THE ROLE OF ORGANIZATIONAL CYNICISM IN REDUCING THE JOB ENGAGEMENT OF PHYSICAL EDUCATION TEACHERS IN SALAH AL-DIN GOVERNORATE

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ABSTRACT

The current study aimed at identifying the level of organizational cynicism and job engagement in secondary school administrations in Salah al-Din Governorate. It also investigates the role of organizational cynicism in reducing job engagement among physical education teachers (henceforth PET). The researchers hypothesized the present of a statistically significant relationship between organizational cynicism and job exhaustion among PET in Salah al-Din Governorate. The researchers used the descriptive approach in the survey and correlational designs due to its suitability and the nature of the research problem. Results showed that PET in Salah al-Din governorate suffer from a high degree of organizational cynicism. Results also indicated that PET enjoy a good level of job engagement. There is a statistically significant correlation between organizational cynicism and job engagement. In light of the results, it is recommended that school administration to reduce the culture of organizational cynicism in the educational milieu, which reduces the level of job exhaustion among PET. Holding intensive educational training courses for school administrations on how to deal with school staff and explaining the importance of all disciplines in the school environment. Giving more administrative space and technical powers to PET to highlight their creative abilities and increase their job engagement. Achieving integration, balance and transparency in distributing tasks among all teaching staff with different specializations.
Keywords: Job engagement , organizational cynicism, physical education teacher.

INTRODUCTION

School administration represents an executive, procedural administration for all administrative occupations and practices within the school. It is responsible for supervising the implementation of tasks, plans and programs to achieve its goals and improve its outputs. Therefore, it gains the confidence and satisfaction of its staff and environment.

The administration which is not characterized by duplicity in its dealings with its cadres and its support for some specializations over others, and the use of excessive centralization sometimes leads to killing the spirit of creativity and innovation, and limits the horizons of

creative thinking among its cadres. Therefore, this leads its cadres to feel organizational cynicism, a term whose meaning is associated with negative meanings.

Organizational cynicism indicates a lack of employees' confidence in their administration, its rules, organizational processes and procedures. This therefore, declines in organizational performance and loyalty, and its effects appear on the positive relationship between the employee and his professional environment and his profession, and its reflection in the aspects of individual and collective performance of employees and the desire to give without limits.

Job engagement   is a concept that indicates the extent to which the individual adapts to the physical and social work environment, establishing a positive relationship with others, retaining talents, improving organizational performance, and expressing the psychological connection between the individual and his job.

In the field of education, job engagement   in schools is a bright spot and a means to improve teachers' performance and efficiency. It increases their motivation towards their students and their school, raises their loyalty to their educational institution, invests their efforts in favor of improving its outputs, and obtains the satisfaction of the administration and the local community to which the school belongs to.

As a teacher of physical education has a virtue relationship with the administration, and his field presence with students in practical lessons, the administration, which is characterized by a broad vision and horizons and which is based on scientific foundations according to the school development plan, must strive to look at the physical education lesson in the school at the same level as it is seen for the rest of the subjects. The administration should also provide sports capabilities and requirements and activating its classroom and extra-curricular activities. This brings the subject teacher to the point of job engagement ; it leads to raising the level of the physical education lesson and its activities, and discovering talented people in various individual and group games. Therefore, the importance of the research lies mainly in the following points:

1-   Providing a scientific evaluation on the role of organizational cynicism in reducing the phenomenon of job engagement , which affects the performance and loyalty of PET.

2-   The importance of the work context as being one of the fields that surrounded the school community and its cadres from the competence of physical education.

3-   This study will be a reference through its results and recommendations for specialists in the field of school administration. It contributes to reducing the phenomenon of organizational cynicism and to increasing job engagement among teachers of physical education.

RESEARCH PROBLEM

 The fact that the departments are directly responsible for the implementation and organization of all administrative matters and the distribution of tasks and committees in a way characterized by clarity justice, objectivity, participation, support and follow-up for all alike. These procedures lead to an increase in the efficiency of institution cadres and improving their performance and cooperation and thus positively affects the teaching and learning processes in the school, and improving the school outputs.

On the other hand, the failure of the administration to follow all of what was mentioned leads to the school staff's feeling of lack of clarity, justice and lack of fairness in treatment. This is

reflected in the level of performance and belonging as well as the relations between the school staff and their feelings of anxiety and tension.

