The Impact Of Organizational Justice On The Phenomenon Of Organizational Cynicism In The Presence Of The Moderating Role Of Organizational Flexibility In Light Of The Covid-19 Pandemic In Jordanian Private Hospitals

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Abstract
The aim of study is to identify the impact of each dimension of organizational justice represented by (distributive justice, procedural justice, interactional justice) on the phenomenon of organizational cynicism represented by three dimensions (cognitive dimension, behavioral dimension, affective dimension), in addition to identify the moderating role of organizational flexibility dimensions (formalism, complexity, centralization) in the relationship between organizational justice and organizational cynicism in Jordanian private hospitals. To achieve the objectives of the study, the descriptive analytical method was used, and the study population consists of workers at all administrative levels in Jordanian private hospitals, where the questionnaire lists were used as a main tool for measuring the study variables and distributing them to a suitable random sample that is representative of the study population, (400) questionnaires were distributed, and (322) questionnaires were retrieved, and after reviewing the questionnaires, (7) questionnaires were excluded for insufficiency, and thus the number of valid questionnaires for statistical analysis are (315) with a percentage of (78.8%). The statistical analysis program (SPSS) was used to answer the study questions, and test its hypotheses.

The study concluded with a number of results, the most important of which that there is a statistically significant impact at the significance level (α≤0.05) of organizational justice with its dimensions (distributive justice, procedural justice, interactional justice) on organizational cynicism in Jordanian private hospitals, and the moderator variable for organizational flexibility has modified the impact of organizational justice on organizational cynicism in Jordanian private hospitals, which indicates that there is a statistically significant impact at the level of significance (α≤0.05) for the moderating role of organizational flexibility in the impact of organizational justice with its combined dimensions on organizational cynicism in Jordanian private hospitals.

Based on the results of this study, a set of recommendations was provided, the most important of which is emphasizing the importance of organizational justice and its main dimensions due to its effects in reducing the phenomenon of organizational cynicism, in addition to reconsidering the organizational flexibility strategy,
discussing its main concepts and working to increase formal flexibility. In particular, by reducing the official rules and procedures followed in the implementation of daily routine procedures.

**Keywords:** Organizational justice, organizational cynicism, organizational flexibility, Jordanian private hospitals.

**Introduction**
No matter how well the organization has reached tight strategies, contemporary management practices, the best applied policies and abundant resources, the human resource will remain the most important, the organization's lack of efficient, persistent, and willing human capital to advance the organization's goals will stand against its endeavors to achieve even its most insignificant goals. Therefore, organizations must pay attention not only to the modern technical aspect, but also to the social aspect by providing an appropriate work environment that stimulates the positive feelings of the general individuals within it, and after several contemporary studies, it has been proven that the success of the organization depends on the extent to which organizational justice is applied among its various types (distributive, procedural, interactive) through the fair distribution of rewards and the participation of individuals in decision-making (Arneguy, et. al., 2020).

Here, it must be made clear that the behaviors and feelings of working individuals, whether positive or negative, are affected by the organizational work environment. The absence of justice affects the level of individuals’ performance, their organizational commitment, and their organizational behavior, in addition to its negative effects on the health of working individuals, as well as individuals adopting hostile behavior towards the organization, and this is what the scholars called the phenomenon of functional cynicism, which is a situation in which employees express their negative beliefs, emotions and behaviors towards the organization in which they work (Akar, 2019).

**Problem Statement**
Given the great role that the health sector plays recently in light of the Corona pandemic, this sector must be given great importance because of its positive impacts on the advancement of society as a whole, and here it must be confirmed what was observed that workers, including doctors, nursing staff, and administrators in Jordanian private hospitals feel unfair in the distribution of salaries, wages, bonuses and incentives, the bias in taking actions by the managers, and their lack of participation in decision-making, and their feeling that the managers do not treat them with respect and appreciation, which has generated negative feelings towards their institutions and a lack of confidence in their leaders, and they believe that the management is waiting for the appropriate opportunity to exploit them, and that leaders sacrifice the values of honesty, justice, equality and sincerity in order to achieve their personal interests and the interests of the institution without considering to the employees, so the cynical individuals feel incompatibility with the organization, whether with regard to its goals, policies or various practices (Nair and Kamalanabhan, 2010). The organizations must work hard to achieve a level of organizational justice that would contribute greatly to reducing the feelings of discontent and anger towards these organizations and replacing them with feelings of loyalty and belonging. Accordingly, the study problem can be formulated by the following main question:
What is the impact of organizational justice on the phenomenon of organizational cynicism in the presence of the moderating role of organizational flexibility in Jordanian private hospitals?

