

E-ISSN: 2708-4523

P-ISSN: 2708-4515

AJMC 2025; 6(2): 210-219

© 2025 AJMC

www.allcommercejournal.com

Received: 10-05-2025

Accepted: 11-06-2025

Basima Mohammed BanyAl-Furat Al-Awsat Technical
University (ATU), Al-Kufa
Technical Institute, Kufa, Iraq

The role of skilled leadership in reducing organizational cynicism: An analytical study of the opinions of a sample of faculty members at Al-Furat Al-Awsat Technical University

Basima Mohammed BanyDOI: <https://www.doi.org/10.22271/27084515.2025.v6.i2c.649>

Abstract

The research aims to study the role of skillful leadership behavior in reducing organizational cynicism. The research problem was identified by posing several questions, focusing on the nature of the relationship and impact between these two variables. A hypothetical framework for the research was designed, from which several main and subsidiary hypotheses emerged. These were subjected to various statistical tests. The research adopted the descriptive-analytical method and a questionnaire was designed for this purpose. A questionnaire was developed and distributed to the faculty members of the educational institution (Al-Furat Al-Awsat Technical University), with a total of 100 members, out of which 75 valid responses were returned for analysis. The program (Smart PLS V.4) was used to explore the assumed relationships in the model. Throughout the research, the researcher reached a set of conclusions and recommendations, the most important of which are:

There is an inverse and impactful relationship between skillful leadership behavior and organizational cynicism, such that the practice of skillful leadership qualities by academic leaders in universities reduces organizational cynicism. Regarding the recommendations, the researcher advised the academic leadership at Al-Furat Al-Awsat Technical University to work on reducing the perception among professors that academic leaders lack trust and integrity by prioritizing the interests of the community and professors over their interests and enhancing their credibility and integrity.

Keywords: Skilled leadership, organizational cynicism, leaders of Al-Furat Al-Awsat Technical University

Introduction

Evidence often shows that educational institutions function as tools of dominance, serving the selfish interests of an elite at the expense of others within the educational institution. This awareness will sooner or later create a belief among scholars that the educational institution lacks credibility in terms of honesty, and that principles of honesty, sincerity, and justice are sacrificed to achieve their interests. For academics, this is accompanied by negative feelings of despair, such as frustration and resentment, leading to complaints and grievances, such as dissatisfaction. These unfavorable attitudes are known in organizational behavior literature as organizational cynicism. This has a negative impact on the educational institution's efforts to achieve its goals. Therefore, it is essential to focus on building the skillful character of leaders by providing them with the necessary knowledge and skills and activating the dimensions of their skillful leadership behavior, which include: (open leadership behaviors, and closed leadership behaviors). Hence, this research addresses the role of skillful leadership behavior in reducing organizational cynicism. The research is divided into three sections: the first is dedicated to the research methodology, the second to the theoretical aspect, and the third includes the practical aspect, along with conclusions and recommendations.

The First Chapter

Research Methodology: First: Problem Statement: The current educational institution environment has witnessed a crisis in selecting leaders with great and skillful personalities due to increasingly changing environmental conditions, social changes, rapid cultural and economic development, increasing complexity of professional life, and a lack of honesty and integrity, where personal interests prevail over public interests.

Corresponding Author:**Basima Mohammed Bany**Al-Furat Al-Awsat Technical
University (ATU), Al-Kufa
Technical Institute, Kufa, Iraq

All of this has led to the emergence of the phenomenon of organizational cynicism, which is considered one of the important issues and problems in the workplace that educational institutions must address effectively and efficiently to achieve their goals. To keep pace with these changes and challenges, it is necessary to prepare skillful leaders capable of change and innovation, meaning the ability to solve problems and make decisions in appropriate situations. Skillful leadership is one of the modern leadership styles that plays a major role in guiding educational institutions in fulfilling their roles and responsibilities. Therefore, these two subjects are of great importance to researchers and practitioners in the field of organizational behavior, as they are among the most prominent problems of the modern era facing employees in various educational institutions due to their significant impact on both institutions and employees. Consequently, the research problem addresses these two subjects by posing the following questions:

- What is the level of availability of skillful leadership behaviors among the academic leaders in the university sample?
- What are the indicators and levels of the phenomenon of organizational cynicism?
- What is the nature and type of relationship and impact between skillful leadership behaviors and organizational cynicism?

Second: The Importance of the Research

1. This research is important as it contributes to the development of skillful leadership practices among academic leaders at Al-Furat Al-Awsat Technical University to reduce the organizational cynicism they may face.
2. Clarifying the nature of the relationship and impact between the study variables provides the management of Al-Furat Al-Awsat Technical University with realistic information about the dimensions of the researched variables, helping them to choose mechanisms and methods to reduce organizational cynicism.
3. The field importance of the research stems from analyzing the opinions of researchers at Al-Furat Al-Awsat Technical University, a distinguished group with administrative and academic skills, leading to realistic and reliable results. These results can be used to provide appropriate and useful proposals for the researched field.
4. Helping application officials reduce negative aspects among faculty members at Al-Furat Al-Awsat Technical University, leading to improved morale and increased motivation. Officials can successfully combat and address the phenomenon of organizational cynicism by paying direct and timely attention to issues and factors that reduce employee negativity and enhance positive expectations and sensitivity.

Third: The Research Objectives

The main objective of the research is to determine the nature of the relationship between skillful leadership behavior among academic leaders at Al-Furat Al-Awsat Technical University and the level of organizational cynicism in the researched university. To achieve this main objective, several sub-objectives have emerged.

1. To identify the degree of skillful leadership behavior practiced by academic leaders at Al-Furat Al-Awsat Technical University.
2. To identify the indicators or dimensions of organizational cynicism at Al-Furat Al-Awsat Technical University and their levels.
3. To identify the relationship and impact between skillful leadership and organizational cynicism in higher education institutions at Al-Furat Al-Awsat Technical University.

Fourth: Research Methodology

This study uses the descriptive-analytical method, which focuses on surveying opinions. This method is characterized by its comprehensive approach to different viewpoints, combining the description of the situation with its analysis, and then deriving key results and indicators. The descriptive approach is used for data and information collection, while analysis is used to determine results and identify the main indicators, testing the validity or rejection of the hypotheses derived from the hypothetical framework.

