Unveiling the Role of Organizational Support on Eroding Cynicism: A Case of Private Universities in Jordan

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Abstract: The study is set to determine the influence of organizational support on mitigating organizational cynicism among Academic Faculty Members at four private universities in Jordan's northern region (Jadara University, National Irbid University, Ajloun University, and Jerash University). A descriptive analytical technique was employed to achieve the study's aims. The study population includes all faculty members from the investigated universities, totaling (769) individuals of various ranks. A basic random sample was chosen, and 280 questionnaires were delivered to faculty members at the four private universities to test the research hypotheses, the Statistical Package for the Social Sciences SPSS and (Smart PLS) was utilized to analyze the collected data. As indicated by a mean score of 3.46, the level of organizational support perceived by the sample was moderate, according to the findings. Furthermore, with an average score of 2.68, the degree of organizational cynicism was also considered moderate. The findings of the study indicate that there is a notable and promising connection between organizational support and organizational cynicism. The findings signpost that there is a positive and statistically significant relationship between each dimension of organizational support (cognitive, emotional, and behavioral) and the decreased level of organizational cynicism. Based on the findings of the research, a series of practical and theoretical suggestions can be put forward. Among these recommendations, the development and reinforcement of self-assurance, the promotion of a culture centered on accomplishment, and the implementation of targeted training initiatives to bolster supportive leadership abilities emerge as particularly significant.

Keywords: Organizational support, organizational cynicism, mitigation, private universities, Jordan.

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INTRODUCTION

Support and trust are essential components for the development and advancement of any successful enterprise. These characteristics are widely recognized as crucial factors that contribute to the attainment of organizational objectives. Organizations in the present-day endeavor to adjust to both global and local fluctuations, confronting and managing the difficulties presented by these fluctuations (Taamneh, 2022). They depend on human resources in their endeavor to achieve this adaptation. To make it possible for employees to actively contribute to the attainment of organizational objectives, it is imperative that they perceive a sense of support and concern from the organization. The organization demonstrates its care and appreciation by enhancing its overall performance. Organizations encounter substantial rivalry for human resources, given that they represent the most crucial asset within the organizational context. Hence, it is imperative to prioritize the well-being of employees and furnish them with the requisite resources to

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enhance their productivity and guarantee their continued presence inside the company. Furthermore, Terzi and Derin (2016) asserts that prosperous institutions endeavor to prevent organizational cynicism, which is characterized by the dissemination of grievances, derision of their leadership, and severe censure of their actions and choices, by evading its origins, eliminating its rationales, and establishing a favorable and appealing work atmosphere that does not foster its presence.

Organizational cynicism refers to employees' ridicule of their institution, dissatisfaction with it, and disrespect for it because of its pursuit of the aims of those in authority at the expense of their own. Organizational cynicism is defined as employees mocking their administrations, ridiculing their behavior, and unhappiness with them because of misconduct, a lack of ethical practices, a distance from ideals, principles, and ethics, and neglecting their demands and requirements. Organizational cynicism has been a subject of worry for academics in Jordanian universities due to a variety of factors, including a lack of resources, limited professional development opportunities, and inadequate salary and incentives. The frequency of such institutional failures leads to feelings of disappointment and distrust.

It is imperative to underscore that the matter of organizational cynicism has not attracted much scholarly focus in Jordan, particularly within the field of private universities. Furthermore, prior study conducted in the Arab region has revealed a scarcity of scholars who have examined this subject, as well as the elements involved in addressing cynicism in the higher education sector. This study utilizes a comprehensive and rigorous theoretical framework to examine the variable of organizational support, including its dimensions, and its impact on the level of cynicism in private universities. From this perspective, the researchers believe that giving organizational support may contribute to the eradication of emotions of despair and the promotion of a pleasant work environment to accomplish the goals of institutions in the public sector (Mohammed, 2018). Thus, the primary objective of this research is to investigate the influence of organizational support on the mitigation of organizational cynicism within the higher education sector. In addition, the objective of this study is to ascertain the extent of organizational support and cynicism within the context of higher education.

