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Gratitude in Organizations and its Effect on Reducing Organizational Cynicism

Baqer Al-Hadrawi

*Al-Furat Al-Awsat Technical University,
Najaf, Iraq
E-mail:
baqeralhadrawy@atu.edu.iq
<https://orcid.org/0000-0001-5783-5947>*

Ali Al-Zulfi

*Iraqi Media Network, Najaf, Iraq,
Najaf, Iraq
E-mail: aliralzulfi@gmail.com*

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ABSTRACT. The present study aims to investigate the nature of the relationship between gratitude in organizations and organizational cynicism in Union Food Industries Company Ltd. - Sugar and Oil Industry in Babil Governorate / Iraq, and the study relied on the descriptive analytical approach in achieving its objectives. The study reached a number of conclusions, including: Affective cynicism and Behavioral cynicism are greatly influenced by gratitude. While after cognitive cynicism was not significantly affected in gratitude, this effect of gratitude reveals the relationship between variables. It is desirable that the concepts of gratitude in organizations and organizational cynicism are undoubtedly fundamental factors for the industrial sector in particular, and for other sectors in general.

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Introduction

One of the laws of psychology makes it positive that if an individual wishes to repeat the behavior, he should recognize the behavior positively immediately. The exploration of motivating the workers stated that today's workforce is more explicit regarding their needs, desires as well as their stupidity in everything. It differs from competitive salaries, comfortable lifestyles, job security, job improvement options, and work-life balance. An individual's aspirations and needs are endless and an individual cannot be complacent with acknowledging this reality, which is why organizations need to have clear philosophies and strategies that support workforce progress, as well as substantial ways to encourage and engage with workers. While many organizations are trying to make a big difference, some organizations have strong practices and strong organizational practices go a long way in influencing the perception of workers. So the regulator should consider a more structured gratitude procedure that would allow for the strong culture that it strives to have. The virtue of thanksgiving, gratitude and recognition of gratitude for the few and many virtues, morals and noble human feelings emphasized and urged by different religions and cultures. Because of its importance in the life of the individual and society, it is inevitable. It is important to identify that exceptionally satisfied and motivated workers are valuable assets for any business, and that the idea of employee satisfaction is of great importance in their optimism and away from cynicism.

Gratitude has become a science of gratitude. It is a relatively recent field, currently receiving a great deal of attention within the so-called positive psychology, which aims to deepen psychologists' understanding of the best situations and conditions for the work of the individual. And what makes it more successful, stable and happy, and translating that into results that individuals can use in their daily lives, as psychologists began to study the science of gratitude and show its tangible positive impact on the individual's life and health, as they stressed the importance of doubt as a crucial element of happiness that is often overlooked. Thinking about gratitude and showing its expressions to others is associated with increased levels of happiness (Kadhim & Al-Ghezi, 2021). Physical energy, optimism, and empathy. The importance of the current study is determined by the scarcity of studies that tried to identify and know the nature of the relationship between Gratitude in Organizations and Organizational Cynicism, as well as trying to address a realistic problem that directly affects the industrial sector in Iraq (Almagtome & Abdalazez, 2021). Since the business environment is based on multifaceted competitive foundations, whether at the financial, marketing, human or other levels. In order to achieve advanced ranks at the level of growth and prosperity and not to pay attention and leadership in the optimal investment may lead to organizational pessimism, especially since we work in a changing environment and are not subject to dormancy, and therefore may arise in such a case some non-functional behaviors at the level of working individuals (Al-Hadrawi & Al-zurfi, 2021). The main problem in this study is the insufficient regulatory efforts in industrial companies in Iraq, and their lack of awareness of their importance.

To address this problem, the study suggests that gratitude in organizations be used to learn how to put into practice a strong emotion of gratitude and gratitude. Gratitude frees individuals from regret and sorrow for the past and anxiety about the future, and by cultivating gratitude within themselves, we will be freed from the melancholic view of the future and cynicism for what I did not have. They are, or that they are not as good as they are, and with thanks and gratitude comes the realization that I have enough of them, and enough of what they are.