Fifth: The Hypothetical Framework of the Research:

Figure 1 presents a hypothetical framework that illustrates the dimensions of the research problem and the relationship and impact between its variables. Skillful leadership is considered the independent variable, while organizational cynicism is considered the dependent variable.

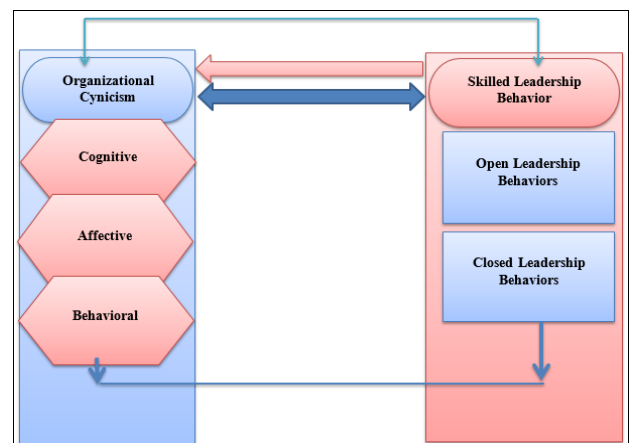


Fig 1: A hypothetical framework Scheme

Two main hypotheses emerge from the hypothetical research model

First: There is a statistically significant inverse relationship between skillful leadership behavior and organizational cynicism, which branches into:

- There is a statistically significant inverse relationship between open leadership behavior and organizational cynicism.
- There is a statistically significant inverse relationship between closed leadership behavior and organizational cynicism.

Second: There is an inverse impact of skillful leadership behavior on organizational cynicism, which branches into:

- There is an inverse impact of open leadership behavior on organizational cynicism.
- There is an inverse impact of closed leadership behavior on organizational cynicism.

Sixth: Research Boundaries

1. **Spatial Boundaries:** The research covers all the formations affiliated with Al-Furat Al-Awsat Technical University, totaling five formations.
2. **Temporal Boundaries:** The research was conducted in both its theoretical and field aspects during the period from March 10, 2024, to April 6, 2024.
3. **Human Boundaries:** The current research includes a sample of faculty members at Al-Furat Al-Awsat Technical University.

Seventh: Research Community and Sample

The research sample consisted of several faculty members at Al-Furat Al-Awsat Technical University, totaling 100 faculty members. From the total faculty members, 75 valid responses were obtained after excluding those on leave or temporarily appointed, resulting in a response rate of 75%.

The Second Chapter

- Theoretical framework of the research.
- The first topic.
- Concept, importance, objectives, and dimensions of skillful leadership behavior.

First: Concept and definition of skillful leadership behavior

The topic of skillful leadership behavior has been addressed for a long time by many scholars and researchers in their descriptive studies. However, it remains a relatively new concept. Early research focused on a descriptive perspective, defining skillful leadership as the competence and efficiency of managing exceptional and intelligent individuals. Skillful behavior refers to a person who embodies positive qualities that influence subordinates, possessing a strong vision, honesty, and trustworthiness. Competent managers derive strength from the effectiveness of the team they oversee, considering themselves role models in the workplace, capable of fostering skillful behavior among their employees.

According to (Al-Dhalemi and others, 2020:24), the roots of skillfulness were identified as an organizational concept by formulating the term "organizational skillfulness" within the framework of dual supportive organizational structures promoting innovation. Over the past twenty years, this idea has gained prominent recognition in organizational learning, which involves two learning methods: exploration and exploitation, from which organizations can benefit. Skillfulness denotes an organization's capability to simultaneously engage in exploiting current organizational capabilities and exploring future exploitation opportunities, thereby enhancing efficiencies and options. Implementation varies concerning exploration and research, where experiments and discoveries are conducted to develop an initial model of skillful leadership by those advocating the need for adaptive leadership styles at certain times. This process gains momentum through organizational learning under transactional leadership and beyond, with the most benefit derived from transformational leadership.

The topic of skillful leadership behavior has occupied a significant space in administrative literature. Discussions have revolved around defining the leader and their unique ability to be an influential individual. Based on this foundation, various types and styles of leadership have been classified, including charismatic, transformational,

authoritarian, and many others (Vaa, T, 2012) ^[17].

The concept has evolved through multiple connotations across different historical stages, reaching a consensus on a unified meaning focused on self-transcendence and human liberation in thinking and development. In academic research, skillful leadership has emerged in writings such as those by Yang, L., *et al.*, 2022 ^[21], who studied migratory birds and their handling, symbolizing love and mercy, forming a protective barrier against any aggressor. Hence, a skillful leader must possess a comprehensive vision capable of shaping effective organizational capital.

Skillful leadership is defined as comprehensive leadership based on knowledge and rooted in principles of trust and information exchange between the leader and their subordinates in seeking precise decision-making (Wang, J., *et al.*, 2010) ^[15]. According to Tian, Y., *et al.*, 2021 ^[19], it involves the ability to generate mutual trust to eliminate organizational stagnation through collective engagement in achieving organizational interests. Some define skillful leadership as strategic leadership that navigates both internal and external domains without neglecting self-leadership.

Adding to this perspective, Daoud, *et al.*, 2022: 57, noted a significant evolution in the concept of skillful leadership underpinned by researchers' philosophical orientations and corporate requirements, such as establishing new processes, developing performance improvement methods, and constructing behavioral orientation with awareness and knowledge to assess organizational performance and ensure goal attainment, utilizing skillful leadership approaches. They regularly assess their vision, encourage creativity, and remain prepared to adapt or change strategies and outcomes. Thus, managerial behavior impacts their ability to explore and exploit simultaneously, as managerial decisions play a crucial role in exploiting opportunities and making decisions that influence innovation processes and goal achievement.