These are all indications of the emergence of organizational cynicism, especially for subject of physical education as some departments have secondary view of this course. They also have duplicity in dealing with the teachers of this subject compared to the rest of the specializations in the school, which reflects this discrepancy in attitudes and behavior on their job engagement in a negative way. Such inferiority look affects the performance of the school and prevents achieving the satisfaction of its cadres and the local community. It also prevents achieving the goals of the school according to its development plan in line with the vision and mission of the future. Accordingly, the research tries to answer the following question:

Does organizational cynicism have a role in reducing job engagement among teachers of physical education in Salah al-Din Governorate?

RESEARCH OBJECTIVES

1- Identify the concept of organizational cynicism and job engagement as one of the new concepts in school administration.

2- Identifying the level of organizational cynicism among secondary school administrations in Salah Al-Din Governorate.

3- Identifying the level of job engagement among PET in Salah Al-Din Governorate.

4- Recognizing the role of organizational cynicism in reducing job engagement among teachers of physical education.

5- Increasing the awareness of school administrations of the nature of the negative effects that arise from the phenomenon of organizational cynicism and its reflection on PET in terms of their job engagement .

RESEARCH HYPOTHESIS

There is a statistically significant relationship between organizational cynicism and job engagement among teachers of physical education in Salah al-Din Governorate.

LITERATURE REVIEW

Organizational cynicism is a negative attitude towards the organization in general and towards its procedures, operations and departments, which is based on a firm belief that these elements generally work against the good interests of the employees (Al-Kaabi, 2017).

The researchers define organizational cynicism as a state of lack of trust as a result of non-compliance with the principles of honesty and integrity by the school administration and its duplicity in dealing and distributing tasks among the school cadres, which leads to unwillingness to perform sincerely, increasing feelings of hatred among its employees, indifference, and provoking negative behavior significantly towards the administrative and organizational work of the school.

Job engagement is the degree to which the individual merges with the job that he exercises and feels its importance. Engagement means that the individual must love his work and be interested in the work related to it. Individuals who love their jobs work with higher efficiency and better productivity than those who do not like their jobs (Al-Maghrabi, 2004).

The researchers define job engagement as the state of positive emotional and functional connection between the teacher, his job, and his schoolmates, as a behavioral reflection of the state of stability, objectivity, transparency, and fairness in dealing by the administration, which motivates the teacher to work with a high degree of enthusiasm and giving without limits to increase performance, job loyalty, and improve school outcomes.

METHODS

Research design

The study explored the perceptions of teachers of physical education in Salah al-Din Governorate. Data collection continued form 6/15/2022 to 12/15/2022. The study is delimited to secondary schools for boys in Salah al-Din Governorate.

proceeding from the nature and problem of the research and its objectives that it seeks to achieve. Therefore, the researchers used the descriptive approach, using the survey and correlation design due to their suitability with and the nature of the current research problem. Research methodology is defined as a way of thinking and action that the researcher adopts to organize, analyze and present his ideas, and thus reach reasonable results and facts about the phenomenon under study (Khandakji & Khandakji, 2012).

Participants

Research community refers to all the members of the phenomenon that the researcher studies (Al-Tawab, 2017). The researcher usually prepares their research to study a phenomenon or a problem; they determine their research audience or research community according to the topic, phenomenon or problem that they choose (El-Kerdani 2015). The research sample consisted of 193 teachers of physical education in the secondary schools of Salah al-Din Governorate for boys, as shown in Table 1.

Table 2 Number of secondary schools and PET in Salah al-Din Governorate

Place	Total number of schools	Boys schools	Number of physical education schools	Percentage
Touz	42	24	20	36,10
Balad	22	8	8	14,4
Amerli	10	5	4	07,2
Aldulueia	27	7	6	10,3
Al'iishaqiu	32	5	5	59,2
Samarra	77	39	32	58,16
Byji	42	21	15	77,7
Aldawr	25	10	7	62,3
Tikrit	69	39	27	98,13
Aleilm	28	12	9	66,4
Shirqat	86	58	45	31,23
Dujil	48	10	8	14,4
Yathrib	36	10	7	62,3
Total	544	248	193	100%

The research sample was chosen randomly. This method means that each member of the community has an equal opportunity to be selected in the sample. In which 183 teachers of physical education was selected, which represents 94.81% of the total research community after excluding exploratory application, which amounted 10 teachers and represented (5.18 of the research community.

Data Collection
It is the method by which the researchers collects the data used in their current research, and it includes the following:

- Personal interviews (See appendix 1).
- Organizational cynicism scale.
- Job Engagement Scale.
- Arabic and foreign references and sources.
- SPSS.
- Toshiba electronic calculator.