LITERATURE REVIEW

Organizational Support

The theory of social exchange and benefits exchange gives rise to the concept of organizational support. According to M. Taamneh, Abu-Doleh, Almaaitah, Taamneh, and Eneizan (2021), the organizational support hypothesis is grounded in the degree to which employees perceive their organization as appreciating their efforts and demonstrating concern for their overall welfare. The theoretical framework of organizational support posits the existence of a mutually beneficial relationship and collaborative cooperation between an organization and its employees (Taamneh, 2024); (Eneizan et al., 2021).

Literature in management indicates that organizational support is a concept based on two fundamental pillars: appreciation and recognition. Both pillars relate to employees' efforts and job performance, as well as concern for their well-being, respect, and appreciation. This affects the perceptions and judgments of these employees regarding the form and extent of support provided by the organization. Terzi and Derin (2016) define organizational support as the effective ability of the organization to unify and harmonize diverse efforts, utilize human and financial resources, ensuring integrated and efficient exploitation of opportunities. This facilitates understanding individual behaviors that can benefit the organization through programs, operations, and assistance provided by the organization to support and enhance the professionalism of its employees. Similarly, Levent and Keser (2016) defines organizational support as the process involving the quality of social interactions between employers and employees within the organization. Organizational support entails developing policies and strategies aimed at improving employees' perceptions of the organization, enhancing opportunities for salary increases and promotions, as well as supporting the development of their knowledge, capabilities, and work-related behaviors. Moreover organizational support as the organization's ability to provide support to its employees and create a suitable work environment, which positively reflects on their performance. (Lee, Loretta Kim, & Yun, 2023) express it as the organization's effort to enhance the happiness and appreciation of employees through providing organizational rewards to improve their working conditions.

Organizational support may be viewed from two angles: how employees perceive the level of assistance they receive from the organization (perceived organizational support) and the many types of support that an organization might offer to its employees (Rothmann & Cohen, 2020). Perceived organizational support (POS) refers to an employee's view that their organization values their contributions and well-being. Employees who sense strong organizational support

are more likely to be content with their jobs, dedicated to the organization, and less stressed. There are three primary elements that shape the POS (Shantz & Elliott, 2021): (a) Supervisor support: This involves feeling approachable and listening to subordinates' concerns. (b) Fairness: This encompasses feeling treated fairly compared to colleagues, making objective decisions, and providing opportunities for progress. (c) Incentives and working conditions: This includes the sensation that employees are fairly compensated for their work, that they have the resources they require to do their job successfully, and that their workplace is healthy and secure.

Organizational support is classified into four types, each with a unique target and motivation: (1) Emotional support entails conveying empathy and understanding. Emotional support can take the form of listening to an employee's difficulties, encouraging them, and celebrating their accomplishments (Shantz & Elliott, 2021).; (2) Instrumental help pertains to concrete forms of aid. Illustrative instances of instrumental support encompass the provision of monetary resources, infrastructure, or educational instruction (Leiter, 2011); (3) The provision of informational support includes the provision of legal counsel and direction. Examples of informational support encompass the provision of coaches, mentors, or subject matter experts to individuals seeking guidance and assistance (Cropanzano, 2020); and (4) Appraisal support entails providing comments and recognition. Appraisal assistance might take the shape of frequent performance assessments, recognition for excellent work, and award recommendations (Cropanzano, 2020).

Organizational Cynicism

Organizational cynicism refers to a pessimistic mindset exhibited by employees towards their immediate work environment. It goes beyond mere dissatisfaction; it signifies a profound lack of faith and disappointment in the organization's intentions, capabilities, or impartiality (Shantz & Elliott, 2021). Cynicism emerges because of perceiving a deficiency in integrity, breaches of commitments, or inequitable treatment by the organization. Moreover, employees develop a sense of cynicism and perceive the firm as placing greater emphasis on financial gains rather than people. In addition, the presence of cynicism within a company has a significant influence on employee morale, dedication, and eventually, performance (Cropanzano, 2020).