The researcher defines skillful leadership as enabling individuals to uncover their talents and act based on trust and human values, fostering an innovative work environment. Similarly, Hammad (2019: 561) agrees that the term skillful leadership refers to the ability to use both hands equally. They build their theory on the assumption that all educational organizations are undesirable and in need of achieving balance between two different educational activities, including educational activities in which organizations participate in exploration and exploitation while exploration is activities like research and discovery, as well as exploitation activities like choice and implementation to improve the need for leaders to demonstrate educational activities for the integrated group of behaviors open and closed leadership behaviors, and from the perspective (Al-Hasnawi, 2023: 415) leadership behavior may not be appropriate to achieve sustainability in dealing with the organizational situation, so skillful leadership requires a mix of different leadership behaviors, which is one of the requirements of organizational dynamics, which includes three elements: Open behaviors to implant values and exploration, and closed behaviors to adopt and use ideas, and finally flexibility and adaptation to change previous behaviors as required by the situation.

Second: The Importance of Skillful Leadership Behavior

The importance of skillful leadership behavior lies in enhancing the art of strategic leadership, stemming from the proverbial saying "Leave them to their own devices."

Skillful leaders have a clear idea of the organization's ultimate position, as highlighted by Ghada *et al.* (2023:93).

The significance of skillful leadership manifests in the following ways:

1. Skillful leaders can identify, plan and execute an appropriate model for studying emerging trends and utilizing them within the organization to implement new ideas because the organization's creativity depends on the creativity of its employees.
2. The importance of skillful leadership lies in exploring and acquiring new external techniques to introduce new products and develop new markets.
3. Confronting emerging challenges in today's work environment.
4. Achieving a better approach to managing operations and aligning them with future goals.
5. It is crucial for individuals as it allows them to demonstrate high levels of creativity and innovation.
6. Enhancing the organization's ability to forecast events, thereby contributing to better responsiveness to changes in a dynamic and complex work environment.
7. It serves as a source of gaining competitive advantage.
8. Elevates and develops organizational performance by effectively using leadership behaviors that impact the workplace.
9. Encourages skillful leaders to listen attentively to their followers and consider the ideas presented.

Third: Dimensions of Skillful Leadership Behavior

Zacher *et al.* (2015) ^[18] refer to skillful leadership behavior as the balance between leadership behaviors (open and closed), which enhances exploitative and exploratory practices. A subsequent study on skillful leadership found

that the majority of ratios favored skillful leadership behaviors open and closed and to a lesser extent, flexibility and differentiation. The researcher assumes (dimensions of skillful leadership) open and closed behavior as follows:

Firstly: Open Leadership Behaviors

Open leadership behaviors refer to behaviors that increase the diversity of employee behaviors, providing them with space to think and act independently, and creatively attempt to challenge the current situation. These are groups of behaviors that ensure work through the experience of different things and encourage them to think and act independently and through the study of the methods and procedures used. Through support, these behaviors are measured by testing the abilities and skills of subordinates and their work style in different ways that show the skills of employees, and thus the most appropriate and cheapest methods can be selected, and leaders adopt these behaviors to enable people to think outside the box. Finance them and encourage them to contribute new ideas to the team, and this type of behavior is one of the reasons for creative initiative and perseverance.

Secondly: Closed Leadership Behaviors

Closed leadership behaviors represent behaviors that reduce variability in employee behaviors by taking corrective action, and the theory of skillful leadership indicates that closed leadership behaviors lead to behaviors that benefit individuals because leaders adopt closed behaviors to improve the strategies used. This is what explains and according to this opinion, the difference between open leadership behaviors and closed leadership behaviors according to the view (Ibrahim *et al.*, 2023) is illustrated in Table 1 ^[14]:

Table 1: Differences between open leadership behaviors and closed leadership behaviors

Closed Leadership Behaviors	Open Leadership Behaviors
1. Strict supervision and control are strictly imposed to achieve goals.	1. Allow tasks to be executed in different ways, creating an open work atmosphere.
2. Adoption of routine procedures in work.	2. Allow experimentation with different ideas.
3. Take necessary corrective actions when needed.	3. Activate thinking outside the box and surpass boundaries.
4. Responsibility and imposition of penalties for mistakes.	4. Encourage learning from mistakes.

Ibrahim *et al.*, 2023 ^[14]

This table contrasts the characteristics of open and closed leadership behaviors based on their approaches to task execution, idea experimentation, thinking style, and response to mistakes within organizational settings.

The Second Topic

Concept and dimensions of organizational cynicism

First: Concept and Definition of Organizational Cynicism

The emergence of cynical behaviors dates back to ancient Greek times, specifically around 500 BC. During that time, organizational cynicism was considered a philosophical view and a way of life. Over the centuries, organizational cynicism has gained attention from scholars and researchers alike. The concept of organizational cynicism has been studied across various disciplines in the social sciences, including psychology, management, sociology, philosophy, political science, and religion (Al-Atwi *et al.*, 2022: 274) ^[22]. From the perspective of Nafei *et al.* (2013) ^[16], organizational cynicism refers to negative feelings individuals harbor toward the organization, which can include anger, boredom, hatred, and dissatisfaction.

Additionally, emotional and unethical behaviors occur when employees hold significant negative feelings towards their institutions. This can lead employees to drift within the workplace. Organizational cynicism is also a means of boredom in organizations in the workplace. Organizational cynicism is also described as the belief that the organization lacks integrity and honesty and is unable to achieve its goals. As shown by (Rasha, 2020: 275) organizational cynicism refers to employees' negative attitudes and behaviors toward their organization's policies, procedures, and processes, as employees believe that these factors harm their interests. Durrah *et al.* (2019) ^[20] note that individuals who hold cynicism toward their organizations not only have negative beliefs but also develop a range of negative feelings against their organizations such as scorn, hatred, and frustration. They pointed out that cynical individuals may have a mocking pleasure as a result of the institution's failure to meet high ethical standards and, consequently, to confirm their cynical hypothesis and distrust in the institution.

As defined by Saad (2020: 494) ^[4], cynicism is a stance characterized by negative emotional elements and

disappointment, in addition to beliefs, doubt, and organizational cynicism, which are positions associated with the company that stand out for their beliefs and emotions. Negative feelings and related behaviors represent social or personal practice. The latter represents responses to environmental impacts that could change.

