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Job Embeddedness and Organizational Cynicism: Evidence from Higher Educational Institutions of Quetta City

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Abstract

The study examines the connection between organizational cynicism and job embeddedness. The study used quantitative research methodology, data collected from Quetta City's five higher educational institutions, and one-way ANOVA to test for the analysis. The study found a strong correlation between organizational cynicism and job embeddedness. Work embeddedness dramatically aids in regulating and reducing cynical sentiments experienced by Quetta University employees and teaching staff. Employee bad conduct is decreased at increasing job embeddedness levels. Second, there is no discernible gender-based discrimination in organizational cynicism or job embeddedness.

Keywords: Job Embeddedness, Organizational Cynicism, Affirmative Aspect. Cognitive Aspect. Behavioral Aspect, Comunimity Fit & Link, ANOVA, Quetta.

Background

One of the most critical issues in management literature is understanding why employees choose to remain with their organizations and perform at their peak. Organizations focus on obtaining competitive advantages through their workforce, as capable and enthusiastic personnel are essential (Ozcelik & Cenkci, 2014). Organizations that can successfully maintain their human capital have an advantage over those that cannot, given the knowledge-based structure of the global economy (Dewin, 2020).

Retaining talented and capable employees is a critical challenge for today's business executives. Research has shown that voluntary employee turnover negatively impacts performance (Fleps et al., 2009). Therefore, maintaining the workforce has become a top priority for organizational management (Nasir & Mahmood, 2018).

The primary responsibility of management is to keep the staff that has been taught and developed within the company. Furthermore, employee turnover often results in high personal and organizational costs. The decision to leave a job typically has significant positive and negative implications for employees and organizations (Mallol, Holtom & Lee, 2007). Employee turnover negatively affects the company, including direct and indirect expenses for hiring, screening, and onboarding training programs, as well as knowledge loss when staff members leave. If employees leave, their recruitment and training investment is wasted (Kashif, 2022).

Not only does the organization's investment in the recruitment and training of employees go to waste when they leave, but the organization must also allocate additional resources to onboard

and develop replacement personnel. Retaining a skilled workforce is a constant concern for organizational leadership. A critical challenge facing contemporary social science researchers is Determining why employees choose to depart or remain with their current employer (Singhal, 2020).

Cho and Son (2012) suggest that organizations are working to develop a global framework for understanding why employees leave their jobs. Two key factors are an employee's desire to quit their current employer and the perceived ease of doing so. If an employee is not highly committed to the organization, lacks strong connections with coworkers, and has limited advancement opportunities, they will find it easier to depart the workplace (Robinson et al., 2013).

The researchers focused on organizational commitment and job satisfaction as crucial factors. However, other circumstances, such as salary, interpersonal relationships, communication, workload, advancement opportunities, training, supervisory and peer support, and procedural fairness, can influence an employee's decision to remain with their current employer (Ghimire et al., 2021).

One concept that has gained prominence in the literature is job embeddedness. According to research, job embeddedness examines the influences that encourage employees to remain in their organizations. Extensive research has examined the validity of job embeddedness, tested various methods to measure it, and provided sufficient evidence to conduct a significant meta-analysis of the behavioral outcomes associated with job embeddedness (Apat, 2022).

Job embeddedness has three primary components: links, fit, and sacrifices. Links represent the extent to which employees have connections or bonds with their coworkers and the organization. The more connections an employee has, the less likely they are to quit. Fit refers to how sound employees perceive themselves as suited to their organization and community (Kiazad et al., 2015). The better the fit, the more likely the employee will stay with the organization and the lower the chance they will leave. Sacrifices involve the physical or emotional benefits an employee would give up by quitting their job. The greater the sacrifices associated with leaving, the less likely employees are to forgo those benefits by leaving. These three dimensions can be further categorized into organizational and community perspectives (Moaaz & Mansour, 2023).

Organizational cynicism is a multidimensional construct in the psychological and behavioral sciences. It is associated with increased mistrust, fatigue, monotony, awkwardness, doubt, and alienation among workers, directly impacting the organization and its growth. Cynicism has become a significant area of study in the behavioral and psychological sciences (Demirçelik & Korkmaz, 2017; Gonzalez, 2022).

Organizational cynicism has three key dimensions:

1. Cognitive: Employees' beliefs and thoughts about the organization
2. Emotional: Employees' feelings and emotions towards the organization
3. Behavioral: Employees' actions and conduct in response to the organization (Nafei, 2014).

Research indicates that employees with more negative views about their organization tend to be less productive and have lower organizational commitment and job satisfaction. They also have low self-esteem and oppose organizational transformation initiatives. Employee cynicism

may negatively affect the organization, such as lower morale and productivity, resulting in lost revenue (Qiu et al., 2020).

This study examines the connection between organizational cynicism and job embeddedness among Quetta University faculty. Additionally, the study analyzes these factors from a gender perspective to understand how job embeddedness and organizational cynicism impact faculty members differently based on gender.