Procedures
The achievement of the objectives of this study requires the availability of two measures of organizational cynicism and job-engagement scales for teachers of physical education for middle and secondary schools in Salah al-Din Governorate.

Scales of organizational cynicism and job engagement
The researchers used the scale of organizational cynicism adapted by the researchers (Ali & Mohammed, 2021); and the job engagement scale adapted by the (Muhammad, 2014). Every scale consists of 3 axes distributed over 13 items, and the answers to the items are a five-point scale (totally agree, agree, neutral, disagree, totally disagree. The grades are given for the positive items as follows (5-4-3-2-1) and for the negative items (1-2-3-4-5) and that the highest score obtained by the person is 65 and the lowest score is 11. The hypothetical mean or degree of neutrality is 39.

Exploratory experience of the two scales
The exploratory experiment was conducted on 10 teachers, representing (5.18%) of the research community, on Sunday (4/9/2022). Its purpose is to identify the clarity of instructions and items, the time taken by the respondent, the adequacy of the assisting staff, or any difficulties they face in order to address them in the process of applying the two scales.

Scientific foundations of the scale
The process of subjecting the items to statistical analysis is one of the most important procedures that must be carried out in building the scale, through which it is necessary to ensure the availability of the scientific basis for the expressions, which are validity and reliability. The two scales (Appendices 2 & 3) were applied on 183 teachers of physical education in Salah al-Din Governorate, as follows:

Validity

The researcher used the split-half validity coefficient which amounted (0.62), then: The validity of the scale is $\sqrt{0.62}$ = 78.0, which is a high level of validity.

Reliability

The stability of the measurement tool can be verified by verifying the internal consistency and stability of the items of the measuring instrument. The internal consistency of the items was checked through two tests: the first is the Cronbach's-Alpha coefficient, noting that the Cronbach's alpha values can be relied upon and characterized by reliability when they are not less than 70% (Hair Jr et al., 2010). The second is the split-half which depends on three coefficients, which are Spearman-Brown and the Guttman Split-Half Coefficient within the half-partition test, as well as calculating the correlation between them for the purpose of measuring the stability of the questionnaire data, as exhibited in Table 2.

Table 2 Reliability tests

Scale	Cronbach's alpha	Correlation	Spearman-Brown	Guttman Split-Half Coefficient
Scales of organizational cynicism and job engagement	91,0	68,0	81,0	**62,0**

Table 2 indicates that the Cronbach-alpha coefficient gives a strong statistical significance for all the variables of the questionnaire. It is shown that the overall validity of the questionnaire is (0.91). Furthermore, the correlation coefficient proved that there is strong correlations between the two variables, as it reached (0.68). These correlations have been modified and increased their values after correcting them with (Spearman-Brown) coefficient, as the total level reached (0.81.0), which is a strong ratio. Likewise, the Guttman Split-Half Coefficient is the other one that has enhanced the statistical power through what an indicator in Table 2, as it reached (0.62) at the total level. It gives strong acceptability to the stability of the scale. This is an evidence that the questionnaire is characterized by stability in measurement and gives researchers the right to adopt its results and circulate them to the community.

Objectivity

The questionnaire is characterized by the fact that its items were formulated using the method of choosing from the multiple five alternatives, as it does not accept two answers, and it does not contain with an open-ended items, and the correction is not affected by the subjectivity of the researcher.

The final application of the questionnaire

After the aforementioned procedures, the researchers applied of the two scales (organizational cynicism and the job engagement scales) on a sample of teachers of physical education in

secondary schools for boys in Salah al-Din Governorate, from the period (9/18/2022) until (11/13/2022).

Data analysis

The researchers used the statistical package of social science (SPSS). The following statistical means were performed in this study.

1- Arithmetic mean.
2- Standard Deviation.
3- Percentage.
4- Pearson's simple correlation coefficient.
5- T-test for independent samples.
6- Cronbach's alpha equation.
7- Spearman Brown.
8- Hypothetical mean.
9- Half-partition equation.