Study Model
Figure (1) represents the model of this study and shows the relationship between the independent, dependent, and moderator variable of the study:

![Study Model Diagram](http://www.webology.org)

**Study Hypotheses**

Based on the problem statement and its model, hypotheses can be formulated as follows:

First main hypothesis: (Ho.1): There is no statistically significant impact at the level ($\alpha \leq 0.05$) of organizational justice with its dimensions (distributive justice, procedural justice, interactional justice) on the phenomenon of organizational cynicism with its combined dimensions (cognitive dimension, affective dimension, behavioral dimension) in Jordanian private hospitals.

The following sub-hypotheses are derived from this hypothesis:

First sub-hypothesis: (Ho.1.1): There is no statistically significant impact at the level ($\alpha \leq 0.05$) of organizational justice with its dimensions (distributive justice, procedural justice, interactional justice) on the phenomenon of cognitive cynicism in Jordanian private hospitals.

Second sub-hypothesis: (Ho.1.2): There is no statistically significant impact at the level ($\alpha \leq 0.05$) of organizational justice with its dimensions (distributive justice, procedural justice, interactional justice) on the phenomenon of affective cynicism in Jordanian private hospitals.

Third sub-hypothesis: (Ho.1.3): There is no statistically significant impact at the level ($\alpha \leq 0.05$) of organizational justice with its dimensions (distributive justice, procedural justice, interactional justice) on the phenomenon of behavioral cynicism in Jordanian private hospitals.
Second main hypothesis: (H0.2): There is no statistically significant impact at the level (\( \alpha \leq 0.05 \)) of organizational justice on the phenomenon of organizational cynicism in the presence of the moderating role of organizational flexibility in Jordanian private hospitals.

**Theoretical Framework**

**Organizational Justice**

**Concept of Organizational Justice**
Organizational justice has captured the attention of many researchers, based on the fact that working individuals are in a constant search for justice and equality, and accordingly, the concepts and theories of organizational justice have been able to penetrate into the behavioral studies literature quickly and effectively, and because organizational justice theories are multiple and bear the philosophical aspect in its folds, its definitions have varied due to the differences in the viewpoints of researchers. (Greenberg, 1990) defined it as the judgments issued by working individuals regarding the fairness of the distribution of outputs, the processes of allocating results and personal relationships in the workplace. For (Güven, 2020 Güven &), it is defined as individuals' perceptions of the fairness of the organization's position and behavior, while (Jameel, 2021) defined it as observing fair and equitable behaviors within the organization and individuals' reactions to these perceptions.

**Importance of Organizational Justice**
The importance of organizational justice stems from its essential role in influencing the organizational behavior of individuals, as achieving it contributes to enhancing positive feelings among employees, such as job satisfaction, feelings of trust in leaders, and feelings of loyalty and belonging towards the organization, which will reflect positively on their behavior and attitudes and will improve the performance and development of the organization. As for the absence of organizational justice, it may represent a danger to the organization because of the negative feelings and behaviors that working individuals may adopt (Jameel, 2021). (Durrah, 2008) clarified the importance of organizational justice by adopting its three dimensions (distributive, procedural, interactional) that illustrates the distributive systems for salaries and wages in the organization and distributive justice is considered as one of the important dimensions through which the system of distributions and the existing material returns in the organization is evaluated, and control is achieved in decision-making processes (Al-Sarayreh, et. al, 2019), considering procedural justice as one of the important dimensions that contribute to determine sanctions regimes, functional obligations, and how to solve problems, and sheds light on the organizational climate and the prevailing organizational atmosphere, and considering interactional justice as one of the important dimensions through which the organization can build special perceptions about dealings, contexts, and organizational, social and human relations within the organization.