1. Literature review

1.1. Gratitude in Organizations

The word "gratitude" originated from the Latin term *gratia*) which means grace and generosity, or thanksgiving (McCullough et al., 2002:114). All words that derive from this Latin root are generosity, gifts, the beauty of giving and receiving or receiving something for nothing (Pruyser, 1976:69). Although the word "gratitude" or its linguistic equivalent is found in almost every language, the concept has rarely been examined in the social sciences in general or organizational psychology. The construction of gratitude has traditionally been a key variable within the framework of positive psychology (Emmons & Crumpler, 2000:58). Gratitude in Organizations has been thoroughly studied and research has confirmed that it has a key role in organizational success (Emmons, 2003:83). Gratitude in Organizations is crucial because it has a direct impact on improving the organizational climate, contributing to enhancing individual vitality, prosperity and well-being and reducing negative emotions in the workplace, such as hatred and envy (Al-Hadrawi & Jawad, 2022). This is also important for the efficiency of the worker. Gratitude therefore appears to be a valuable resource supported by the performance of gratitude in work environments, and also promotes psychological well-being at work (Tang et al., 2022). In other words, these offers carry personal risks for workers who have a high level of psychological security and believe that others will not punish them for seeking help (Cortini et al., 2019). Part of the positive effect of organizational gratitude is related to well-being and as an "antidote against toxic driving" i.e. emotions in the workplace,

and in particular against jealousy and perception of injustice (Locklear et al., 2022), both of which can have a negative impact on performance. Gratitude also positively influences attitudes towards others, for example the perception of support provided by supervisors or colleagues, which in turn leads to increased satisfaction with the personal aspects of their workplace (Subramanian et al., 2022). Grateful individuals feel better, and their well-being helps them see their colleagues in a more positive way, thereby improving organizational citizenship behaviors, promoting reciprocity, teamwork and altruism (Mulyadin, 2021)).

Gratitude also ensures that workers are recognized for their organizational contributions (Dik et al., 2015), and a relationship has been established between gratitude and organizational citizenship behaviors that outline the tasks workers have to perform in organizations and that help maintain, support, and improve the organizational context. Gratitude as shown by moral motivation by social exchange theory through which organizational citizenship behaviors are understandable (Spence et al., 2013:707), and from this perspective individuals implement organizational citizenship behaviors because they feel obligated to repay the positive treatment given by leaders and the organization in general. (2020:9). Gratitude is also associated with positive social organization and increased behaviors, well-being and performance, and that positive social organizational behaviors of helping, sharing, donating, collaborating and volunteering are positive social actions carried out to produce and maintain the well-being and safety of others (Alanoglu & Karabatak, 2021:887). Positive social behavior benefits the well-being of both workers and the organization as a whole, and individuals who are thanked for their positive behavior are more likely to help again. Moreover, they are more inclined to help others and engage in their work (Al-Hadrawi & Jawad, 2022). Thus creating a virtuous circle linked to positive morality and the promotion of gratitude (Lu et al., 2021).

The contribution of gratitude has also appeared in the organizational literature, and generalized reciprocalism is based on the principle "I help you, I will help another individual", which is recognized as a component of social capital in organizations (Baker & Bulley, 2014:1495). This behavior is based on positive emotions as evoked by the gratitude produced when an individual receives a favor from another individual, and this modern approach focuses on a positive organizational perspective. He has examined the importance of gratitude at the collective level in organizations, but he identifies collective gratitude as a shared positive emotional state within the group and gratitude for the good things that happen ((Müceldili et al., 2015:94). Collective gratitude for contextual performance enhancement, team learning, high quality, communication in organizations and more has been found recently (Li et al., 2022:3). More recently, Liu et al., 2022:112) has focused on organizational contexts, analyzing not only the relationship between gratitude and well-being, but also the relationship with other variables particularly in relational aspects such as positive relationships, social support at work, social organizational behaviors, and organizational citizenship behaviors. Gratitude also emerges as a variable of interest in relation to efficiency, success, productivity, job performance, teamwork and altruism (Dik et al., 2015:560). Gratitude can therefore be considered a promising way to boost performance and health organizations. Gratitude is thus recognized as an important resource for individuals and organizations and the importance of developing programs that promote gratitude from a positive start from a prevention perspective and a resource enhancement perspective (391:Di Fabio & Palazzeschi, 2015). Gratitude can be directed to humans and non-humans, such as nature or animals and it is a condition that depends on attribution because it is the result of perception and a pivotal process in two stages: The first stage: Individuals realize that they have achieved a positive outcome associated with feelings of happiness. Second Stage: Individuals attribute their happiness to external sources, creating a link between happiness and gratitude (Ortony et al., 1988). The theory is that gratitude is a combination of admiration and joy experienced by individuals when they accept a gift from a benefactor. Lazarus (1991) defines gratitude as empathetic emotions – in fact, individuals are

only able to experience gratitude when they acknowledge and appreciate what another individual has done to them (Adler & Fagley, 2005:84).