RESULTS AND DISCUSSION

Statistical description of the study variables

Table 3 Statistical description of the study variables

Variables	Mean score	Standard deviation	Skewness
First axis	15,52	2,16	0,13-
Second axis	16,19	2,81	0,17-
Third axis	16,47	3,55	0,04-
Total of organizational cynicism scale	48 ,18	7,15	0,20
Total of job engagement scale	38,32	7,84	0,31-

Table 3 shows the arithmetic means, standard deviations, and skewness coefficient for the study variables. The arithmetic mean of the total axes of the organizational cynicism scale amounted (M18.48), with a standard deviation (Std=15.7), and a skewness coefficient (20.0). Besides, the job engagement scale, achieved an arithmetic mean of (M=38.32), a standard deviation of (Std= 84.7), and a skewness coefficient of (-31.0).

Comparing the dimensions of the organizational cynicism scale

Table 4 Comparing the dimensions of the organizational cynicism scale

Dimensions of organizational cynicism scale	Mean score	Hypothetical means	Signification
Cognitive dimension	15,52	12	It outperformed the hypothetical means
Behavioral dimension	16,19	12	It outperformed the hypothetical means
Affective dimension	16,47	15	It outperformed the hypothetical means
Total organizational cynicism scale	48 ,18	39	It outperformed the hypothetical means

Table 5 The sample level in the organizational cynicism scale

Level	Minimum	Maximum	Level of participants
Excellent	133	More than 133	High in terms of the arithmetic mean which amounted 48,18
Very good	108	132	
Good	82	107	
Medium	56	81	
Acceptable	31	55	
Weak	Less than 30	30	

Table 4 and 5) compare the results of the arithmetic mean of organizational cynicism for the study sample and its axes with its hypothetical mean. The results are greater than its hypothetical mean, and this indicates that the study sample has a high level of organizational cynicism.

The researchers attribute these results to the fact that most of the teachers of physical education in Salah al-Din governorate suffer from organizational cynicism in their schools, due to the inferior view of most school principals, as well as teachers of science subjects in the same schools against PET. School principals tend to occupy physical education period with scientific lessons, as well as assigning administrative tasks and assigning them physical education periods to unspecialized committees. This leads to limiting the role of PET which is reflected negatively on the job performance and social relationship with the rest of the teaching staff cadres and the degree of their belonging to the school environment. Al-Fatlawi et al. (2016) stated that organizational cynicism expresses negative attitudes towards work and the organization, lack of confidence in management, frustration and disappointment in achieving the goals of the organization, and feelings of hatred, selfishness, envy and hatred prevail among colleagues in the work environment.

Comparing the result of engagement scale for the research sample with the hypothetical mean.
Table 6
Comparing the result of engagement scale for the research sample with the hypothetical
mean   .

Variable	Mean score	Hypothetical means	Signification
Total of job engagement scale	42.35	39	It outperformed the hypothetical means

Table 7
The sample level in job engagement scale

Level	Minimum	Maximum	Level of participants
Excellent	62	More than 61	Accepted in terms of the arithmetic mean which amounted 38,32
Very good	50	61	
Good	38	49	
Medium	26	37	
Acceptable	14	25	
Weak	Less than 14	13	

Tables 6 and 7 and compare the arithmetic mean of the job engagement scale for the study sample with its hypothetical average. The results showed that the participants' mean score in job engagement scale is smaller than its hypothetical average. This indicates that the participants have an acceptable level of job engagement.

The researchers attribute this finding to the fact that most of the teachers of physical education, the research sample, realize that job engagement is a bright spot for teachers who care about the future of the school and who express their willingness to invest their efforts in its favor. However, the wrong policies of school management and other staff members within the school who consider physical education as a non-basic subject and affecting students, and the lack of curricular and extra-curricular sports activities negatively affected the level of job engagement. Al Habsiyya (2017) mentioned that job security contributes to creating mutual affiliation between the principal and the employee, which enhances employees' engagement in work and willingness to provide extra effort and consolidate their level of loyalty.

The correlation between administrative empowerment and job engagement
Table 8
 The correlations between organizational cynicism dimensions with job engagement

Dimensions	Cognitive	behavioral	Affective
First axis			
Second axis	0,069 0, 358		
Third axis	0,283 0,251	0,058 0,420	
Total organizational cynicism scale	0,874 0,000	0,978 0,000	0,461 0,008

*The upper number refers to the correlation level where as the lower number indicates the error percentage, which indicates a significant correlation if it is less than (0.05)

Table 8 that job cynicism has an significant effective role in improving job engagement among PET. The more that the school principal has a high level of administrative empowerment, the higher the job engagement among teachers in the school. This increases their interaction and cooperation in order to achieve a better desired results.