The term "cynicism" traces back to ancient Greece in the fourth century AD, specifically to a group of philosophers who openly questioned and ridiculed religious institutions, diverging from public opinion regarding beliefs. Over time, cynicism was revived and established as an intellectual school of thought encompassing mockery of customs, traditions, and prevailing beliefs and behaviors. While there is a general consensus among researchers that cynicism as a philosophy or worldview originated in ancient Greece and was significantly influenced by the teachings of the philosopher Socrates, there is disagreement and variation in opinions regarding the founder of cynicism and the period in which cynicism emerged as a philosophical theory. Therefore, organizational cynicism emerged as a new model for the relationships between employers and their workforce. Sociologist Niederhoffer (1967) was one of the early researchers to study the prevalence of cynicism in the workplace among employees. In his thesis written in 1963, Niederhoffer (1967) focused on police officers in the United States, particularly developing a framework and scale for police cynicism. His thesis was later turned into a book titled "Behind the Shield: The Police in Urban Society" in 1969, which distinguished itself as the first psychological study of the concept of cynicism in organizational environments.

The late 1980s and early 1990s marked the true and effective onset of crystallizing and establishing the concept of organizational cynicism. This was a result of the growing and widespread exploitation of workers in the early stages of the manufacturing era, accompanied by the failure of contemporary organizations to fulfill the promises made to improve the lives of workers. This period saw the emergence of seminal and specialized writings providing analysis of the reasons and dimensions of organizational cynicism, notably the study by Kanter and Mirvis (1989) titled "The Cynical Americans: Living and Working in an Age of Discontent and Disillusion." The study addressed the significant prevalence of cynicism among workers in American organizations, indicating that organizational cynicism arises when employees believe that their organization lacks values of integrity, justice, and ethical commitment, which form the basis for the concept of promise violation.

According to Dean Jr, Brandes, and Dharwadkar (1998), organizational cynicism can be summed up in three basic dimensions: (1) Cognitive Cynicism: This describes the attitudes that staff members have toward the company. It entails mistrust in the organization's intents, capabilities, and general dependability. Workers doubt the organization's declared principles and think they don't materialize into actual deeds (Mitchell & Lee, 2020).; (2) Affective Cynicism: This component is concerned with how the organization makes one feel. It conveys sentiments of dissatisfaction, rage, and disillusionment towards the workplace. Workers could be pessimistic about the organization's prospects and their

own chances of success (Prussia, 2019). ; and (3) Behavioral Cynicism: This aspect converts cynical feelings and ideas into behaviors. It involves actions that are detrimental to the organization, like sabotage, spreading negativity among coworkers, or putting in less effort. Workers that are cynical may turn passive-aggressive or stop caring about their jobs.

Hypotheses Development

Organizational support and organizational cynicism :There exists a widely recognized negative correlation between organizational support and organizational cynicism. Below is an analysis of the influence of organizational support on cynicism: Cynicism is fostered by a perceived absence of support. When employees see a lack of appreciation for their accomplishments or well-being within the organization, they may develop a Sense of cynicism toward the organization's motives and competency. Trust can be undermined, and disappointment might arise because of disregarded promises, unjust treatment, or insufficient allocation of resources (Sen, Mert, & Abubakar, 2022). The existing body of research has demonstrated that the perception of insufficient support fosters cynicism. This implies that in instances where employees perceive a lack of appreciation for their accomplishments or welfare inside the organization, they may develop a sense of cynicism regarding the institution's intentions and capabilities. Trust can be undermined, and disappointment might arise because of broken promises, unfair treatment, or insufficient allocation of resources (Cropanzano, 2020); (Shantz & Elliott, 2021) Understanding the impact of many dimensions of cynicism holds significant importance. In relation to cognitive cynicism, employees may exhibit skepticism towards the organization's professed values, perceiving them as insincere statements owing to a perceived absence of endorsement. Staff members may feel emotions such as dissatisfaction, anger, and irritation when they perceive a lack of support within the context of affective cynicism. This can lead to doubt about the organization's prospects and their own ability to succeed (Dean Jr et al., 1998); (Sen et al., 2022).