1.2. Organizational Cynicism

The term Cynicism originated from ancient Greek philosophers called cynics who rejected all conventions designed to control men such as religion, morality or rules of decency and instead called for the pursuit of virtue in a simple, immaterial lifestyle (Caldwell, 2006:5). Cook & Medley (1954) defined Cynicism as a situation characterized by (hatred and distrust of others) where it is characterized by bad or faltering negativity and suspicion and general distrust of the integrity of others or their stated motives. Andersson & Lynee (1996:3) added that cynicism is a general and specific attitude characterized by frustration, despair, and disappointment, as well as contempt and distrust of a person, group, ideology, social norms, or organization. Brockway et al. (2002:211) suggests that Cynicism is an attitude characterized by frustration and negative value beliefs resulting primarily from unfulfilled expectations that can be directed toward the overall experience, or more specific aspects of the macro environment. Chaloupka (1999:2) stated that cynicism is a state of loss of faith in others and distrust of the possibility of change, and the harm, disappointment, and anger that follow unfulfilled expectations and goals lead to the emergence of a very negative perspective. As such, pessimists agree that lying, giving a false face and taking advantage of others is fundamental to human character and conclude that people are only for themselves (Mirvis & Kanter, 1992:50). Cynicism is characterized by attitudes related to the employment organization that are characterized by negative beliefs, feelings and related behaviors in addition to responding to a history of personal or societal experiences that are subject to change through environmental influences. Cynicism arises when there is a belief in dishonesty in the organization, negative feelings towards the organization, the appearance of shameful or critical behaviors, stress, workload, inadequate social support, conflict of goals, increased organizational development, inefficiency in decision-making, poor communication and dismissal (Al-Hadrawi, 2019). Pessimists can thus influence the entire organization and perhaps even hinder the organization from reaching its goals and emerge as a new model resulting from a critical assessment of the motives, actions, and values of employer Bedeian (2007:9). It should be noted that Cynicism is a new idea in the literature of organizational behavior and organizational psychology. It has captured the attention of organization theorists (Dean et al., 1998:2), and Arslan (2012:1) asserts that Cynicism is a school of thought and a way of life, especially since the current meaning of Cynicism is disbelief, suspicion, suspicion and distrust. Mantere & Martinsou (2001:3) that Cynicism is an attitude to describe events depending on disappointment and pessimistic thoughts about unspoken ideas, or it is a tendency to show interest to others to seek or increase one's personal interest. Cynicism has been associated with a series of negative elements such as apathy, resignation, isolation, distrust of others, doubt, disappointment. Low performance, interpersonal conflicts, absenteeism, burnout). It can also be understood as a form of self-defense on the part of the workers and a way to face mysterious or disappointing events (Reichers et al., 1997). Organizational Cynicism also refers to organizational change and involves a real loss of trust between change leaders and subordinates and can be responded to attempts at change that do not succeed transparently or completely with Cynicism. The reaction to failed attempts at change is Cynicism. Towards future efforts and the conviction that change agents are lazy and incompetent as management is seen as having abandoned its commitment to constantly looking for ways to improve performance. Cynicism is an indicator of the intention to resist organizational change (Mete, 2013:2) and more specifically describes Cynicism as an attitude driven by the futility of change. The employees believe that management is involved in the change with implicit or different

motives than advertised, and that they will not want to comply with management's request to change their behavior. In addition, Stanley (2005) argued that cynicism is questioning the implicit and explicit motives of an individual or questioning the integrity of management. Attempts to get workers to understand why change is necessary are in many cases equivalent to explaining the way in which change will work, and understanding the drivers of change is expected to diminish Cynicism Stanley et al. 2005:4)). Durrah et al. (2019:3) identified three dimensions of organizational pessimism:

1.2.1. Cognitive cynicism

Cynicism refers to the lack of honesty, honesty and fairness in an organization where cognitive cynicism is accessible when the workers feel that their organization does not respect or care about them (Durrah et al., 2019:7). They believe that principles are often sacrificed for utilitarianism when duplicity, cunning and personal interests are common in the organization, and therefore workers are unlikely to do their best at work and the result impairs the performance of the organization (Rehan et al., 2017:1).