Finally, the researcher argues that organizational cynicism refers to the negative ideas and tendencies that employees embrace. This includes their lack of trust in their institutions in three main areas: internal deficiency in organizational honesty, negative attitudes towards job and organizational behavior, and individual preferences versus the collective.

Second: Dimensions of organizational cynicism

All authors agree on three dimensions of organizational cynicism as follows:

1. **Cognitive Dimension:** This dimension is associated with the lack of integrity within the organization. Integrity is defined by the Oxford English Dictionary as "the quality of being honest and having strong moral principles; moral uprightness". Therefore, organizational cynics believe that principles of integrity in their organizations, such as honesty, truthfulness, and loyalty, are often sacrificed for utility. Consequently, they perceive unethical behaviors as the norm. They also believe that official statements from their organization cannot be taken at face value and that relationships within the organization and managerial decisions are based on self-interest.
2. **Affective Dimension:** This dimension relates to emotional responses towards the organization. There are seven basic emotions: interest, enjoyment, surprise, sadness, anger, disgust, and fear. For instance, when thinking about their organization, individuals may feel disgust and disrespect. People who hold cynicism towards their organizations also tend to feel pride and perceive their organizations as more complex and inclusive.
3. **Behavioral Dimension:** This dimension involves negative and derogatory behaviors and attitudes towards the organization, regardless of whether these behaviors are public or not. It includes criticisms directed at the organization based on inaccuracies, dishonesty, slander, and lack of concern for work. Harsh criticisms, pessimistic predictions of events, and sarcastic expressions can also be part of this dimension. These activities and behaviors are a natural result of negative and mocking beliefs and emotions towards the organization (Al-Shalaldeh, *et al.*, 2022) [9].

Third: Types of Organizational Cynicism

There are five types of organizational cynicism, which we will discuss below:

1. **Social Cynicism:** This type of cynicism is associated with an individual's negative feelings towards society as a whole, including disappointment and frustration towards both society and the organization. (Ali, Ismail, 2022) [7].
2. **Personal Cynicism:** It involves a negative outlook on human behavior and relates to a pessimistic view of individuals' behaviors as unchangeable. It also entails weak interpersonal relationships and a tendency to belittle personal relationships.
3. **Cynicism towards Organizational Change:** This type

of cynicism reflects employees' lack of trust in any organizational change. It occurs when the desired outcomes of change are not achieved, especially when changes are continuously implemented in the wrong manner. (Saad, Bahaa Eldin Masad, 2020: 495) [4].

4. **Employee Cynicism:** This refers to negative attitudes towards work and management. As indicated by Rania, Ziyada (2023), this type of cynicism stems from behavioral impacts and negative attitudes of employees towards management, the organization, and colleagues due to work pressure and lack of job security, inevitably impacting productivity and organizational processes (Ike, *et al.*, 2024) [11].
5. **Professional Cynicism:** This type of cynicism pertains to disagreements regarding professional duties, indicating the organization's lack of interest and indifference towards employees' work and readiness to evaluate the employee's performance at work using negative statements, which results in conflict between the organization and personal values (Safdar, *et al.*, 2022) [12].

The Third Chapter

- Practical framework of the research.
- The first topic.
- The research sample characteristics and preliminary tests.

First: The Research Sample Characteristics

Four characteristics of the research sample were studied: social gender, age group, educational attainment, and years of service. Frequency analysis and graphical representation were employed to study each of these characteristics using the Smart PLS V.4 software.

Gender: Results from Table 2 and Figure 2 indicate that the number of males was greater than females in the sample. Specifically, males accounted for 75% of the respondents, while females constituted 25% of the total sample.

Table 2: Research sample characteristics by gender

Social Gender	Frequency	Percentage
Male	75	75.0%
Female	25	25.0%
Total	100	100.0%

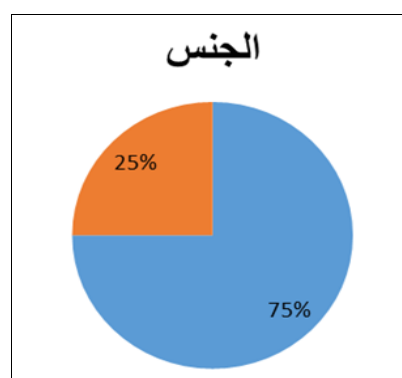


Fig 2: Research Sample Characteristics by Gender

Academic Qualification: Results from Table 3 and Figure 3 indicate that the majority of the respondents hold a Master's degree, constituting 40%. This is followed by those

with a Ph.D., accounting for 35%. The percentage of respondents with a Bachelor's degree was 25% of the total sample.

Table 3: Research sample characteristics by academic qualification

Degree	Frequency	Percentage
Ph.D.	35	35.0%
Master	40	40.0%
Bachelor	25	25.0%
Total	100	100%

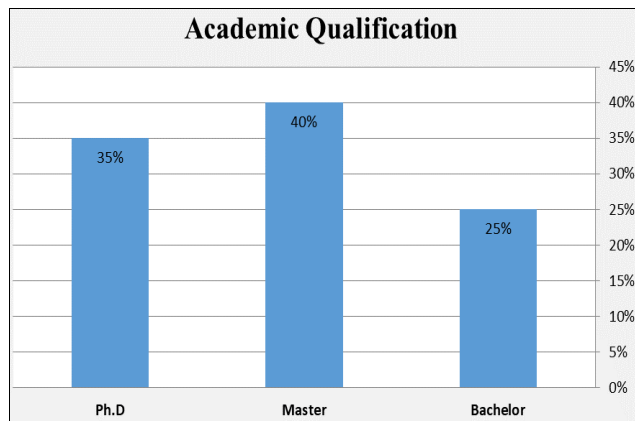


Fig 3: Research Sample Characteristics by Academic Qualification

Second: Testing the validity and reliability of the

research tool

Cronbach's alpha test demonstrates the reliability and credibility of the data. According to statistical experts, for this test to be acceptable, the test value should exceed 70%. This ensures that the questionnaire has sufficient reliability for statistical analysis. Table 4 shows that Cronbach's alpha test was acceptable for the variables of effective leadership behavior, with a coefficient of 0.784. For the organizational sarcasm variable, the coefficient was 0.833, and for the entire questionnaire, it was 0.845. This indicates that reliability and consistency have been achieved.