Human resources are crucial in any organization. Employees dedicate their efforts to achieving the organization's goals and objectives. Therefore, companies need to retain their valuable workers. Employees leaving their jobs can be costly for the organization and the individual (Boyd & Fischer, 2012). In addition, higher education institutions mostly rely on their professors' skills, aptitude, knowledge, experience, intelligence, and knowledge for effective and successful service delivery. For these higher education institutions, keeping these talented employees is essential. It is crucial to consider the elements that can enable skilled educators to remain in their positions (Djibat, 2020).

When employees are dissatisfied with the job and work environment, such as due to insufficient career opportunities, inadequate training and development, lack of interest, or low organizational commitment and loyalty, they are more likely to seek new employment. Employees must make certain sacrifices When they decide to leave their jobs. These include giving up on ongoing work projects, departing from known colleagues, and forfeiting accrued and deserved benefits. The more an employee has to sacrifice, the less likely they are to quit their job and organization (Kortegast & Hamrick, 2009).

A previous research paper proposed a novel conceptual model known as job embeddedness. This model explains why employees remain in their current jobs rather than leave the organization. Furthermore, the researchers examined strategies employers can employ to influence employees' job embeddedness and their tendency to stay with the organization (Apat, 2022).

While limited research has explored the relationship between organizational cynicism and job embeddedness, including the influence of various factors across diverse contexts, few studies have directly examined the link between these two constructs. However, Nafei (2014) found that organizational cynicism is inversely related to job embeddedness, suggesting that increasing employees' job embeddedness may effectively mitigate their cynical attitudes and behaviors. This research aims to investigate this relationship further, focusing on how universities in Quetta can enhance faculty retention by bolstering job embeddedness and reducing organizational cynicism. Additionally, the study will analyze these findings from a gender-based perspective (Mitchell et al., 2001).

This study aims to expand on the details of this connection and offer recommendations for faculty retention activities at Quetta-area universities. Second, by better understanding the role of these variables (job embeddedness and organizational cynicism) in keeping personnel from various universities, these results will aid future researchers in analyzing the value of knowledge generated by this research study (Khan et al., 2022).

Problem Statement

The study examines the relationship between organizational cynicism and job embeddedness; the study also analyses the gender perspective among faculty members at the University of Quetta City. First, the study will analyze the impact of community and organizational fit on the cognitive, affective, and behavioral dimensions of organizational cynicism. Second, it will investigate the effects of community and organizational links on the cognitive, affective, and behavioral aspects of organizational cynicism. Additionally, the study will analyze the influence of community and organizational sacrifices on the three dimensions of organizational cynicism. Lastly, a gender perspective will be applied to the results. The study will also develop a conceptual model based on this research. Gender is a control variable, and cynicism is a dependent variable.

In this study, gender is a control variable, job embeddedness is the independent variable, and organizational cynicism is the dependent variable.

Significance of the Study

The significance of this study is to examine the relationship between job embeddedness and organizational cynicism. This research may assist universities in developing policies and strategies to reduce employee cynicism and firmly embed them in the organizational culture by mitigating their cynical sentiments. The study's findings could serve as a valuable resource for future researchers, as it is based on a comprehensive literature review. Employees often exhibit cynical behavior towards their employer, which varies based on gender. Therefore, universities may need to adopt differentiated approaches to retain their valuable faculty and capitalize on their peak performance.

This study aims to provide a theoretical framework based on organizational cynicism and job embeddedness. The proposed model and framework empirically support the premise of the study. This conceptual model suggests that universities in Quetta should approach employee management differently based on gender. They can redesign their policies and strategies to embed their existing faculty members better. It would lead to improved employee performance, reduced conflicts, and better achievement of organizational goals.

Research Objectives

- To investigate the connection between organizational cynicism and the aspects of job embeddedness.
- To evaluate the connection between organizational cynicism and work embeddedness among various gender groupings.

Literature Review

One of the most critical concerns for management is understanding why employees choose to remain with an organization rather than leave and the factors that motivate personnel to perform. Organizations make significant investments in recruiting, selecting, and training new employees 000 agent replacement cost) could lessen overall expenses by 6.4 million annually (Young et al., 2013). However, voluntary employee turnover can lead to the waste of these investments. Voluntary turnover can impose substantial direct and indirect costs on companies, ranging from 90 percent to over 200% of a departing employee's annual compensation (Porter, Woo & Campion, 2015).

The specific and structural costs of employees leaving their jobs are exceptionally high. Unsurprisingly, retaining talented employees has become a primary concern for upper-level management in contemporary organizations. The topics "Why do employees leave?" and "Why do employees stay with their organizations?" have drawn the interest of social researchers and

professionals alike. (Takawira, 2012). In addition, businesses with high turnover rates do much worse than their rivals. Thus, to obtain insights that may help with employee retention, organizational leaders and upper management are curious about why employees depart from their current positions (Scott et al., 2021).