**Dimensions of Organizational Justice**
Most of the research that studied in-depth the issue of organizational justice dealt with it through three main dimensions: distributive justice, procedural justice, and interactional justice (Erdogdu, 2018). In light of this, the current research will study organizational justice through its three main dimensions, namely distributive justice, procedural justice, and interactional justice. The following is a presentation of these three dimensions:
1- Distributive justice: Distributive justice is considered the most important and basic dimension of organizational justice, which has taken the greatest interest by researchers, as the concept of distributive justice stemmed from the equality theory for Adams, which states that the working individual is in a state of continuous comparison between the ratio of his inputs to his outputs and the ratio of others’ inputs to their outputs, and accordingly that individual realizes whether the organization is fair or unfair in its distributions. Van Grondelle (2018) defined it as the justice of individuals’ outputs and returns represented by wages, salaries, incentives, promotions, increases, work duties and burdens, while Güven & Güven (2020) defined it by the extent of awareness of the working individuals for the justice of the procedures achieved in the process of distributing results and outputs on individuals in exchange for their inputs that they provide to the organization, and this is by comparing these individuals themselves with others.

2- Procedural justice: There have been many definitions that dealt with the concept of procedural justice due to the different views of researchers in defining it. Jameel (2021) defined it as individuals’ awareness of the justice of the institutional processes applied by the organization during the decision-making process, which is based on results. Campbell (2009) considers procedural justice as the organization’s interest in the processes and mechanisms that are used in determining results or outputs, and individuals’ mental perception of the justice of these procedures in the decision-making process that affects them and work to take actions that reduce errors and bias in these decisions and give the worker the right to challenge them in case he feels injustice. Greenberg (1990) considers it as the fairness of the procedures practiced by the organization in the process of distributing results to workers and the fairness of the processes used to make decisions regarding how and to whom these results are presented.

3- Interactional justice: Interactional justice was dealt with in many previous researches as one of the social aspects of procedural justice, until Bies (1986) considered it an independent dimension of organizational justice. Ybema (2008) defined it as the extent of the awareness of the working individuals of the justice of the treatment they receive when the organization implements the official procedures on them or the extent of their knowledge of the reasons behind the application of these procedures, which are the superior’s treatment of subordinates with politeness and respect, providing the principles of trust and frankness among them and not neglecting the manager’s interests within the organization. Zayer (2020) considers it as the degree in which the manager deals with employees within the organization with respect and appreciation, considering their rights and is honest with them in all decisions related to them and allows them to discuss these decisions.

Organizational Cynicism

Concept of Organizational Cynicism

As for the definitions of organizational cynicism, the researchers in the field of organizational behavior made great efforts in order to reach a comprehensive and unified definition, but their definitions differed due to their different point of view and the different visions on which their studies were based, but they agreed on the basic meaning of it, (Tutar, et. al., 2011) defined it as a group of public attitudes opposing organizational action and its events that activate negative feelings such as humiliation, anger, shame, doubt, distrust, disbelief and pessimism, it is a position through which individuals constantly seek to investigate errors, criticism, hatred towards others and distrust of them. As for (Özler, 2011), it is defined as the feeling of dissatisfaction toward the organization and the belief of working individuals that the management of the organization lacks honesty, justice and
transparency. Also, (Abraham, 2000) defined it as the belief that the organization lacks integrity, which leads to employees adopting insulting and critical behavior towards the organization when associated with strong negative emotional reactions.

**Reasons for Organizational Cynicism**

(Goldner, Ritti, & Ference, 1977) indicated that individuals working within organizations have become more cynical, because these organizations have become more complex, and because organizational cynicism is an important organizational phenomenon that can affect a set of organizational outcomes, researchers sought to understand how it develops and the reasons behind its appearance in organizations as an attempt to reach a deeper and more accurate understanding of it, and they came up with a number of reasons that lead to the emergence of organizational cynicism, such as the unfair wage system, which is manipulative, the existence of unreliable management, and the organization’s lack of interest in workers, long working hours that are incompatible with the values of the organization (Mirvis & Kanter, 1989), and the employees’ awareness of the organization’s dishonesty, which makes them tend to despise it for fear of losing their stable jobs (Abukari, et. al., 2020), as well as poor communication between management and existing workers at the operational levels, which creates a gap between them and results that worker feeling frustrated and losing confidence in top management (Grima & Glaymann, 2012), in addition to the organization’s violation of psychological contracts, which is the unauthorized mutual agreement between the workers and their organizations (Abraham, 2000).