Table 4: Cronbach's Alpha Test

Variable	Number of Items	Cronbach's Alpha
Leadership Behavior	10	0.784
Organizational Sarcasm	13	0.833
Entire Questionnaire	23	0.845

Third: Testing Data Linearity

The linearity test of data is adopted to understand the nature of data, which contributes to accurately and effectively estimating relationships. The assumption requires data to be distributed around the line of spread, with slight deviations that do not affect the results. To test data linearity, the Linearity test is adopted, which directly indicates the possibility of providing a direct visualization through the spread of data around the line of spread. It is evident from Figure 4 that the data exhibits linearity.

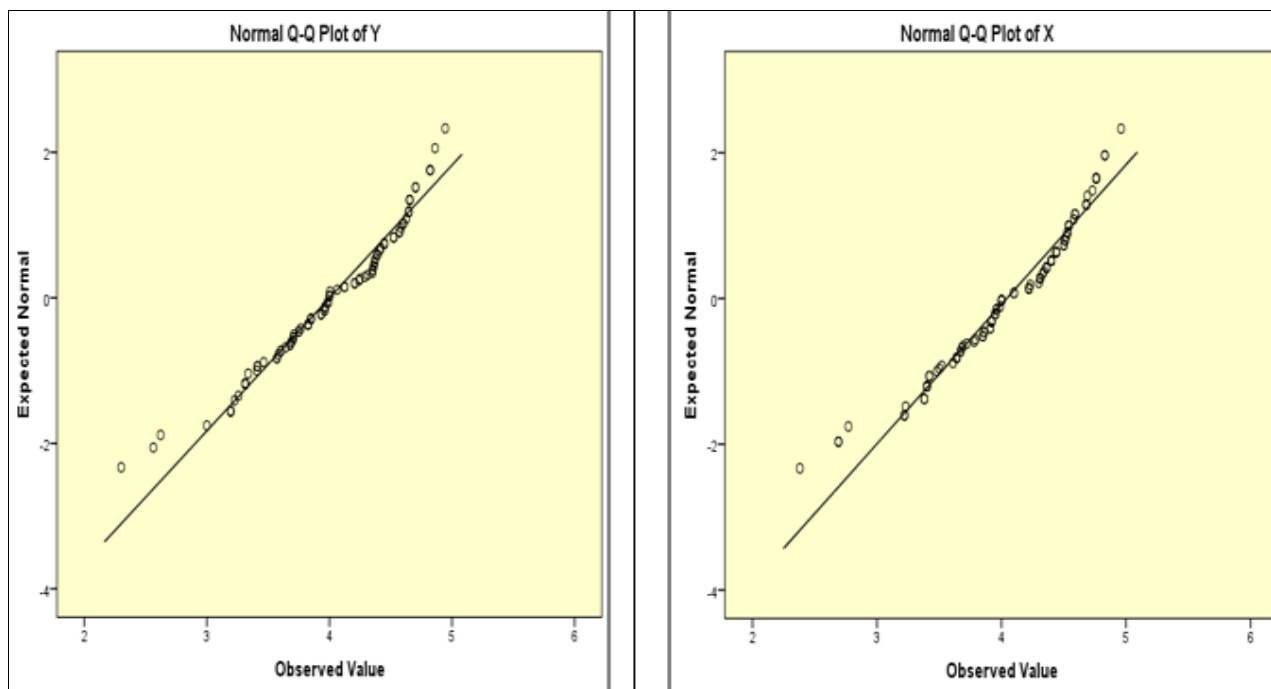


Fig 4: Testing Data Linearity

Fourth: Model Building

To construct the variable models, the researcher employed structural modeling using the (SmartPLS V.4) program. The models were built based on the obtained data, and the model requirements stipulate that the divergence ratios must be greater than (0.50) and must have a significance level less

than (0.05). Figures 5 and 6 related to the Skillful Leadership Behavior model and Organizational Cynicism model, respectively, indicate that both models meet the structural modeling requirements, as the divergence values are greater than (0.50) and they are significant, being less than (0.05).