Extensive research has provided partial insights into why employees remain with or leave their organizations. Specifically, employees are more likely to stay if they are satisfied with their profession and highly committed to their employer. In contrast, they are more inclined to depart if they lack satisfaction and dedication towards their job and organization. Mitchell et al. (2001) noted that employee attitudes play a relatively minor role in employee retention. Conversely, employees who are more embedded and engaged within the organization tend to have lower turnover intentions. These individuals are more physically and emotionally immersed in their work and exhibit more robust enthusiasm and emotional connections with their colleagues when performing job-related tasks.

From an HRM perspective, employee turnover, regardless of the type of organization, makes it challenging to retain human resources and incurs significant costs for hiring, onboarding, and training new hires (Cho et al., 2012; Takawira, 2012). Increased turnover origin also has negative consequences. To recruit more talented and capable people compared to their competitors, for instance, they cannot recover expenditures spent on the personnel left behind and the increasing weight of pay (Cho et al., 2012). The loss of organizational knowledge is another issue that organizational management must deal with (Singhal, 2020). The direct cause of the turnover in personnel (Mitchell et al. 2001).

One concept that prevents withdrawal is job embeddedness. Work embeddedness is a significant contribution decision since it highlights aspects other than disillusionment associated with leaving the company (Lee et al., 2004). The phenomenon known as JE examines why an employee decides to stay with the organization rather than leave. Many factors have been determined to influence how embedded an employee is in an organization. These fall under organizational or internal variables, like characteristics that support the individual's sense of integration.

On the other hand, outside or community elements also come into play, making it easier for the employee to become ingrained in the company culture and deterring them from quitting. The three fundamental aspects of employment embeddedness are fit, linkages, and sacrifices. Six subcategories result from these three dimensions when considering the organizational and community viewpoints. The decision of an employee to stay with their current employer is heavily influenced by these elements (Sapna & Ahlawat, 2021).

Organizational Link

The term "organizational link" refers to the extent of a person's formal or informal connections to other workers, teams, initiatives, and businesses. These relationships are the formal or informal ties an employee has inside and outside the company with other people, groups, or places. It also covers interactions with team members, coworkers, and other organization members. Many businesses believe these connections are essential. They can influence employee retention. The more connections and ties an employee has within the network, the more they are integrated with their work and the organization, and thus, they are less likely to leave their job (Lee et al., 2014; Ozcelik & Barsade, 2011).

Organizational fit refers to the congruence between an employee's characteristics, such as their values, skills, and career goals, and the organizational culture, requirements, and incentives. When there is a strong alignment between the employee and the organization, employees feel

a greater sense of belonging and compatibility, becoming more deeply embedded in their work. Conversely, a lack of fit leads to a weaker attachment and lower levels of embeddedness (Nafei, 2015; Shahriari, 2011).

Organizational Sacrifice

Organizational sacrifice refers to the expenses incurred by staff attrition and the perceived monetary and psychological gains that a departing employee would forgo. The degree of sacrifices associated with shifting occupations is determined by the potential loss of physical or psychological resources from leaving one's neighborhood or job (Crossley et al., 2007). Employees may experience various losses, such as job insecurity, unbalanced income, giving up exciting projects, loss of health, strained family relationships, reduced advancement and educational opportunities, and the loss of good connections with colleagues when quitting (Popa et al., 2023).

The greater the perceived losses employees would incur by leaving their current job or organization, the more they feel embedded in the organization. These potential losses can include non-portable benefits like pension plans. These costs associated with quitting are connected to employee turnover. Other potential losses from leaving a company may encompass foregone job security, promotional opportunities, and training and development chances (Pallathadka et al., 2022).

Community Link

Community links encompass an employee's relationships and involvement within their broader social network, including familial, social, and religious ties (Jain & Nair, 2018). Organizations should provide opportunities for employees to maintain and cultivate these community connections, as they can facilitate a sense of embeddedness (Rodriguez-Sanchez et al., 2020). As proposed by Mitchell et al., these numerous community-based bonds form a societal, emotional, and economic web for the employee, comprising informal friendships, group memberships, and community affiliations (Mallol et al., 2007). The more extensive these community ties are, the stronger the employees' perceived connection to their profession and employer. Research suggests that the significance of these ties may vary across different populations. Studies have shown that the pressures and responsibilities associated with factors such as family, peer groups, and coworkers can influence an employee's decision to remain in their current job. For instance, older and married employees with dependent children may be less inclined to leave their positions, which could require reorganizing these community-based commitments (Soomro, 2020).

Community Fit

Community fit refers to the congruence between an employee's characteristics, such as their values and lifestyle preferences, and the local community where they reside or work. It encompasses non-work factors like the location's climate, culture, and amenities that can influence an employee's attachment to the organization. The more an employee feels comfortable and compatible with their surrounding community, the less likely they are to leave their job. Conversely, a lack of fit between the employee and the community can lead to a weaker sense of embeddedness and higher turnover intentions (Mallol et al., 2007; Shenoy & Sharma, 2022).

Significantly, the assessment of fit may be unrelated to work and organizations. Rearranging one's circumstances would require recalibrating this fit, but when a new employee is denied a transfer, it could disrupt their regular work patterns, such as altered job hours or a different

commute. Suitability should exist between the individual and the community. The local environment, amenities, and overall culture directly influence an employee's decision to remain in their current job. The stronger the match between the employee and the community, the more likely the employee will stay in their current position (Thome & Greenwald, 2020).