1.2.2. Affective cynicism

It includes psychological reactions of customers and emotional responses to the organization such as aggravation, stress, anxiety, discomfort where cynics feel disrespectful and frustrated towards their organization (Greenberg & Baron, 2003:3). Mishra & Spreitzer (1998:2) suggest that actual cynics experience various emotions such as anger, moral anger and hatred towards the organization in which they work and are accompanied by arrogance, and it is believed that pessimistic customers have superior understanding and superior knowledge of things.

1.2.3. Behavioral cynicism

Behavioral cynicism is represented by critical expressions and negative attitudes that are frequently used in the organization and includes sarcastic humor and criticism of the organization, unfavorable nonverbal behavior and negative interpretations of situations in it and sarcastic predictions about the organization's future work (Kidwell & Robie, 2003:17). Customer behavior includes vitriolic and bad speech towards their organization and additionally tend to be less likely to make efforts for their jobs as they show poor work

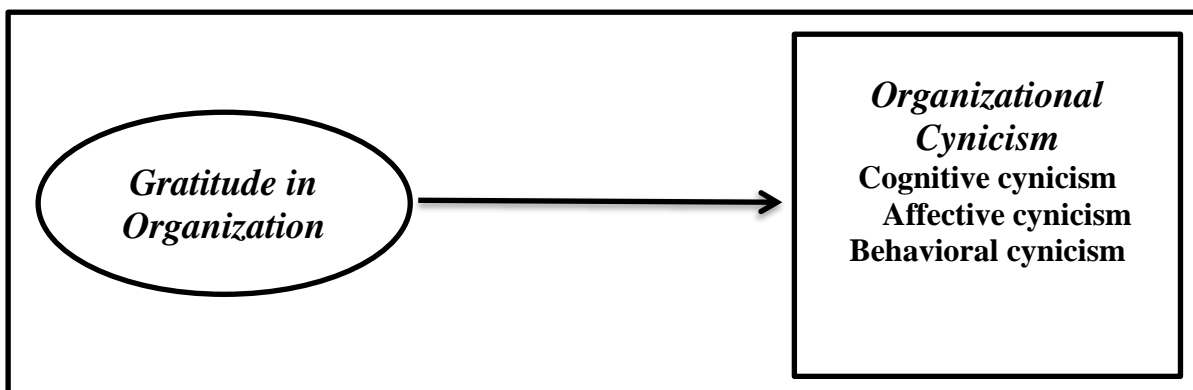
performance in the organization (Lynch et al., 1999:84). From the above, the hypotheses of the study can be formulated as follows:

H1 There is a positive significant effect relationship between gratitude in organizations and cognitive cynicism among UFI employees.

H2 There is a significant positive effect relationship between Gratitude in Organizations and Affective cynicism among UFI employees.

H3 There is a positive significant effect relationship between gratitude in organizations and behavioral cynicism among UFI employees. From the previous hypotheses the hypothesis of the study was formulated (see Figure 1)

Figure (1) Hypothetical study diagram



2. Data and Method

The main tool used to collect data for the current study is the Questionnaire, and the research literature has been reviewed to develop the three-section questionnaire. The first section includes: demographic data of respondents, while the second section includes: questions about gratitude based on a scale (McCullough et al., 2002) and consists of (6) paragraphs, It was based on the Likert heptathonal scale, which ranges from strongly disagree to strongly agree to determine respondents' answers. Section III includes questions about Organizational Cynicism based on the Erarslan scale, et al., 2018; Nafei & Kaifi, 2013). The Organizational Cynicism scale consists of three dimensions: Cognitive cynicism, Affective cynicism, and Behavioral cynicism. It consists of (12) paragraphs, where each dimension contains four elements that are based on the five-point Likert scale, which ranges from strongly disagree to strongly agree to determine the respondents' answers. Due to the importance of the measurement tool in any study that takes the empirical approach as a way, this requires conducting a quality test corresponding to it by using a set of methods (apparent honesty,