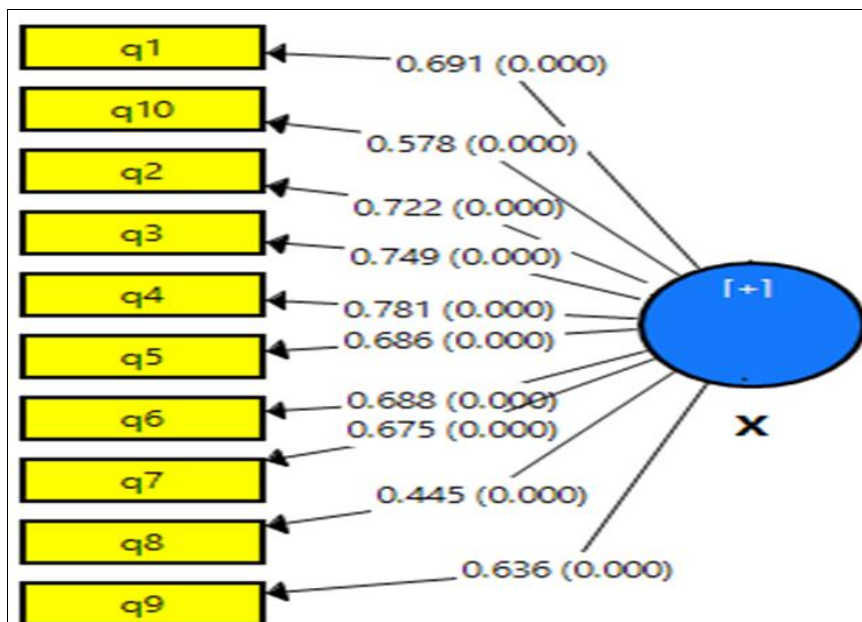


Fig 5: Skillful leadership behavior model

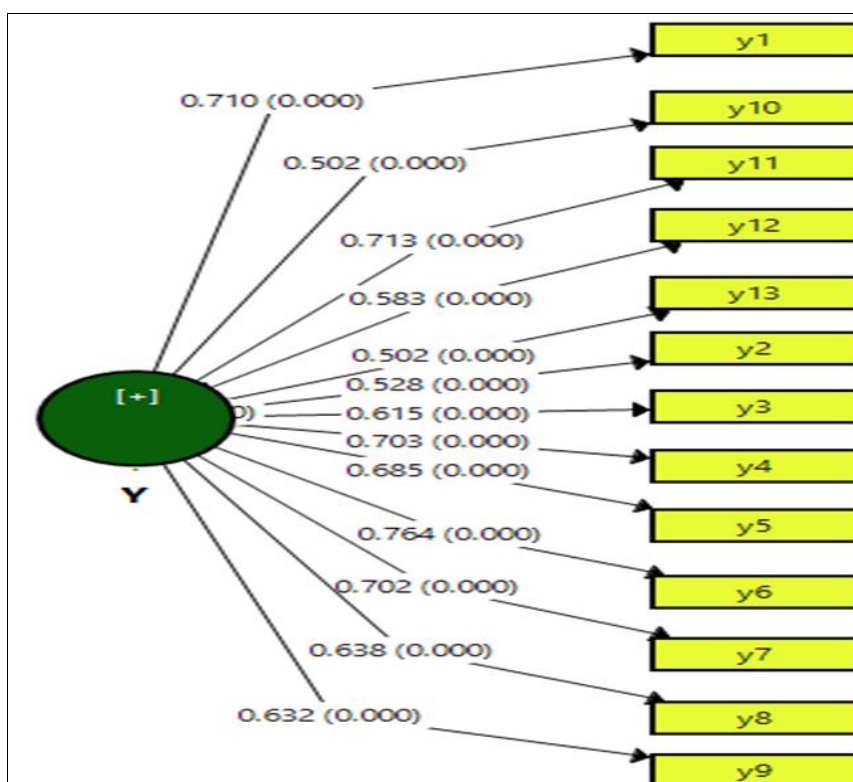


Fig 6: Organizational Cynicism model

The Second Topic Descriptive Aspect

This topic involves the analysis and description of variables and dimensions based on frequencies, means, standard deviations, and the relative importance ratio:

Descriptive analysis of data for the skillful leadership behavior variable

The results of Table 5 indicate that there is a positive tendency in the responses of the sample members regarding this variable overall, with a relative importance of (74.14%), which is a high positive value. Additionally, the weighted arithmetic mean was (3.707), which is higher than the hypothetical means of the test scale, which is 3. The

standard deviation value was (1.08), indicating homogeneity of the data.

Descriptive Analysis of Data for the Organizational Cynicism Variable

Based on Table (5) the results indicate a positive tendency in the responses of the sample members regarding this variable overall, with a relative importance of (75.12%), which is a high positive value. Additionally, the weighted arithmetic mean was (3.756), which is higher than the hypothetical means of the test scale, which is 3. The standard deviation value was (1.09), indicating homogeneity of the data.

Table 5: Frequency of responses from sample members, arithmetic mean, and standard deviation of data

No.	Item	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Weighted Mean	Standard Deviation	Relative Importance (%)
1	The ability to generate emotional balance that ensures continuity and change, thus reducing subordinates' fear of failure and increasing their confidence and motivation to engage in innovative activities and risks	48	37	0	5	10	4.08	1.261	81.60
2	Does the leader have the opportunity to enhance exploration through open behavior and investment through closing behaviors and flexible switching between them in accordance with the requirements of the position and task?	35	35	10	15	5	3.8	1.214	76.00
3	Is there a leadership approach designed to deal with the complexity of innovation? Understanding how skillful leadership impacts innovation behavior to follow	30	40	10	10	10	3.7	1.275	74.00
4	Open behavior encourages individuals to break rules, and find solutions and allows them to work in different ways	30	35	35	0	0	3.95	0.809	79.00
5	Encouraging employees to take risks and break rules to search for solutions outside the safe environment	35	32	15	8	10	3.74	1.292	74.80
6	Creating an inspiring vision and communicating it to employees in innovative ways to ensure continuous improvement in controlling work performance	45	44	5	4	2	4.26	0.883	85.20
7	Does the institution's management want to define the scope of the proposed work to be implemented?	40	30	10	10	10	3.8	1.333	76.00
8	Does the institution's management create an atmosphere of openness towards others when discussing organizational matters?	40	25	25	5	5	3.9	1.142	78.00
9	Assigning tasks among employees willingly without allowing deviation	40	25	25	5	5	3.9	1.142	78.00
10	Does the institution's leadership grant employees the freedom to think and act independently?	50	50	50	50	50	3	1.417	60.00
Skillful Leadership Behavior							3.707	1.080	74.14
1	Do you believe the organization lacks honesty, integrity, and fairness, and does not follow the rules?	35	35	10	10	10	3.75	1.306	75.00
2	I believe the university says one thing and does another	40	25	25	5	5	3.9	1.142	78.00
3	I do not believe there is a commonality or alignment between the university's policies and goals on one side and its practices on the other	45	40	5	8	2	4.18	0.989	83.60
4	I see little resemblance between what the university says it will do and what it actually does	35	32	15	8	10	3.74	1.292	74.80
5	I always exchange looks of resentment and boredom with my friends at the university	35	38	7	12	8	3.8	1.263	76.00
6	Sharp criticism, pessimistic predictions, and sarcastic expressions towards the organization where the individual works	25	25	20	10	20	3.25	1.452	65.00
7	I always complain to my friends outside the university about the bad things happening at my university	42	45	5	5	3	4.18	0.957	83.60
8	I always participate in criticizing the university's practices and policies with others	35	35	10	10	10	3.75	1.306	75.00
9	I always mock the slogans and initiatives announced by the university	45	45	10	0	0	4.35	0.657	87.00
10	When I think about the university where I work, I feel tense	25	25	20	10	20	3.25	1.452	65.00
11	I feel bored when I think about the university where I work	38	35	7	8	12	3.79	1.351	75.80
12	When I think about the university where I work, I feel dissatisfied	35	32	15	8	10	3.74	1.292	74.80
13	I feel pessimistic when I think about the university where I work	25	25	10	20	20	3.15	1.500	63.00
Organizational Cynicism							3.756	1.090	75.12

The Third Topic: Hypothesis Testing

First: Testing the Correlation Hypotheses

This part of the practical aspect of the research tests the hypotheses related to the correlation between the variables. We will use Pearson's correlation coefficient to ensure there is a correlation between the independent variable and the dependent variable. The hypothesis states:

The First Main Hypothesis: There is a significant correlation between the behavior of skillful leadership and the reduction

of organizational cynicism.