Community Sacrifice

Community-related sacrifice refers to the physical and psychological benefits an employee may forfeit by leaving their current job or organization. Leaving a desirable, safe, and supportive community can be difficult, as it involves the loss of communal connections and support. These sacrifices often arise when employees are transferred to a new location, requiring them to give up aspects of their familiar community. Even when changing jobs without relocation, employees may have to give up conveniences like easy commutes or flexible work arrangements tied to their current position (Mahadi et al., 2020).

Workplace Embeddedness

The degree of an employee's deep integration into their job and organization is called their "on-the-job embeddedness." It indicates how involved a worker is in their company and serves as a gauge for both job performance and retention. The impacts of on-the-job embeddedness on absenteeism and turnover intentions can be reduced when researchers account for job satisfaction and commitment (Singh et al., 2020).

Off-the-Job Integration

The term "off-the-job embeddedness" refers to a worker's level of integration into their neighborhood. It is impacted by things outside of the office, like friendships and family ties, community service, and other obligations unrelated to work. Because leaving their positions would involve significant disturbances to their personal life and community relationships, employees with solid embeddedness outside the workplace are less inclined to do so voluntarily (Candan, 2016).

Off-the-job embeddedness refers to the degree to which an employee is integrated into their community and personal life outside the workplace. Research by Cho et al. suggests that an employee's profession can significantly impact their off-the-job experiences, particularly if they need to relocate for a new job. Individuals deeply engaged in their local communities and personal relationships are less inclined to leave their current employment. For instance, employees with a working spouse, children enrolled in local schools, or involvement in community activities tend to have lower turnover intentions. Job embeddedness encompasses an employee's on-the-job attitudes and intentions to remain and job-related behaviors and social factors influencing their career decisions. By fostering off-the-job solid embeddedness, organizations can enhance the development of human and social capital within the organization (Sapna & Ahlawat, 2021; Lehmann & Zaiceva, 2014).

Organizational Cynicism

Organizational cynicism reflects an adverse disposition as a recurrent personality trait rather than an immediate and harsh change in personality. This cynicism accumulates when employees perceive their contributions to the organization exceed the rewards they receive, such as monetary compensation, appreciation, recognition, promotion, and intrinsic or extrinsic rewards (Aytas & Barutcu, 2017). Under this sentiment, employees may diminish their job performance by reducing their efforts or completely disengaging from work. Individuals may

attempt to restore a sense of equity by seeking to enhance their outcomes, which could involve demands for higher salaries, more paid time off, greater recognition for their performance, or additional opportunities (Rastogi et al., 2018; Ahmed, Kiyani & Hashmi, 2016).

Cynical employees exhibit negative behaviors towards their organizations, such as absenteeism, reduced work effort, theft, verbal or physical aggression, and fraud. Workers who are less devoted to their work and less driven to support organizational changes with increased performance tend to be more cynical about the change efforts made by their organization (Durrah et al., 2019; Mete, 2013).

Organisational Cynicism's DimensionsAffective, behavioral, and cognitive are its three dimensions (Dean et al., 1998; Nafei et al., 2013). The idea that the organization lacks integrity, honesty, and transparency is reflected in cognitive cynicism. Under this kind of cynicism, workers could act inconsistently, using dishonest or fraudulent methods. Employees may also believe that the organization's actions are driven solely by self-interest and that employees are unpredictable in their behavior. There is a perception that the organization's actions are motivated by hidden agendas (Veetikazhi et al., 2020; Dergisi, 2014).

Affective cynicism refers to employees' adverse emotional reactions and sentiments towards their organization. This dimension of cynicism involves strong feelings like anger and disrespect. When contemplating their employment organization, employees may experience disgust, shame, disappointment, anxiety, and distress. In this cynical state, individuals hold opposing beliefs and emotions about the organization they work for (Ghahfarrokhi et al., 2020).

Behavioral cynicism is a negative tendency (Dean et al., 1998). Their predictions on organizational events are wrong. They act in an offensive and dehumanizing manner within the company. They exhibit critical behavior and abusive tendencies toward the organization, adversely affecting performance, commitment, motivation, and interpersonal relationships. It also increases absenteeism and employee turnover (Dean et al., 1998; Anderson, 1996; Mete, 2013; Sarmad et al., 2021).

Relationship between Job Embeddedness and Organizational Cynicism

Studies have examined the connection between organizational cynicism, work embeddedness, and job performance. This research found that organizational cynicism and work performance were dependent variables, and job embeddedness was independent. According to the study, there is a negative correlation between organizational cynicism and job embeddedness. Compared to individuals with lesser degrees of job embeddedness, employees with more extraordinary job embeddedness demonstrate a more remarkable ability to regulate their unfavorable feelings towards their employing organization. (Sapna & Ahlawat, 2021; Ghahfarrokhi et al., 2020; Hobfoll et al., 2018). Nafei (2015) examined the relationship between psychological capital, organizational cynicism, and job embeddedness. The study found that psychological capital is positively associated with job embeddedness and negatively related to organizational cynicism (Dixit & Singh, 2018).