Yalçın and Özbaş (2021) conducted a study titled "Investigation of the organizational Justice, Perceived Organizational Support, and Organizational Cynicism Perceptions of Academicians." This study aimed to investigate the relationship between organizational justice, perceived organizational support, and academician perceptions of organizational cynicism. The sample of the study is made up of 132 academicians from Erzincan Binali Yildirim University in eastern Anatolia. Data were analyzed using frequency analysis. There is a significant negative relationship between organizational just citeAyalccin2021investigation aimed to examine the nexus among perceived organizational support, organizational justice, and cynicism. The study selected a sample of public employees from two ministries' central organizations in Ankara Province. Data were collected through convenience sampling from a total of 326 government employees. The proposed model was analyzed using structural equation modeling techniques based on variance. The study came up with several results, notably that organizational support and organizational justice exerted a negative impact on cynicism, particularly reducing the inclination towards organizational cynicism with increased organizational support and justice, thereby enhancing efficiency, personal, and organizational performance. Zan and Altunta (2019) conducted a study entitled "The Effect of Nurses' Perceptions of Organizational Support on Organizational Cynicism." This study sought to determine nurses' perceptions of organizational support and their impact on organizational cynicism. Data were gathered through a survey issued to 220 nurses at Turkey's Atatürk Educational Hospital. The survey found moderate levels of both organizational support and organizational pessimism. The study found a somewhat negative association between perceived organizational support and organizational cynicism, with the support variable explaining 18% of the variance ($R^2 = 0.18$). Based on the reviewing literature above, the following hypotheses can be proposed:

H_1: Organizational support has positive influence on organizational cynicism in Jordanian private universities.

H_1.**1**: Selfe-confirmation has positive influence on organizational cynicism in Jordanian private universities.

H_1.**2**: Organizational justice has positive influence on organizational cynicism in Jordanian private universities.

H_1.**3**: Participation in decision making has positive influence on organizational cynicism in Jordanian private universities.

H_1.**4**:Supportive leadership behavior has positive influence on organizational cynicism in Jordanian private universities.

METHODOLOGY

The study population included 769 faculty members from private Jordanian universities located in the Northern area. According to previous studies, it is recommended that researchers make an effort to encompass the complete

population when the population size is inadequate (Taamneh, 2024). Consequently, questionnaires were distributed to the whole academic staff at the four universities. Out of the total number of questionnaires, 285 were returned, while five were deemed invalid for analysis. Consequently, the total number of valid questionnaires amounted to 280. The questionnaire was created as the primary method of data collecting. It was prepared using theoretical literature and earlier investigations on the subject. The study utilized SPSS v28 and Smart PLS to answer the study questions as well as to investigate the hypotheses.

Validity and Reliability of the Study Tool

This study utilized a questionnaire as a tool for data collection, consisting of a set of questions measuring each variable separately. To ensure the validity and reliability of the scales used in this study, the researcher conducted a series of tests related to validity and reliability. Validity here refers to the accuracy of the scale used in measuring the intended purpose. Reliability, also known as consistency, refers to the extent to which the scale used can produce the same results under the same surrounding conditions. To ensure the validity and reliability of the study tool, the researcher did the following:

Convergent Validity

Firstly, measuring the reliability of questions associated with a specific factor, known as Items Reliability. Secondly, calculating the average variance extracted from the scale questions, known as Average Variance Extracted (AVE). The AVE value should be greater than 0.5, as illustrated in Table (1) (Hair, Celsi, Ortinau, & Bush, 2017).