**Dimensions of Organizational Cynicism**

The subject of organizational cynicism has been dealt with by many studies, and the researcher noted that most of these studies, such as (Dean, et. Al., 1998), (FitzGerald, 2000), (ROBLEDO, 2018), (Yildirim, et. al., 2019) adopted three dimensions of organizational cynicism: cognitive dimension, affective dimension, and behavioral dimension. Accordingly, the researcher will adopt these three main dimensions to measure organizational cynicism, and the following is an explanation of each of them:

1- The cognitive dimension: This dimension refers to the belief of employees that organizations and leaders in top management positions lack the principles of integrity, justice, transparency and sincerity and replace them with unethical practices and attitudes for the purpose of serving personal interests at the expense of public interests, and the feeling of workers that there are ulterior motives behind taking some actions (Risgiyanti, et. al., 2020), and that organizations say one thing and do another (Dean, et. Al., 1998), which results among working individuals that they are feeling anger, frustration, and makes them lose confidence in their organizations.

2- The affective dimension: This dimension refers to the strong emotional reactions resulting from the awareness of cynical individuals, so the cynical worker feels a set of negative feelings towards the organization. (Izard, 1977) has counted several types of emotions represented by excitement, interest, joy, surprise, distress, anger, aversion, fear, shame, humiliation, and guilt. These feelings vary in strength.

3- The behavioral dimension: This dimension refers to the set of offensive behaviors and negative attitudes towards the organization, whether these behaviors are practiced in public or in secret. These behaviors are characterized by a kind of hostility, and resulted negative beliefs and emotions. (Dean, et. Al., 1998) explained that the behavioral dimension of organizational cynicism may take several forms, such as verbal expression, including sharp and direct criticism to the organization, and individuals’ realization that the
organization lacks the principles of honesty and sincerity, where cynics speak ill of the organization because they believe in its partiality, or in nonverbal expressions through stares, wry smiles, body expressions, head movements, and all facial gestures that are understood by the other party.

Organizational Flexibility

Concept of Organizational Flexibility
Organizational flexibility has attracted the attention of a number of modern management researchers and scholars, who have made great efforts to reach a comprehensive and unified definition of it. However, their definitions differed due to their different point of view and the different visions on which their studies were based, but they agreed on the basic meaning of it, (Phillips & Wright, 2009) defined it as the ability to respond to unexpected change and the ability to determine the organizational level practiced in uncertain environments. (Teece, et. al., 1997) defined it as a combination of organizational and managerial capabilities that allow organizations to adapt quickly in light of emergency environmental shifts, while (Duchek, et. al., 2020) defined it as the ability to anticipate potential threats, respond effectively to unexpected events, and learn from these events, resulting a dynamic capability designed to facilitate organizational change.

Importance of Organizational Flexibility
Organizational flexibility gains its importance from the continuity and prosperity of organizations. Success does not stop at the emergence of these organizations, but rather extends to their ability to face the changes surrounding them in the competitive environment. It gives organizations the ability to face urgent and rapid changes in the environment (Wang, et. Al., 2004), and organizational flexibility enables the organization to exercise empowerment and participation in decision-making and enhance the process of renewal, innovation and employee commitment (Ramendran, et. Al., 2013), and it also has a positive impact on profitability, continuous customer satisfaction, work quality, productivity and innovation (Hatum, 2006)