This is shown by the matrix in Table 6 the correlation between each of the dimensions of organizational cynicism for the teacher of physical education (the cognitive dimension, the behavioral dimension, and the effective dimension), and the job engagement of the physical education teacher. That is, there is a direct correlation between both variables, and each one of them contributes to the improvement of the other. Thus, improving the performance of the physical education teacher and improving the outputs of the physical education lesson by strengthening the teachers' sense of belonging to the institution, and it is considered one of its basic mechanisms for improvement and administrative development (Amer, 2017).

CONCLUSIONS AND RECOMMENDATIONS

Conclusions

1- PET in Salah al-Din governorate suffer from a high degree of organizational cynicism.

2- PET realize that job engagement represents a bright spot for teachers to increase their giving, efficiency, loyalty and creative abilities.

3- PET enjoy a good level of job engagement.

4- There is a statistically significant correlation between organizational cynicism and job engagement.

Recommendations

1- Reducing the culture of organizational cynicism in the educational milieu, which will reduces the level of job engagement among PET based on modern administrative trends.

2- Holding intensive educational training courses for school administrations on how to deal with school staff and explaining the importance of all disciplines in the school environment.

3- Delegating more administrative and technical powers to PET to highlight their creative abilities and increase their job engagement .

4- Achieving integration, balance and transparency in distributing tasks among all teaching staff with different specializations.

5- Not assigning the teacher of physical education in work and tasks that are not related to their specialization, which negatively affects their job involvement.

6- Adhering to the instructions of the Ministry of Education regarding the number of physical education classes in the weekly schedule and not to exploit them for the benefit of scientific lessons.

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Appendix 1

Personal interviws

The researchers conducted personal interviews with the following experts:

1- Prof. Naseer Qasim Khalaf - Sports Administration - Diyala University / College of Physical Education and Sports Sciences (7/17/2022) at (9) am.

2- Prof. Yasar Sabah Jassim - Sports Psychology - Diyala University, College of Physical Education and Sports Sciences (7/17/2022) at (11) am.

appendix 2

Organizational cynicism scale

Organizational cynicism is defined as: the individual's negative feelings of frustration, disappointment and distrust towards the organization's management, its behaviors and procedures against the positive interests of employees.

First: The cognitive dimension is the belief that the organization in which the employers work it lacks trust and integrity, and that their values do not coincide with organizational values, and therefore these beliefs have negative effects.

Statements	Totally agree	agree	neutral	Disagree	Totally disagree
I think the organization is saying something else					
The organization's policies, goals, and practices seem to have little in common					
I see little similarity between what the organization says it will do and what it actually does.					
I think the organization lacks credibility					

Second: the behavioral dimension which is perceived as the negative attitudes that may generate firm behavioral conflicts towards the organization

Statements	Totally agree	agree	neutral	Disagree	Totally disagree
I complain to my friends outside of work about the bad things that happen in this organization					
I often exchange annoyed and bored looks with my colleagues in the organization					
I often mock the slogans and initiatives claimed by the organization					
Often criticize the practices and policies of the organization with others					

Third: The affective dimension is defined as a group of emotions that are a reason for employees' cynicism towards their organization, as it may carry feelings of fear, humiliation, alienation, frustration, disappointment, pessimism, and anger.
How do you feel when you think about the motives and intentions of the organization according to the following situations?

I feel dissatisfied, I feel satisfied	← ○ ○ ○ ○ ○
I feel pessimistic, I feel optimistic	← ○ ○ ○ ○ ○
I feel anxious, I feel reassure	← ○ ○ ○ ○ ○
Feel the tension, feel the calm	← ○ ○ ○ ○ ○
I feel bored, I feel inspired	← ○ ○ ○ ○ ○

Appendix 3
Job engagement scale

Statements	Totally agree	agree	neutral	Disagree	Totally disagree
My work brings me the greatest satisfaction in my life.					
My interest in my job and my dedication to performing its tasks are among the most important things that I prioritize.					
Most of the important things that happen to me merge into my current job in one way or another.					
I keep thinking about my job even after work time is over.					
Most of my interests center around my job.					
I have very strong links with to my job, and find them very hard to break.					
Most of the personal goals in my life are related to and directed towards my job.					
I am very meticulous in performing my work to a great extent.					
I like that my job to accommodate most of my time.					
I find real pleasure in my practical performance.					
Every working day at my job seems to end quickly.					
I feel psychologically stable when I deal with my boss.					
I feel that I invest most of my scientific capabilities and occupational experience in work.					