Table 1 *CRONBACH'S ALPHA AND AVERAGE VARIANCE EXTRACTED (AVE)*

AVE	RH-O	CR	Cronbach's alpha	Variables
0.712	0.925	0.91	0.898	Perceptual
0.65	0.96	0.957	0.954	Organizational Cynicism
0.631	0.97	0.97	0.967	Organizational Support
0.814	0.946	0.924	0.924	Behavioral
0.814	0.946	0.924	0.923	Emotional
0.64	0.898	0.874	0.856	Justice
0.787	0.937	0.91	0.909	Participation in Decision
Making 0.778	0.955	0.943	0.943	Self-Confidence and Support for Employees
0.743	0.92	0.893	0.884	Supportive leadership behavior

Reliability and Validity

The principle of reliability refers to the degree of stability, consistency, and reliability in the responses related to a specific scale. The scale is considered reliable if the value of Cronbach's Alpha coefficient is greater than 0.70. Regarding this study, the researcher calculated the Cronbach's Alpha value for all variables. The results showed that all Cronbach's Alpha values were greater than 0.70 (Hair et al., 2017).

RESULTS AND FINDINGS

Regarding the first question, which is: What is the degree of organizational support perceived by faculty members in private Jordanian universities? To answer this question, the arithmetic means and standard deviations of the sample members' responses to the level of organizational support perceived by faculty members in private Jordanian universities and its dimensions were calculated, as shown in Table (2).

Table 2 *ARITHMETIC MEANS AND STANDARD DEVIATIONS OF SAMPLE MEMBERS' RESPONSES ON DIMENSIONS OF ORGANIZATIONAL SUPPORT AND RANKED IN DESCENDING ORDER*

No.	Dimension	Mean Score	Standard Deviation	Level
1	Support and affirmation	3.58	1.01	Moderate
2	Supportive leadership behavior	3.53	0.97	Moderate
3	Participation in decision-making	3.47	1.046	Moderate
4	Justice	3.25	0.93	Moderate
5	Organizational support	3.46	0.915	Moderate

It is evident from Table (2) that the "support and affirmation" dimension ranked first with an arithmetic mean of 3.58 and a standard deviation of 1.01. On the other hand, the "justice" dimension ranked last with an arithmetic mean of 3.25 and a standard deviation of 0.93. The arithmetic mean of the sample members' responses to the overall dimension was 3.46, corresponding to the "organizational support" dimension, indicating a moderate level.

Second: Results Related to Answering the Second Question which States: What is the Level of Organizational Cynicism Practiced from the Perspective of Faculty Members in Private Jordanian Universities?

To answer this question, the arithmetic means and standard deviations of the sample members' responses on the level of availability of organizational cynicism from the perspective of faculty members in private Jordanian universities and its dimensions were calculated, as shown in Table (3).

Table 3 *COGNITIVE DIMENSION*

Number	Dimensions	Arithmetic Mean*	Standard Deviation	Level
1	Cognitive	2.8	1.04	Moderate
2	Behavioral	2.32	1.17	Weak
3	Affective	2.22	1.17	Weak
Overall	Organizational Cynicism	2.68		Moderate

From Table (8), it is evident that the cognitive dimension ranked first with an arithmetic mean of 2.80 and a standard deviation of 1.04, while the affective dimension ranked last with an arithmetic mean of 2.22 and a standard deviation of 1.17. The arithmetic mean of the responses provided by the sample members on the variable in its whole was calculated to be 2.68.

Measurement and Hypothesis Testing

This section deals with testing the hypotheses related to the study. The researcher conducted a path analysis to test the hypotheses, which includes testing multiple paths, such as direct effects, to verify their validity and reach conclusions and interpretations of relationships (Hair et al., 2017).

First: The First Main Hypothesis

The first main hypothesis states: "There is a statistically significant effect at the significance level ($\alpha \leq 0.05$) of organizational support on reducing organizational cynicism among faculty members in private Jordanian universities."