Dimensions of Organizational Flexibility
Most researchers differed in determining the dimensions of organizational flexibility, and many of them adopted the types of organizational flexibility that were previously discussed such as (Duchek, et. al., 2020), (Ghorban & Gholipour, 2018), (Rashidi and Al-Sarayreh, 2019), while others have adopted organizational flexibility variables as dimensions as (Adonis, 2005) who adopted two variables to measure organizational flexibility, namely formal procedures and authoritarian or authoritarian procedures, which are the basic variables of organizational flexibility, but the researcher decided to adopt the three sub-dimensions of the variable of formal procedures represented in (complexity, centralization, formality) to measure organizational flexibility as they are most appropriate to achieve the objectives of the study and will be clarified as follows:
A. Complexity: It indicates the degree of differentiation, difference and specialization within the organization, and this includes number of jobs, departments, administrative levels, size of the scope and supervision, and number of geographical locations included in the organization (Al-Sarayreh, et.al, 2020). The greater the number of these variables, the higher the degree of complexity, and thus the organization needs an increase in communication and coordination (Daryani, 2016).
B. Centralization: It refers to the degree of concentration of authority and the right to make decisions in the organizational structure of the organization (Rashed, 2017). If the top management retains the authority to make important decisions at the top of the hierarchy, then centralization is high. Conversely, when the authority to make important decisions about organizational resources and start new projects is delegated to managers at all levels in the hierarchy, decentralization is high in these organizations (Jones, 2013).

C. Formality: It refers to the extent to which the organization relies on clear rules, regulations, procedures and policies that govern organizational activities. Whenever there are standardized procedures or behaviors to accomplish or perform a group of similar activities and that these steps cannot be bypassed or deviated from, the formality is high (Brooks, 2016).

Study Methodology and Design
The study relied on the descriptive analytical approach to identify the impact of each dimension of organizational justice on the phenomenon of organizational cynicism, in the presence of the moderating role of organizational flexibility in Jordanian private hospitals.

Population
The population of the current study includes all workers in Jordanian private hospitals in the capital, Amman, and according to the annual statistical report of the Ministry of Health, the number of private hospitals in the capital Amman are (46) hospitals.

Sample
The study sample consists of (11) hospitals, which have more than (100) beds, as (6) hospitals apologized for receiving and distributing the questionnaire to their employees due to health and preventive conditions and the government’s rental of some sites to examine the Corona virus and to receive the vaccinated citizens there, while (5) hospitals cooperated with the researcher and accepted the distribution of the study tool to their employees, which are (Jordan, Ibn Al-Haytham, Al-Istiqlal, Al-Istishari, Al-Khalidi), and (400) questionnaires were distributed to them, and (322) questionnaires were retrieved. Thus, the number of valid questionnaires for the purposes of analysis was (315).

Results of Data Analysis and Hypothesis Testing

Descriptive Statistics for The Three Study Variables
This part of the study is concerned with describing the dimensions of the independent variable (organizational justice), the dependent variable (organizational cynicism), and the moderator variable (organizational flexibility), in order to determine the degree of relative importance of the sample subjects. The mean and standard deviation of the responses of the study sample and the degree of approval towards the dimensions of all the variables are shown in table (1).

Table (1) Descriptive statistics results for the three dimensions of the study (organizational justice, organizational cynicism, organizational flexibility)
We note from table (1) that the dimension (interactional justice) achieved the first rank with a high degree of approval among the dimensions of organizational justice, while the dimension (distributive justice) achieved the last rank and with a high degree of approval, where the means range is (3.73-4.00), Its general index reached (3.85), with a standard deviation of (0.605), and this indicates that the level of organizational justice in Jordanian private hospitals has obtained a high level of approval, and that the (affective) dimension achieved the first rank and with a low degree of approval among the dimensions of organizational cynicism, while the (behavioral) dimension achieved the last rank and with a low degree of approval, as the means of organizational cynicism range is (1.80-2.01), and the general index for it was (1.94), with a standard deviation of (0.524), and this indicates that the level of organizational cynicism in Jordanian private hospitals was within the low level, and that the (centralization) dimension achieved the first rank with a high degree of approval among the dimensions of organizational flexibility, while the (formality) dimension achieved the last rank and with a medium degree of approval, where the means of organizational flexibility range is (3.45-3.70), and its general index was (3.61), with a standard deviation of (0.671), which indicates that the level of organizational flexibility in Jordanian private hospitals was within the average level.

