship between organizational cynicism and OCB. It represents 41%.
2. Depending on DC, organizational cynicism may interpret 9% of the total differentiation in OCB.
3. Based on MRA, the variables of organizational cynicism that better explain the difference in the level of OCB include the affective dimension (0.995), the cognitive dimension (0.850), and the affective dimension (0.147).

Accordingly, the null hypothesis is rejected and the alternative hypothesis has been accepted. This is because the model of MRA has shown that there was fundamental relationship between organizational cynicism and OCB at the statistical significance level of 0.01, according to T-Test (See Table 12).

6.5 Job Satisfaction and OCB

The statistical results for the relationship between job satisfaction and OCB are determined. The fourth hypothesis to be tested is:

H4: There is no relationship between job satisfaction and OCB at Teaching Hospitals in Egypt.

Table 13. Correlation between job satisfaction and OCB

Hypothesis	Independent Variables	Dependent Variable	Pearson Correlation	Sig
H4	Internal Satisfaction	OCB	0.286**	0.00
	External Satisfaction		0.293**	0.00
	Total Measurement		0.312**	0.00

Note: ** Correlation is significant at 0.01 level.

According to the results of correlation coefficient, there is statistically significant correlation between the aspects of job satisfaction and OCB. The correlation of internal satisfaction and external satisfaction (0.286, and 0.293) respectively was found to be significant at 0. 01 level. The overall correlation is (0.312). Table 14 presents the type and strength of the relationship between job satisfaction and OCB using MRA.

Table 14. MRA results for job satisfaction and OCB

The Variables of Job Satisfaction	Beta	R	R^2
Internal Satisfaction	0.158*	0.286**	0.081
External Satisfaction	0.180*	0.293**	0.085
▪ Multiple Correlation Coefficients		0.313	
▪ Coefficient of Determination		0.098	
▪ The Value of Calculated F		16.929	
▪ Degree of Freedom		2, 312	
▪ The Value of Indexed F		4.60	
▪ Level of Significant		0.000	

* P < .05

Drawing on Table 14, the findings of MRA include the following:

1. According to MCC, there is a statistically significant relationship between job satisfaction and OCB. It represents 31%.
2. Depending on DC, job satisfaction may interpret 9% of the total differentiation in OCB.
3. Based on MRA, the variables of job satisfaction that better explain the difference in the level of OCB include the external satisfaction (0.180) and the internal satisfaction (0.158).

Accordingly, the null hypothesis is rejected and the alternative hypothesis has been accepted. This is because the model of MRA has shown that there was fundamental relationship between job satisfaction and OCB at the statistical significance level of 0.01, according to T-Test (See Table 14).

6.6 Organizational Commitment and OCB

The statistical results for the relationship between organizational commitment and OCB are determined. The fifth hypothesis to be tested is:

H5: There is no relationship between organizational commitment and OCB at Teaching Hospitals in Egypt.

Table 15. Correlation between organizational commitment and OCB

Hypothesis	Independent Variables	Dependent Variable	Pearson Correlation	Sig
H5	Value Commitment	OCB	0.168**	0.003
	Effort Commitment		0.146**	0.009
	Retention Commitment		0.155**	0.006
	Total Measurement		0.166**	0.003

Note: ** Correlation is significant at 0.01 level.

According to the results of correlation coefficient, there is statistically significant correlation between the aspects of organizational commitment and OCB. The correlation of value, effort, and retention (0.168, 0.146, and 0.155) respectively was found to be significant at 0. 01 level. The overall correlation is (0.166). Table (16) presents the type and strength of the relationship between organizational commitment and OCB using MRA.

Table 16. MRA results for organizational commitment and OCB

The Variables of Organizational Commitment	Beta	R	R^2
Value Commitment	0.723*	0.168**	0.028
Effort Commitment	0.578	0.146**	0.021
Retention Commitment	0.019	0.155**	0.024
▪ Multiple Correlation Coefficients		0.199	
▪ Coefficient of Determination		0.040	
▪ The Value of Calculated F		4.283	
▪ Degree of Freedom		3, 311	
▪ The Value of Indexed F		3.78	
▪ Level of Significant		0.000	

* P < .05

Drawing on Table 16, the findings of MRA include the following:

1. According to MCC, there is a statistically significant relationship between organizational commitment and OCB. It represents 19%.
2. Depending on DC, organizational commitment may interpret 4% of the total differentiation in OCB.
3. Based on MRA, the variables of organizational commitment that better explain the difference in the level of OCB include the value commitment (0.72), the effort commitment (0.578) and the retention commitment (0.019).

Accordingly, the null hypothesis is rejected and the alternative hypothesis has been accepted. This is because the model of MRA has shown that there was fundamental relationship between organizational commitment and OCB at the statistical significance level of 0.01, according to T-Test (See Table 16).