Implications and Future Research The existing research highlights the importance of job embeddedness and organizational cynicism for employee and organizational outcomes. Organizations should strive to enhance job embeddedness through various strategies, such as providing opportunities for employees to develop meaningful social relationships with colleagues, creating a sense of community, and helping employees feel connected to the organization's mission and values. By enhancing job embeddedness, organizations may be able to mitigate the detrimental effects of organizational cynicism (Apat, 2022).

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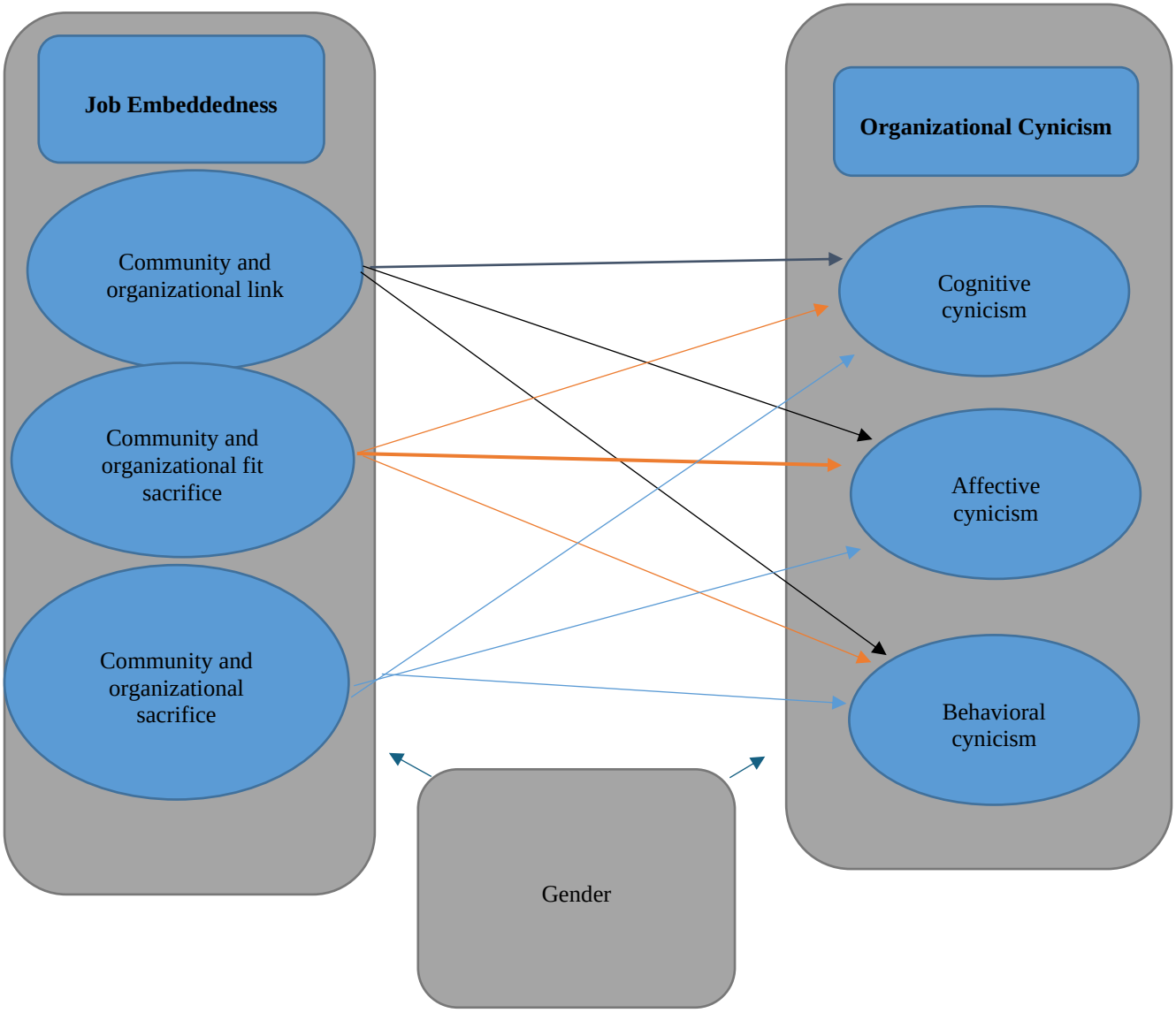
Conceptual Model

After going through the literature, the following hypotheses were constructed.

- H1: Community Fit Significantly Impacts Affamative Dimensions of Organizational Cynicism.
- H2: Community Fit significantly impacts the Cognitive Dimensions of Organizational Cynicism.