The organizational support explains 11.4% (which is the value of R^2) of the variance in organizational cynicism. The results also show that organizational support has a negative and significant effect on organizational cynicism, as indicated by the ß coefficient value of (-0.338) and the significance level (0.001). It the effect size f^2 is 0.129, which is considered weak as indicated by (Müller, Schuberth, & Henseler, 2018). This indicates acceptance of the hypothesis stating the presence of an effect of organizational support on organizational cynicism.

Table 4 *RESULTS OF PATH ANALYSIS FOR THE EFFECT OF ORGANIZATIONAL SUPPORT ON ORGANIZATIONAL CYNICISM*

Variable	B	T	P
Organizational Support →Organizational Cynicism	-0.338	3.325	0.001

(Note: B = Unstandardized Coefficient, T = T-value, P = Significance Level)

The first sub-hypothesis states: "There is a statistically significant effect at the significance level ($\aleph \leq 0.05$) for support and self-affirmation for employees on organizational cynicism and its dimensions." To test the validity of this hypothesis, the researcher used path analysis to analyze the impact of support and self-affirmation for employees on organizational cynicism and its dimensions, as illustrated in Table (4).

It is evident that organizational support explains 14.1% of the variance in organizational cynicism and its dimensions (R^2 = 14.1%). The results also indicate that organizational support has a significant negative impact on organizational cynicism and its dimensions, as evidenced by the value of the coefficient (β= -0.376) and significance level (P = 0.00). It shows that the effect size (f^2) is 0.164, which is considered weak according to Müller et al. (2018). As a result, the researcher accepts the alternative hypothesis, which suggests an impact of support and self-affirmation for employees on organizational cynicism and its dimensions.

Table 5 *ILLUSTRATES THE EFFECT SIZE (R^2) AND (F^2) FOR SUPPORT AND SELF-AFFIRMATION FOR EMPLOYEES ON ORGANIZATIONAL CYNICISM AND ITS DIMENSIONS.*

Variable	B	T	P
Support and self-affirmation for employees →Organizational cynicism	0.376	4.034	0

The third sub-hypothesis states: "There is a statistically significant effect at the significance level ($\alpha \leq 0.05$) for participation in decision-making on organizational cynicism and its dimensions."

To verify the validity of this hypothesis, the researcher used path analysis to analyze the impact of participation in decision-making on organizational cynicism and its dimensions. This is evident from Table (20), which presents the results of the hypothesis analysis for the proposed relationship between participation in decision-making and organizational cynicism and its dimensions.

The results also indicate that participation in decision-making has a significant negative impact on organizational cynicism and its dimensions, as evidenced by the coefficient value (β= -0.334) and significance level (P = 0.000). Therefore, the researcher accepts the alternative hypothesis suggesting an impact of participation in decision-making on organizational cynicism and its dimensions.

Table 6 *DISPLAYS THE RESULTS OF APPLYING PATH ANALYSIS FOR PARTICIPATION IN DECISION-MAKING ON ORGANIZATIONAL CYNICISM AND ITS DIMENSIONS.*

Variable	B	T	P
Participation in decision-making -> Organizational cynicism	-0.334	3.597	0

The fourth sub-hypothesis states: "There is a statistically significant effect at the significance level ($\alpha \leq 0.05$) for supportive leadership behavior on organizational cynicism and its dimensions."

To verify the validity of this hypothesis, the researcher used path analysis to analyze the impact of supportive leadership behavior on organizational cynicism and its dimensions. This is evident from Table (8), which presents the results of the hypothesis analysis for the proposed relationship between supportive leadership behavior and organizational cynicism and its dimensions. Additionally, it illustrates that supportive leadership behavior explains 9.6% of the variance in organizational cynicism and its dimensions (R^2 = 0.096).

The results also indicate that supportive leadership behavior has a significant negative impact on organizational cynicism and its dimensions, as evidenced by the coefficient value (β= -0.310) and significance level (P = 0.001), which is considered weak as referenced in (Müller et al., 2018). Therefore, the researcher accepts the alternative hypothesis suggesting an impact of supportive leadership behavior on organizational cynicism and its dimensions.