From Table 6, it is evident that the correlation coefficient value shown by the test results is (0.946 **) at a significance level of less than (0.05). The (T) test indicates a high degree, recording (28.894), which is greater than the tabular value of (1.660) at the (0.05) level and (2.364) at the (0.01) level. This indicates the acceptance of the correlation hypothesis, i.e., there is a significant correlation between the two variables.

Table 6: Results of the correlation relationship between variables

Variables	Organizational Cynicism	
Skillful Leadership Behavior	Correlation Coefficient	0.946 **
	Calculated T-test	28.894
	Significance Level (Sig.)	0.000
Tabular T-Value at 0.05=1.660, Tabular T-Value at 0.01=2.364		

Second: Testing hypotheses of causal relationships

This practical aspect of the research involves testing hypotheses related to the causal relationships between variables using linear regression analysis to confirm the presence or absence of an effect between the independent and dependent variables.

The Second Main Hypothesis: There is a statistically significant effect between skillful leadership behavior and

reducing organizational cynicism.

From Table 7, it is evident that the regression model has a clear impact where the coefficient of determination (R^2) is (0.895). This means that the model explains (89.5%) of the variance in the dependent variable (organizational cynicism), while the remaining percentage is attributed to other factors not included in the test model. The regression coefficient (β) was (0.981), indicating a high and statistically significant level, suggesting that this variable

has a significant effect on the dependent variable. The computed value of F (832.645) is significant at a significance level smaller than 0.05 and exceeds its tabular

counterpart, indicating statistical significance. Therefore, this signifies a significant effect between the variables.

Table 7: Results of the variables regression analysis

Variable	Alpha α	Beta β	Determination Coefficient R^2	F-Test	Significance Level (Sig.)
Skillful Leadership Behavior	0.012	0.981	0.895	832.645	0.000
Critical F-value at the significance level (0.05) = 4.001 Critical F-value at the significance level (0.01) = 7.821					

When conducting structural analysis at the factor level, the hypothesis is confirmed with a significant effect of skillful leadership behavior on reducing organizational cynicism. The effect size was (0.000), indicating a high, positive, and

statistically significant impact. The significance level was within an acceptable range and lower than (0.05). These results support the confirmation of the second main hypothesis both overall and structurally.

Table 8: Results of structural testing for the effect of skillful leadership behavior on reducing organizational cynicism

Path	The Effect	Mean Effect	Standard Deviation of Effect	Calculated (T) Value	Significance Level
X-> Y	0.991	0.992	0.002	485.05	0.000

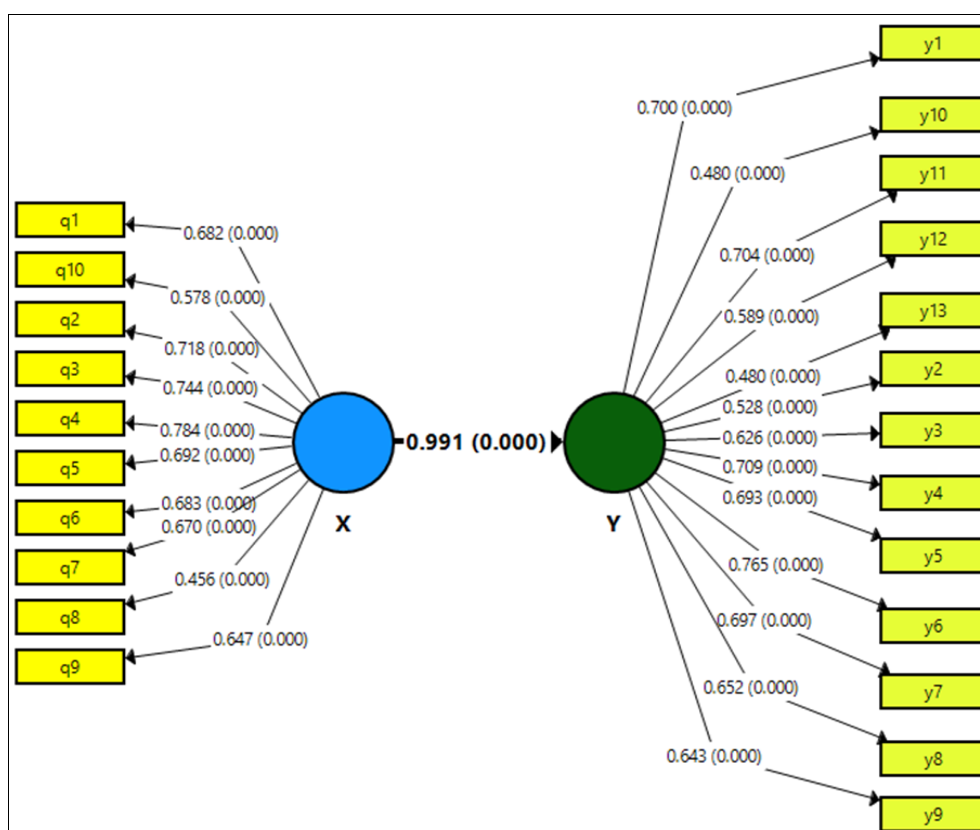


Fig 7: Model of the Effect of Skillful Leadership Behavior on Organizational Cynicism

The Fourth Chapter

Conclusions and Recommendations

First: Conclusions

1. The results have shown that dimensions of skillful leadership, represented by both open and closed behaviors, have a substantial impact on reducing organizational cynicism. There is also evidence of a strong correlation between closed leadership behaviors and reduced organizational cynicism, as well as open leadership behaviors.
2. The statistical theories adopted by the researcher indicate a significant positive inverse relationship between skillful leadership and organizational cynicism at Al-Furat Al-Awsat University, the research sample.
3. The educational institution (Al-Furat Al-Awsat Technical University) is taking serious steps towards

adopting a skillful leadership approach to mitigate the organizational cynicism it may encounter. This is evidenced by the acceptance of the sub-hypotheses related to the clarity of open and closed behaviors and their positive inverse impact on reducing organizational cynicism.