- H3: Community Fit significantly impacts Behavioral Dimensions of Organizational Cynicism.
- H4: Organizational fit significantly impacts the Affirmative Dimensions of Organizational Cynicism
- H5: Organizational fit significantly impacts Cognitive Dimensions of Organizational Cynicism
- H6: Organizational Fit significantly impacts Behavioral Dimensions of Organizational Cynicism.
- H7: Community-related Sacrifices (JE) significantly impact the Affirmative dimensions of Organizational Cynicism.
- H8: Community-related Sacrifices (JE) significantly impact the Cognitive Dimensions of Organizational Cynicism.
- H9: Community-related Sacrifices (JE) significantly impact Behavioral Dimensions of Organizational Cynicism.
- H10: Organization-related Sacrifices (JE) significantly impact the Affirmative Dimensions of Organizational Cynicism.
- H11: Organization-related Sacrifices (JE) significantly impact the Cognitive dimensions of Organizational Cynicism**.**
- H12: Organization-related Sacrifices (JE) significantly impact Behavioral dimensions of Organizational Cynicism.
- H13: Link to Community (JE) significantly impacts Affirmative Cynicism.
- H14: Link to the community (JE) significantly impacts Cognative cynicism.
- H15: Link to the community (JE) significantly impacts Behavior cynicism.
- H16: An organizational link has a significant impact on Affirmative cynicism
- H17: An organizational link has a significant impact on cognitive cynicism.
- H18: An organizational link has a significant impact on Behavioral cynicism.
- H19: Job embeddedness significantly impacts organizational cynicism across genders in the context of faculty members of the universities of Quetta.

The dependent variable for the study is Organizational cynicism, whereas the independent variable is organizational embeddedness with a control variable gender.

Methodology.

A quantitative research design was used for the study. The study's population is faculty members of the five universities in Quetta, including the University of Balochistan, BUITMS, SBK, NUML, and Al-Hamad. The sample size for the study is 300, and it was calculated using G* analysis; non-probability convenience sampling was used to collect data (Kuncoro et al., 2021; Zatsu, 2019). The data was collected through the adopted questionnaire; the scale for the organization cynicism consists of three dimensions: affective, cognitive, and behavioral; the scale of 12 items (Brandas, Dharwadkar & Dean, 2000). At the same time, a scale of 34 items was used to measure job embeddedness with six dimensions, including fit for the community, community-related sacrifice, organizational-related sacrifices, and link to the community (Holtom et al., 2006).

Confirmatory factor analysis and Cronbach alpha were used to analyze the reliability and validity of the data provided in Appendix A. The Cronbach alpha values are above 0.70; the KMO & Bartlett test results are above 0.50 with a p-value less than 0.05, indicating that the data is fit for analysis (Appendix A). The convergent validity was analyzed, and AVE values were more than 0.50, which is acceptable. The composite reliability values are more than 0.70.

The study used a one-way ANOVA analysis to investigate the impact of work embeddedness on organizational cynicism across genders. Based on work embeddedness, the one-way ANOVA was utilized to see if there were any statistically significant variations between the organizational cynicism levels of males and females. The one-way ANOVA is used to analyze the variance of the three groups of the independent variable; as the observations of each group are independent, dependent variable data is usually distributed for each group, and the variance of each group of the dependent variable is the equal, and same number of observations (Hair et al., 2014; Hair et al., 2017).

Results

The questionnaire, divided into several sections, is required for the research investigation. It first contained personal and related information about the experiences of the respondents. The demography of this research study was divided into different sections. The age, education, gender, and designation of the responders who work for the particular Quetta City University are listed in the first section (Appendix B).

The linear link between two and only two variables is displayed in the correlation table. All of the correlation values in these tables are greater than 0.5, indicating a strong association between the variables in this analysis (Hair et al., 2019).

A five-point Likert ranging scale, such as strongly disagree (1) disagree (2) neutral (3) agree (3) strongly agree (5), was used for all instruments. The data set had only one outlier, and the mean scores were suitable for our investigation.

Correlations

		emo_cyn	cog_cyn	beh_cyn
emo_cyn	Pearson Correlation	1	.621**	.574**
cog_cyn	Pearson Correlation	.621**	1	.610**
beh_cyn	Pearson Correlation	.574**	.610**	1

**. Correlation is significant at the 0.01 level (2-tailed).

Correlations

		JE_fitcom	JE_fitorg	JE_cmrscr	JE_orgrscr
JE_fitcom	Pearson Correlation	1	.734**	.513**	.649**
JE_fitorg	Pearson Correlation	.734**	1	.619**	.709**
JE_cmrscr	Pearson Correlation	.513**	.619**	1	.668**
JE_orgrscr	Pearson Correlation	.649**	.709**	.668**	1

**. Correlation is significant at the 0.01 level (2-tailed).

The hypothesis testing after regression analysis is shown in Table 3; all the hypotheses are supported other than the H16.