7. Research Findings

This study on the effects of organizational cynicism on job attitudes at Teaching Hospitals in Egypt has revealed a host of results. The most important findings are summed up as follows:

1. There is a statistically significant relationship between the dimensions of organizational cynicism (the cognitive dimension, the affective dimension and the behavioral dimension) and Job satisfaction at Teaching Hospitals in Egypt.
2. There is a negative relationship between the dimensions of organizational cynicism (the cognitive dimension, the affective dimension and the behavioral dimension) and organizational commitment at Teaching Hospitals in Egypt.
3. There is a significant relationship between the dimensions of organizational cynicism (the cognitive dimension, the affective dimension and the behavioral dimension) and OCB at Teaching Hospitals in Egypt.
4. There is a statistically significant relationship between the dimensions of job satisfaction (internal satisfaction and eternal satisfaction) and OCB at Teaching Hospitals in Egypt.
5. There is a positive relationship between the dimensions of organizational cynicism (affective commitment, continuance commitment, and normative commitment) and OCB at Teaching Hospitals in Egypt.
6. There is a significant role of job attitudes in the relationship between organizational cynicism and OCB.

8. Research Implications

8.1 Academic Implications

Our findings support the-view that job satisfaction has a significant effect on OCB (Bateman & Organ, 1983; Iaffaldano & Muchinsky, 1985; Organ, 1988; Judge, 2001; Organ & Konovsky, 1989; Podsakoff et al, 1990; Williams & Anderson, 1991; Moorman, 1991; Schappe, 1998; Ünüvar, 2006).

The results support the-view that job satisfaction was correlated to all dimensions of OCB (Schnake et al., 1995; Murphy, 2002; Gürbüz ve Yüksel, 2008).

The findings reveal that there is a significant relationship between job satisfaction and OCB (Schnake et al., 1995; Organ & Ryan, 1995; Parnell & Crandall, 2003; Mogotsi, 2009; Çekmecelioğlu, 2011; Fatimah, 2011; Mehboob et al., 2012).

Our findings support the-view that organizational commitment has a significant impact on OCB (Williams & Anderson, 1991; Cohen & Vigoda, 2000; Jahangir et al., 2006; Zeinabadi, 2010; Salehi & Gholtash, 2011; Zeinabadi, 2011).

8.2 Practical Implications

As a practical strategy for manpower utilization, Teaching Hospitals could promote the benefits of job attitudes. The ultimate goal is to increase employees' job satisfaction and encourage them to stay at their work. This would avoid the vicious circle of high turnover which is wasteful of the organization's valuable human resources.

The findings reveal that organizational cynicism has a negative influence on job attitudes and OCB. Also, job attitudes could have an effect on OCB. Overall, the findings have highlighted the importance of organizational cynicism and job attitudes in affecting OCB. These findings are useful in highlighting the need for the Egyptian hospitals to develop appropriate strategies and human resource practices to reduce its organizational cynicism in the future.

There is a need for Teaching Hospitals to seek ways to increase organizational commitment. This is important as employees who are less committed may have their commitment in other directions and tend to seek job opportunities elsewhere. It is suggested that Teaching Hospitals develop human resource strategies to strengthen organizational commitment level. Research suggests that employees will interpret organization’s human resource practices as support and commitment to them, hence reciprocating these kind deeds by increasing their own organizational commitment. Academic administrators could make their core workforce highly satisfied and committed by optimal provision of intrinsic and extrinsic job rewards.

9. Limitations and Future Research

Several limitations of this study should be considered. First, the research population is Teaching Hospitals in Egypt. This sector includes nine Hospitals. The researcher excludes Hospitals in Sohag and Aswan. Also, self-reported measures were used to measure organizational cynicism, job attitudes and OCB. Since respondents were from Teaching Hospitals only, so the results can not be generalized.

There are several areas for future research. First, it will be useful to investigate the relationship between organizational cynicism, job attitudes and OCB at different organizations. Second, a comparative analysis between private and public hospitals may be made. Future researches need to investigate the relationship between organizational cynicism and burnout. Future researchers should conduct longitudinal studies to establish causal relationships between study variables. It is advisable that representative samples of the hospital be taken to ensuring external validity of the study findings. Finally, future work might incorporate other research methodologies in measuring organizational cynicism and ethical behavior to further our understanding of this causation.

10. Conclusion

According to the results of our study, negative relationship between organizational cynicism and organizational commitment has been identified. To increase organizational commitment and decrease cynical behaviour, the organizations must introduce and, more importantly, orient studies for young employees, and make policies to involve everybody in the processes in terms of task distribution.

The study findings present valuable understanding for policy makers regarding how to make hospitals committed to enhancing their employees, learning effectiveness, improving professional practices, and reducing turnover.

Job satisfaction and organizational commitment are accepted as a promoter of OCB. So it is asserted that job satisfaction and organizational commitment have positive impact on OCB. Top management of the organizations can

enhance some dimensions of OCB in workplace by developing and encouraging some facets of job satisfaction and organizational commitment.

Teaching Hospitals can reduce turnover and promote OCB by ensuring a favourable developmental climate within their organizations. The human resource practices are strongly linked with OCB where as psychological climate is the antecedent of OCB.

The outcomes of this study require both practitioners and academicians to reconsider their attitudes on the subtle management of intangible assets. The literature findings presented here may lead analysts to recognize that measuring and strategically managing intellectual capital may become the most significant managerial activity for developing OCB and driving organizational performance in return.

Research on OCB increased over the past decade. However, this rapid growth caused several problems, including the need to better understand the conceptual similarities and differences between various forms of OCB, as well as their antecedents and consequences. Overall, this is an exciting and dynamic field of research, and we are hopeful that this paper will help to speed progress in this area by highlighting several key issues that need more attention.

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