**Testing the Hypotheses of the Study**

**Result of Testing the First Main Hypothesis**

To analyze this hypothesis, a multiple linear regression was used, and its result is shown in Table (2).
Table (2): Results of the impact of organizational justice in its various dimensions on the phenomenon of organizational cynicism

<table>
<thead>
<tr>
<th>Dependent Variable</th>
<th>Model Summary</th>
<th>Analysis of Variance</th>
<th>Coefficients Table</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>R</td>
<td>R²</td>
<td>F Calculated</td>
</tr>
<tr>
<td>Organizational Cynicism</td>
<td>0.58</td>
<td>0.34</td>
<td>54.345</td>
</tr>
<tr>
<td></td>
<td>6</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

F Tabulated = (2.60) T Tabulated = (1.960)

* Statistically Significance at (0.05)

Table (2) above indicates that the value of the correlation coefficient (R) is equal to (58.6%), which means that there is a moderate relationship between organizational justice and the phenomenon of organizational cynicism in Jordanian private hospitals. The value of coefficient of determination (R² = 0.344) indicates that organizational justice in its various dimensions has explained (34.4%) of the variance in the phenomenon of organizational cynicism in Jordanian private hospitals. Therefore, we cannot accept the null hypothesis (Ho), and we accept the alternative hypothesis (Ha) which states: "There is a statistically significant impact at the level (α≤0.05) of organizational justice in its dimensions (distributive justice, procedural justice, interactional justice) on the phenomenon of organizational cynicism in Jordanian private hospitals".

Result of The First Sub-Hypothesis Test
To analyze this hypothesis, a multiple linear regression was used, and its result is shown in Table (3).

Table (3): Results of the impact of organizational justice in its various dimensions on the phenomenon of cognitive cynicism

<table>
<thead>
<tr>
<th>Dependent Variable</th>
<th>Model Summary</th>
<th>Analysis of Variance</th>
<th>Coefficients Table</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>R</td>
<td>R²</td>
<td>F Calculated</td>
</tr>
<tr>
<td>Cognitive Cynicism</td>
<td>0.51</td>
<td>0.26</td>
<td>38.088</td>
</tr>
</tbody>
</table>

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Table (3) indicates that the value of the correlation coefficient (R) is equal to (51.8%), which means that there is a moderate relationship between organizational justice and the phenomenon of cognitive cynicism in Jordanian private hospitals. The value of coefficient of determination ($R^2 = 0.269$) indicates that organizational justice in its various dimensions has explained (26.9%) of the variance in the phenomenon of cognitive cynicism in Jordanian private hospitals. Therefore, we cannot accept the null hypothesis (Ho), and we accept the alternative hypothesis (Ha) which states: "There is a statistically significant impact at the level ($\alpha \leq 0.05$) of organizational justice in its dimensions (distributive justice, procedural justice, interactional justice) on the phenomenon of cognitive cynicism in Jordanian private hospitals".

**Result of The Second Sub-Hypothesis Test**

To analyze this hypothesis, a multiple linear regression was used, and its result is shown in Table (4).

Table (4): Results of the impact of organizational justice in its various dimensions on the phenomenon of affective cynicism.

<table>
<thead>
<tr>
<th>Dependent Variable</th>
<th>Model Summary</th>
<th>Analysis of Variance</th>
<th>Coefficients Table</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>R</td>
<td>R²</td>
<td>F Calculated</td>
</tr>
<tr>
<td>Affective Cynicism</td>
<td>0.49</td>
<td>0.24</td>
<td>34.250</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td></td>
<td></td>
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<td></td>
</tr>
</tbody>
</table>

F Tabulated = (2.60)  
T Tabulated = (1.960)  
* Statistically Significance at (0.05)
Table (4) indicates that the value of the correlation coefficient (R) is equal to (49.9%), which means that there is a moderate relationship between organizational justice and the phenomenon of affective cynicism in Jordanian private hospitals. The value of coefficient of determination (R² = 0.248) indicates that organizational justice in its various dimensions has explained (24.8%) of the variance in the phenomenon of affective cynicism in Jordanian private hospitals. Therefore, we cannot accept the null hypothesis (Ho), and we accept the alternative hypothesis (Ha) which states: "There is a statistically significant impact at the level (α≤0.05) of organizational justice in its two dimensions (distributive justice, and procedural justice) on the phenomenon of affective cynicism in Jordanian private hospitals".

**Result of The Third Sub-Hypothesis Test**
To analyze this hypothesis, a multiple linear regression was used, and its result is shown in Table (5).