Hypothesis	**Coef**	**R^2**	**Adj R^2**	**Std. Err**	**F**	**P-value**	**Result**
Community Fit Significantly Impacts Affamative Dimensions of Organizational Cynicism.	.52	.28	.27	.634	116	0.0000	Supported
Community Fit significantly impacts the Cognitive Dimensions of Organizational Cynicism.	.53	.29	.28	.608	121	0.0000	Supported
Community Fit significantly impacts Behavioral Dimensions of Organizational Cynicism.	.70	.48	.48	.573	282	0.0000	Supported
Organizational fit significantly impacts the Affirmative Dimensions of Organizational Cynicism.	.588	.350	.34	.604	157	0.0000	Supported
Organizational fit significantly impacts Cognitive Dimensions of Organizational Cynicism	.544	.294	.291	.602	125	0.0000	Supported
Organizational Fit significantly impacts Behavioral Dimensions of Organizational Cynicism.	.685	.462	.452	.582	262	0.0000	Supported
Community-related Sacrifices (JE) significantly impact the Affirmative dimensions of Organizational Cynicism.	.508	.258	.253	.643	103	0.0000	Supported
Community-related Sacrifices (JE) significantly impact the Cognitive Dimensions of Organizational Cynicism.	.481	.235	.221	.629	89	0.0000	Supported
Community-related Sacrifices (JE) significantly impact Behavioral Dimensions of Organizational Cynicism.	.499	.249	.247	.692	98	0.0050	Supported
Organization-related Sacrifices (JE) significantly impact the Affirmative Dimensions of Organizational Cynicism.	.632	.402	.400	.579	200	0.0003	Supported
Organization-related Sacrifices (JE) significantly impact the Cognitive dimensions of Organizational Cynicism.	.616	.379	.377	.565	181	0.0000	Supported
Organization-related Sacrifices (JE) significantly impact Behavioral dimensions of Organizational Cynicism.	.621	.358	.383	.626	186	0.0000	Supported
Link to Community (JE) has a significant impact on Affirmative Cynicism.	.126	.016	.012	.729	4	.0360	Supported
Link to the community (JE) significantly impacts Cognative cynicism.	.130	.019	.012	.739	4.75	.030	Supported
Link to the community (JE) significantly impacts Behavior cynicism.	.712	.502	.490	.549	110	0.0000	Supported

An organizational link has a significant impact on Affirmative cynicism.	.616	.379	.377	.565	127	0.7112	Not Supported
An organizational link has a significant impact on cognitive cynicism.	.521	.418	.413	.676	210	0.0000	Supported
An organizational link has a significant impact on Behavioral cynicism.	.926	.010	.010	.828	41	.0201	Supported

Given that the data supported the hypotheses, the independence test was conducted. The variance is not uniform; the data are independent and regularly distributed. Levene's p-value must be less than or equal to 0.05 for an equality of variance test. The data shows that the organizational link did not significantly impact affirmative cynicism (Budiyanti et al., 2023).

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means		
		F	Sig.	t	Df	Sig. (2-tailed)
JE_fitcom	Equal variances assumed	.353	.553	.265	298	.791
	Equal variances are not assumed.			.265	284.191	.791
JE_fitorg	Equal variances assumed	1.822	.178	-.505	298	.614
	Equal variances are not assumed.			-.498	266.055	.619
JE_cmrscr	Equal variances assumed	1.452	.229	-1.170	298	.243
	Equal variances are not assumed.			-1.155	268.758	.249
JE_orgrscr	Equal variances assumed	.001	.981	.522	298	.602
	Equal variances not assumed			.520	280.452	.604

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means		
		F	Sig.	T	Df	Sig. (2-tailed)
emo_cyn	Equal variances	.743	.389	-.797	298	.426
	Equal variances not assumed			-.785	265.952	.433
cog_cyn	Equal variances	.076	.783	-.008	298	.994
	Equal variances not assumed			-.008	274.526	.994
beh_cyn	Equal variances	.083	.774	.394	298	.694
	Equal variances not assumed			.390	274.617	.697

In the case of faculty members at Quetta's institutions, job embeddedness considerably impacts organizational cynicism across genders, according to the gender roles hypothesis (H19). The impact of work embeddedness on organizational cynicism was examined using an independent sample, with gender serving as a control variable. The test aimed to compare the effect of gender-based work embeddedness (male and female).

Moreover, the findings indicated that work embeddedness did not change significantly based on gender. Similarly, to assess the effects of organizational cynicism between genders (male and female), an independent sample t-test was conducted. Furthermore, gender did not significantly alter organizational cynicism, according to the findings.

Conclusion:

The notion of job embeddedness has garnered noteworthy interest in organizational behavior, given its ability to thoroughly comprehend the elements influencing an employee's choice to continue working for a company (Nguyen et al., 2017).

This study's main goal was to use cross-classification to examine the relationship between organizational cynicism (cognitive, affective, and behavioral) and work embeddedness (link, fit, and sacrifice). Furthermore, a secondary goal of this study was to conduct a more thorough analysis of these findings across genders. A substantial link between job embeddedness and organizational cynicism was discovered through cross-classification. As job embeddedness rises, human resources have more capacity to influence employees' pessimistic views about the company they work for (Budiyanti et al., 2023). The results showed that respondents' levels of organizational cynicism were much lower when they were more job-integrated. The research indicates that people who feel deeply entwined in their careers and universities have less negative feelings towards the institutions' upper administration (Nafei, 2014; Anosike, 2008). The results of this study demonstrate a significant correlation between job embeddedness and organizational cynicism. Moreover, Chiaburu et al. (2013) found a high correlation between these two variables.