Table 7 *DISPLAYS THE RESULTS OF APPLYING PATH ANALYSIS FOR SUPPORTIVE LEADERSHIP BEHAVIOR ON ORGA-NIZATIONAL CYNICISM AND ITS DIMENSIONS*

Variable	B	T	P
Supportive Leadership Behavior →Organizational Cynicism	-0.31	3.349	0.001

DISCUSSION

The statistical analysis and the extraction of means conducted by the researcher for the study sample revealed that the level of organizational support from the perspective of employees in private Jordanian universities was average, with a total mean of 3.46. This reflects a moderate level of organizational support in private Jordanian universities. This study was consistent with the findings of (Niederhoffer, 1967), which likewise found a modest level of organizational support in Jordanian universities at the time, with a mean of 3.62. Additionally, this result was consistent with the study by (?, ?), which also found a moderate level of organizational support, albeit with a mean of 3.24. However, it differed from the study by (Kasalak & Bilgin Aksu, 2014), which indicated a weak level of organizational support at Sultan Qaboos University, with a mean of 2.12.

The study sample exhibited a moderate level of organizational cynicism, as evidenced by the aspects of organizational cynicism. The findings of the study revealed that faculty members exhibit a higher level of awareness and engagement with the cognitive dimension in comparison to the behavioral and emotional dimensions. This phenomenon can be elucidated by the fact that individuals, despite possessing knowledge of adverse sentiments towards their respective firms, exhibit a reluctance to adopt cynical actions due to apprehensions regarding potential job loss.

The findings of our basic model indicate that there is a statistically significant negative relationship between organizational support and organizational cynicism. The findings suggest a notable impact of organizational support on organizational cynicism among faculty members in private Jordanian universities. The researcher believes that this finding can be explained in terms of Social Exchange Theory (EST), which refers to the benefit exchange between employees and the organization for which they work. In this context, the assessed universities offer moderate levels of organizational support across four dimensions (self-confirmation support, fairness, involvement in decision-making, and supportive leadership conduct). Employees appear to believe and perceive that their universities provide them with modest organizational support, thus they respond by lowering their level of organizational skepticism. The findings of this study differed from those of (Matande, Thoyib, & Kurniawati, 2022), who reported a beneficial impact. Nevertheless, it matched with the findings of (Sen et al., 2022), who saw a detrimental impact to different extents.

Result showed that there is a statistically significant effect ($\alpha\leq 0.05$) of self-confirmation on organizational cynicism and its dimensions (H1.1)." In light of the adoption of Social Exchange Theory (EST) in interpreting the results of this study according to the principles of mutual benefit exchange, an employee who feels and perceives psychological support, appreciation, and respect for his/her abilities and achievements in his/her work will increase his/her confidence or sense of independence. Therefore, he/she reciprocates to his/her university by reducing annoyance, boredom, and organizational cynicism. This result differed from the result of (Terzi & Derin, 2016), which found no statistically significant effect of self-confirmation and support for employees on organizational cynicism, but it agreed with (Durrah, Chaudhary, & Gharib, 2019), who found an effect, but it was negative to varying degrees.

Organizational justice has a considerable detrimental impact on organizational cynicism and its dimensions (H1.2). This is further corroborated by the effect size between R^2 and F^2, with a value of F^2 (0.086), which is deemed modest according to (Müller et al., 2018). Based on this, the alternative hypothesis that "there is an effect of organizational justice on organizational cynicism and its dimensions" is accepted. The interpretation of this outcome by the researcher is that employees' impression of organizational fairness, albeit moderate, in the allocation of opportunities, rewards, and promotions, had a role in motivating employees to take action in mitigating organizational cynicism across many aspects. The findings of this study diverged with the results reported by (Mitchell & Lee, 2020), wherein a beneficial impact was observed to varying extents. Nevertheless, it corroborated the findings of (Ali, Rizavi, Ahmed, & Rasheed, 2018) and (Sen et al., 2022), as well as (Kasalak & Bilgin Aksu, 2014) and (Zan & Altunta, 2019), who observed a detrimental effect to different extents.