Table (5): Results of the impact of organizational justice in its various dimensions on the phenomenon of behavioral cynicism

<table>
<thead>
<tr>
<th>Dependent Variable</th>
<th>Model Summary</th>
<th>Analysis of Variance</th>
<th>Coefficients Table</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>R</td>
<td>R²</td>
<td>F Calculated</td>
</tr>
<tr>
<td>Behavioral Cynicism</td>
<td>0.45</td>
<td>0.20</td>
<td>26.567</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
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<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

F Tabulated = (2.60)  T Tabulated = (1.960)

* Statistically Significance at (0.05)

Table (5) indicates that the value of the correlation coefficient (R) is equal to (45.2%), which means that there is a moderate relationship between organizational justice and the phenomenon of behavioral cynicism in Jordanian private hospitals. The value of coefficient of determination (R² = 0.204) indicates that organizational justice in its various dimensions has explained (20.4%) of the variance in the phenomenon of behavioral cynicism in Jordanian private hospitals. Therefore, we cannot accept the null hypothesis (Ho), and we accept the alternative hypothesis (Ha) which states: "There is a statistically significant impact at the level (α≤0.05) of organizational justice in its two dimensions (distributive justice and procedural justice) on the phenomenon of behavioral cynicism in Jordanian private hospitals".

**Result of The Second Main Hypothesis Test**
This hypothesis was tested using the (Hierarchical Regression) and its result is shown in Table (6).

Table (6): Results of the second main hypothesis test

<table>
<thead>
<tr>
<th>Dependent Variable</th>
<th>Description</th>
<th>Model 1</th>
<th>Model 2</th>
<th>Model 3</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>T</td>
<td>Beta (sig)</td>
<td>T</td>
<td>Beta (sig)</td>
</tr>
<tr>
<td>Organizational Cynicism</td>
<td>Organizational Justice</td>
<td>-12.781</td>
<td>-0.586 *0.00</td>
<td>-8.968</td>
</tr>
<tr>
<td></td>
<td>Organizational Flexibility</td>
<td>-4.137</td>
<td>-0.217 *0.00</td>
<td>-2.671</td>
</tr>
<tr>
<td></td>
<td>Organizational Justice x</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Organizational Flexibility</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>R Value</td>
<td>0.586</td>
<td>0.614</td>
<td>0.621</td>
</tr>
<tr>
<td></td>
<td>Δ R Value</td>
<td>0.028</td>
<td>0.035</td>
<td></td>
</tr>
<tr>
<td></td>
<td>R²Value</td>
<td>0.343</td>
<td>0.377</td>
<td>0.386</td>
</tr>
<tr>
<td></td>
<td>Δ R²Value</td>
<td>0.034</td>
<td>0.043</td>
<td></td>
</tr>
<tr>
<td></td>
<td>F Calculated Value</td>
<td>163.347</td>
<td>94.435</td>
<td>65.109</td>
</tr>
<tr>
<td></td>
<td>F Sig</td>
<td>*0.00</td>
<td>*0.00</td>
<td>*0.00</td>
</tr>
</tbody>
</table>

* Statistically Significance at (0.05)

Table (6) indicates that in the first model, the impact of organizational justice on the phenomenon of organizational cynicism in Jordanian private hospitals was studied, as it was proven that there is a significant impact of organizational justice on the phenomenon of organizational cynicism through the value of F of (163.347), which is a significant value at the level (α≤0.05). This result is supported by the value of (Beta) which equals to (-0.586) and in a reverse direction, and the value of T which equals to (-12.781), and it is significant at the level of significance (α≤0.05), and it appears from the first model that organizational justice has been explained by (34.3%) of the variance in the phenomenon of organizational cynicism in Jordanian private hospitals, based on the value of (R²).

In the second model, the organizational flexibility variable was introduced and added to study its impact on the phenomenon of organizational cynicism. It was found that there is a significant impact of organizational flexibility on the phenomenon of organizational cynicism through the value of F (94.435) which is a significant value at the level of significance (α≤0.05), and this result is supported by the value of (Beta) which equals to (-0.217) and in a reverse direction, and the value of T equals to (-4.137), which is significant at the level of (α≤0.05), and it appears from the second model that introducing the organizational flexibility variable has led to an increase in the value of (R²) of (2.8 %) by comparing the first model with the second model.
In the third model, the formula for the second interaction between organizational justice and organizational flexibility was introduced, and it was found that there is a significant impact of the formula for the second interaction between organizational justice and organizational flexibility in the phenomenon of organizational cynicism in Jordanian private hospitals, as the F-value of the second interaction formula was (65.109) and Bata value was (-0.989) and in a reverse direction and the T value (-2.098) is significant at the level ($\alpha \leq 0.05$), and the coefficient of determination ($R^2$) increased by (4.3%) when comparing the first model with the third model.