constructive honesty and stability). In order to ensure the credibility of the sample in its representation of the study population accurately and adequately, the researcher distributed directly (250) questionnaires to the Random Sample of the employees of the Union Food Industries Company Ltd. - Sugar and Oil Industry in Babil Governorate / Iraq. Using the Stratified Sampling method, and after it was retrieved (233) Questionnaire, showing that the number of questionnaires valid for statistical analysis amounted to (229) questionnaires with a response rate of (98%). This percentage is acceptable and high, and has been analyzed using a number of statistical tests available within the statistical program (SPSS.V.24).

3.Results

It is clear from the results of Table (1) that gratitude affects Cognitive cynicism by (0.7 2) and when matching the level of morale achieved (0.000) with the ratio assumed by the researcher that is (0.05), and we find that the level of moral achieved is smaller, and according to these results accept the hypothesis (H1).

Table (1) Regression analysis between Gratitude in Organizations and Cognitive Cynicism

FRI Iv	Cognitive cynicism			
	Estimate	S.E.	C.R.	P. Value
Gratitude in Organizations	0.72	0.064	11.351	0.000

According to the results of Table (2), gratitude affects Affective cynicism by (0.7 8) and when matching the level of morale achieved (0.000) with the percentage assumed by the researcher that is (0.05), and we find that the level of morale achieved is smaller, and according to these results accept the hypothesis (H2).

Table (2) Regression analysis between Gratitude in Organizations and Effective Cynicism

FRI Iv	Affective cynicism			
	Estimate	S.E.	C.R.	P. Value

Gratitude in Organizations	0.78	0.071	11.362	0.000
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According to the results of Table (3), gratitude affects behavioral cynicism by (0.7 9) and when matching the level of morale achieved (0.000) with the percentage assumed by the researcher that is (0.05), and we find that the level of moral achieved is smaller, and according to these results accept the hypothesis (H3).

Table 3: Regression analysis between Gratitude in Organizations and Behavioral Cynicism

FRI Iv	Behavioral cynicism			
	Estimate	S.E.	C.R.	P. Value
Gratitude in Organizations	0.79	0.074	11.370	0.000

From the above, it is clear that gratitude in organizations significantly affects the reduction of organizational cynicism for employees of Union Food Industries Company Ltd. - Sugar and Oil Industry in Babil Governorate / Iraq.

4. Conclusions and discussion

The aim of this study is to investigate the impact of gratitude in organizations in Organizational Cynicism of employees of Union Food Industries Co. Ltd. - Sugar and Oil Industry in Babil Governorate/Iraq. The literature reflects many studies on multiple aspects, but the researchers did not find any study that directly covered the relationship between gratitude in organizations and organizational cynicism. This study contributes to the limited literature available in this area, and so far few studies have been conducted at this detailed level. The current study provides insights into gratitude in organizations among workers in industrial organizations in Iraq and its relevance to "organizational cynicism." Gratitude in Organizations and its impact on Organizational Cynicism. In general, organizational cynicism has a negative correlation with many variables such as: work performance in the organization (Lynch et al., 1999), organizational commitment (Nafei & Kaifi, 2013), quality of life (Yasin & Khalid,

2015), and organizational change (Rubin et al., 2009). Affective cynicism and behavioral cynicism are significantly influenced by gratitude. While the results showed that cognitive cynicism was not significantly affected in gratitude, this effect of gratitude reveals the relationship between variables, and also reflects the positive feeling of the two factors. As it reduces stress and anger towards organizations that keep their promises, appreciate the efforts of workers and do not betray them in different ways. The present study explored the impact of gratitude in organizations in Organizational Cynicism at Union Food Industries Co. Ltd. - Sugar and Oil Industry in Babil Governorate/Iraq. The findings provide an understanding of organizational behavior in industrial organizations in Iraq. The current study provided managers with insight into understanding how to reduce organizational cynicism by offering gratitude to workers. Therefore, according to the current study, it is recommended that the concepts of gratitude in organizations and organizational cynicism are undoubtedly key factors for the industrial sector in particular, and for other sectors in general.

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