The third sub-hypothesis (H1.3) found that engagement in decision-making had a statistically significant influence ($\alpha< 0.05$) on organizational cynicism and its dimensions. After evaluating this hypothesis, R^2 data demonstrated that participation in decision-making accounts for 11.1% of the variance in organizational cynicism and its dimensions.

Participation in decision-making has a strong negative impact on organizational cynicism and its dimensions, as evidenced by the βcoefficient and significance level (Sig.). The βvalue was (-0.334), while the significance level was (0.000). This is further supported by the effect size between R^2 and F^2, with a value of F^2 (0.125), which is considered weak as indicated by (Müller et al., 2018). Based on this, the alternative hypothesis stating "there is an effect of participation in decision-making on organizational cynicism and its dimensions" is accepted. The researcher interprets this result as employees' perception that the university provides them with a real opportunity to participate in decision-making, especially those related to their work, and consults them in most decisions and periodically updates them on the progress of work and listens to their management. This makes them feel heard, appreciated, and respected, all of which will be reciprocated by employees by reducing the level of organizational cynicism. This result differed from (Matande et al., 2022) results, which found a positive effect, but to varying degrees. However, it agreed with (Sen et al., 2022) results, which found an effect, but it was negative to varying degrees as well.

Finally, supportive leadership behavior has a significant and negative effect on organizational cynicism and its dimensions (H1.4). The βvalue was determined to be 0.310, as evidenced by the βcoefficient and the significance level (Sig.). The significance level was set at 0.001. The weakness of the relationship between R^2 and F^2 is further substantiated by the effect size, as evidenced by the value of F^2 (0.106) as reported by (Müller et al., 2018). The alternative hypothesis, which posits that supportive leadership behavior has an impact on organizational cynicism and its various dimensions, is supported by the evidence presented. The outcome of this study diverged from the findings of (Matande et al., 2022), who observed a beneficial impact, but with varying degrees of magnitude. Nevertheless, the findings of (Sen et al., 2022) were consistent with the present study, indicating a significant albeit variable degrees of unfavorable influence.

CONCLUSION

In conclusion, the findings of this study examine various significant determinants of organizational cynicism among faculty members in private universities in Jordan. The research revealed that the levels of organizational cynicism observed in the sample were of a moderate nature. The analysis reveals that the cognitive component had the highest level of significance, followed by the behavioral dimension, while the affective dimension ranked last.

The significance of comprehending the multifaceted character of organizational cynicism is underscored by the analysis, wherein each dimension signifies unique perceptions and behaviors exhibited by faculty members. The cognitive dimension pertains to the thoughts and attitudes held by individuals regarding their respective colleges. Conversely, the behavioral dimension pertains to the acts and practical behaviors exhibited by individuals within the academic setting. However, the affective component encompasses the emotional reactions that individuals experience towards the organization. Finally, the hypothesis testing revealed significant negative effects of organizational support, organizational justice, participation in decision-making, and supportive leadership behavior on organizational cynicism. These findings elaborate the crucial role of organizational factors in mitigating cynicism among faculty members.

RECOMMENDATIONS

It is advisable to implement professional development training programs and establish a conducive environment to foster creativity and entrepreneurial endeavors. Encourage faculty members to actively participate in a range of university programs and activities. Highlighting their proficiency and abilities while appreciating and motivating pioneers in these pursuits and acknowledging their achievements. To cultivate a culture of achievement within the university, it is imperative to acknowledge and reward faculty members who demonstrate creativity, hence reinforcing this culture within the institution's professional milieu. It is imperative for managers to actively promote and establish transparent communication channels with faculty members, while also attentively considering their perspectives and recommendations. It is important for managers to actively promote and foster an environment that encourages faculty members to share their ideas, opinions, and recommendations about significant university decisions. By offering real opportunities for participation, managers may effectively enhance the overall performance of the institution.

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