Accordingly, it can be said that the organizational flexibility variable has modified the impact of organizational justice on the phenomenon of organizational cynicism, and this indicates that we cannot accept the null hypothesis (Ho), and we accept the alternative hypothesis (Ha), where it was proven that there is a statistically significant impact at the level ($\alpha \leq 0.05$) of organizational justice on the phenomenon of organizational cynicism in the presence of the moderating role of organizational flexibility in Jordanian private hospitals.

**Results**
- There is a statistically significant impact at the level ($\alpha \leq 0.05$) of organizational justice in its dimensions (distributive, procedural, interactional) on the phenomenon of organizational cynicism in Jordanian private hospitals. It was found that there is a negative moderate relationship between organizational justice and the phenomenon of organizational cynicism in Jordanian private hospitals.
- There is a statistically significant impact at the level ($\alpha \leq 0.05$) of organizational justice on the phenomenon of cognitive cynicism in Jordanian private hospitals, and it was found that there is a negative moderate relationship between organizational justice and the phenomenon of cognitive cynicism in Jordanian private hospitals.
- There is a statistically significant impact at the level ($\alpha \leq 0.05$) of organizational justice on the phenomenon of affective cynicism in Jordanian private hospitals, and it was found that there is a negative moderate relationship between organizational justice and the phenomenon of affective cynicism in Jordanian private hospitals.
- There is a statistically significant impact at the level ($\alpha \leq 0.05$) of organizational justice on the phenomenon of behavioral cynicism in Jordanian private hospitals, and it was found that there is a negative moderate relationship between organizational justice and the phenomenon of behavioral cynicism in Jordanian private hospitals.
- There is a statistically significant impact at the level ($\alpha \leq 0.05$) of organizational justice on the phenomenon of organizational cynicism in the presence of the moderating role of organizational flexibility in Jordanian private hospitals, where organizational flexibility was able to modify the relationship by (4.3%) between organizational justice and the phenomenon of organizational cynicism and maintaining the reverse direction between them.

**Recommendations**
Based on the results of the study, the following recommendations are suggested:
- The need for Jordanian private hospitals to intensify efforts towards raising their organizational justice and developing a special strategy for this aspect so that they can achieve an appropriate environment for working individuals that contribute to their empowerment, increase their abilities and skills and open up the field of creativity and innovation for them.
- The management of Jordanian private hospitals should follow a policy of rewards and incentives characterized by fairness, objectivity and transparency by improving the salary scale and wages that are in line with the effort exerted by the worker and with his academic qualifications.
- The management of Jordanian private hospitals should work to raise the level of their procedural Justice by discussing decisions related to their employees and giving them the right to object to them if they wish.
- It was found that Jordanian private hospitals possess organizational flexibility within a medium level, and this makes it necessary to reconsider the organizational flexibility strategy and work to increase formalism flexibility, specifically by reducing the official rules and procedures used to implement daily routine procedures, and trying to reduce the manifold and overlapping administrative levels, the matter which would increase the organization's ability to adapt the turbulent and constantly changing environmental conditions.
- The top management and decision-makers should pay regular attention to the indicators of the phenomenon of organizational cynicism in Jordanian private hospitals, and adhere to psychological contracts and promises made by the organization towards its working members, even if these contracts and promises were oral.
- Awareness of working individuals that cynicism is a negative characteristic that harms those who have it, the negative impact causes negative feelings, such as anger, discontent, frustration and tension, and its consequences will be on the health of the working individual.
- The top management must establish a suggestion box that hides the identity of the critic, which would give working individuals an opportunity to express their negative feelings and the reasons behind them without feeling embarrassed about being reprimanded or fearing dismissal from work.

**Recommendations**