Second: Recommendations

1. Emphasize more on skillful leadership as a key to reducing organizational cynicism and enhancing the implementation of its dimensions.
2. It is important to work on clarifying the reduction of organizational cynicism for all employees at Al-Furat Al-Awsat Technical University and its various departments, specifically to reduce bullying and the resulting cynicism at work.

3. Expand the scope for researchers and stakeholders interested in the educational institution's affairs to re-evaluate study variables in other educational sectors due to the importance of reducing organizational cynicism.
4. Support open leadership behaviors and strengthen them among senior management by empowering them to take risks, embrace change and flexibility, and experiment with modern technologies to achieve a balance between exploring new possibilities and leveraging current strengths.
5. Urgent measures are necessary to address the phenomenon of organizational cynicism by giving executive roles to senior management in taking responsibility, maximizing innovation, enhancing external focus, encouraging diversity of perspectives, developing core capabilities, and intensifying learning and training efforts.
6. Utilize the available potentials of Al-Furat Al-Awsat Technical University employees to impact their work positively and enhance creative activities to combat cases of organizational cynicism.

References

1. Abuzaid FT, Hamada. The relationship between transformational leadership behaviors, entrepreneurial orientation, and performance: the mediating role of social organizational capital and organizational determinants. *Sci J Econ Trade*. 2019;49(1):559-600.
2. Bani D, Al-Dhalmi M. The role of transformational leadership behavior in enhancing creativity in the workplace: an exploratory study of a sample of lecturers at the University of Karbala. *Entrep J Finance Bus*. 2020;22-34.
3. Saleh RM. The impact of organizational cynicism on teachers' organizational commitment in some government schools in Al-Zubair District. *J Econ Adm Sci*. 2020;26(117):109-127.
4. Saad BAM. The mediating role of organizational cynicism in the relationship between organizational pride and job performance. *J Financ Commer Res*. 2020;21(4 Pt 2):489-542.
5. Hashim KH, Dawood FS. The impact of transformational leadership behaviors on organizational excellence. *J Account Financ Stud*. 2022;17(61):52-68.
6. Ali SA, Mohammed SE. The role of servant leadership in reducing organizational cynicism: A survey study of the views of a sample of employees in several government departments in Duhok Province. *J Duhok Univ*. 2020;23(2):494-514.
7. Ali MAI. The role of psychological capital in reducing organizational cynicism: A theoretical study. *J Adm Financ Quant Res*. 2022;2(2):166-200.
8. Al-Husawi MAH. Transformational leadership behaviors and their role in reducing strategic drift: A survey study at the University of Mosul. *J Bus Econ Appl Res*. 2023;4(6).
9. Al-Shalalkeh EYMQ, Al-Sarayreh AAA. 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. *Webology*. 2022;19(2).
10. Zeidah R. The impact of organizational cynicism dimensions on counterproductive work behavior: A case study on employees of the National Social Insurance Authority in Dakahlia Governorate. *Commer Finance*. 2023;43(1):753-788.
11. Ike OO, Chuke NN, Nnamchi OC. Organizational cynicism and turnover intention among nurses: Do perceived organizational support moderate the relationship. *SAGE Open Nurs*. 2024;10:23779608241251717.
12. Safdar T, Shafiq M, Abbas SK, Arif S. Examination of the relationship between organization cynicism and employees' workplace behaviors. *J Posit Sch Psychol*. 2022;6(4):12060-12074.
13. Mahdi G, Abd WI. The relationship of some transformational leadership behaviors in avoiding strategic drift: A field study in the Ministry of Agriculture. *J Baghdad Coll Econ Sci Univ*. 2023;(72).
14. Ibrahim ZK, Al-Amidi DAM. The role of transformational leadership in enhancing marketing competitive intelligence: An analytical study of the views of employees in Al-Kufa Cement Factory. *Al Kut J Econ Adm Sci*. 2023;15(47):52-68.
15. Wang J, Lu M, Li K. Characterization of longitudinal driving behavior by measurable parameters. *Transp Res Rec*. 2010;2185(1):15-23.
16. Nafei WA, Kaifi BA. The impact of organizational cynicism on organizational commitment: An applied study on teaching hospitals in Egypt. *Eur J Bus Manag*. 2013;5(12):131-147.
17. Vaa T. From Gibson and Crooks to Damasio: The role of psychology in the development of driver behavior models. *Transp Res Part F, Traffic Psychol Behav*. 2014;25:112-119.
18. Zacher H, Rosing K. Ambidextrous leadership and team innovation. *Leadersh Organ Dev J*. 2015;36(1):54-68.
19. Tian Y, Zhu Z, Li Q, Zhang J, Wang CF, Wu G, *et al*. Rapid visualized hydrophobic-force-driving self-assembly towards brilliant photonic crystals. *Chem Eng J*. 2021;420:127582.
20. Durrah O, Chaudhary M, Gharib M. Organizational cynicism and its impact on organizational pride in industrial organizations. *Int J Environ Res Public Health*. 2019;16(7):1203.
21. Yang L, Li X, Guan W, Jiang S. Assessing the relationship between driving skill, driving behavior and driving aggressiveness. *J Transp Saf Secur*. 2022;14(5):737-753.
22. Al-Atwi AA, Abd Al_Razzaq MTA. The relationship between organizational cynicism and the deviant work behaviour of banking service providers through the mediating role of moral disengagement. *Muthanna J Adm Econ Sci*. 2022;12(3).