The three components of organizational cynicism, cognitive, emotional, and behavioral, were significantly correlated with the community and organizational fit. These findings indicate that employees will feel less cynical and exhibit less cynical behaviors if they believe the position best suits their knowledge, skills, talents, credentials, experience, career ambitions, and personal values. Employees' cynical feelings and behavior decrease with how well their employment fits into their working and non-working interests (Lehmann & Zaiceva, 2014; Qian & Jian, 2020; Durrah et al., 2019; Kaygin et al., 2016).

Similarly, community and organization-related sacrifices connected significantly with all three dimensions of organizational cynicism. When an individual had to sacrifice more while leaving a university, the more they would like to stay with it, and the cynical emotions were also reduced. Furthermore, they become more loyal to the organization (Arabaci, 2010).

The third dimension of work embeddedness was the organization and the community relationship. The relationship between the organization and the community significantly impacted emotional cynicism. These findings suggest that people's negative and cynical emotions may be managed if they have sufficient connections inside and outside the organization. The other two components of organizational cynicism—cognitive and behavioral cynicism—are also significantly impacted by organizational and community ties. The study's findings indicate that an individual's connections both inside and outside of the workplace can assist in reducing cognitive and behavioral cynicism in workers at the company (Ince & Turan, 2011).

An independent sample test was conducted to investigate the impact of work embeddedness on organizational cynicism in both genders. This test's findings show a slight gender-based disparity in the two variables. Job embeddedness and organizational cynicism affect men and women equally without prejudice (Moaaz & Mansour, 2023; Ratnawati et al., 2020; Takawira, 2012).

Research Implications & Limitations

When evaluating the results, it is crucial to consider the current study's limitations. Initially, the research was carried out within a particular organizational framework, which could potentially restrict the applicability of the findings in different contexts.

Furthermore, self-reported data, susceptible to frequent technique bias, were used in the study. Future research could include objective measures of organizational cynicism and job embeddedness to alleviate this shortcoming. Concluding causality is impossible due to the study's cross-sectional design. A longitudinal study is required to understand the dynamic relationship between job embeddedness and organizational cynicism over time.

Companies want their workers to be as integrated into their jobs as possible because this might improve productivity and organizational results. On the other hand, pessimistic work attitudes are harmful since they might lower productivity and damage the company's brand. Organizations, therefore, try to reduce these kinds of behaviours. Gender differences may exist in these attitudes. With a focus on university faculty in Quetta, this suggested study investigates the connection between work embeddedness and organizational cynicism from a gender viewpoint.

Appendix A

KMO and Bartlett's Test	
Kaiser-Meyer-Olkin Measure of Sampling Adequacy	.909

Bartlett's Test of Sphericity	Approx. Chi-Square	1304.547
	Df	21
	Sig	.0000

Variables	**Composite reliability**	**Average variance extract (AVE)**
Emotional Cynicism	0.718	0.40
Cognitive Cynicism	0.715	0.41
Behavioral Cynicism	0.842	0.58
Community fit (JE)	0.745	0.39
Organization fit (JE)	0.799	0.41
Community-related sacrifices (JE)	0.730	0.48
Organization related sacrifices (JE)	0.815	0.41
Community link (JE)	0.812	0.43
Organizational link (JE)	0.884	0.72

Appendix B

Variable	**Categories**	**Frequency**	**Percentage**
Age	25-34	117	39
	35-44	117	39
	45-54	55	17
	55-64	15	5
Education	Masters	39	13
	MS/MPhil	192	64
	PhD	69	23
Gender	Male	135	45
	Female	165	55
Designation	Lecturer	165	55
	Assistant Professor	90	30
	Associate Professor	24	8
	Professor	21	7
LinktoComm (JE) Are you married?	Yes	184	62
	No	114	38
Spouse work?	Yes	123	41
	No	177	59
Own home?	Yes	159	53
	No	141	47
Family Roots in Community	Yes	189	63

	No	111	37
How many family members live nearby?	0-5	78	26
	6-10	75	25
	11-15	48	16
	16-20	39	13
	Above 20	60	20
How many close friends nearby?	0-5	156	52
	6-10	72	24
	11-15	27	9
	16-20	21	7
	Above 20	24	8
How long have you been in your current position	1-10	234	78
	11-20	60	20
	21-30	6	2
How long you have been working in this sector	1-10	177	59
	11-20	102	34
	21-30	21	7
How many coworker interacts with you regularly	0-5	48	16
	6-10	102	34
	11-15	60	20
	16-20	39	13
	Above 20	51	17
Coworkers highly depend on you	0-5	150	50
	6-10	102	34
	11-15	9	3
	16-20	12	4
	Above 20	27	9
How many work teams are you in	0-2	105	35
	3-5	75	25
	6-8	72	24
	9 and more	48	16
How many work committees are you in	0-2	126	42
	3-5	69	23
	6-8	33	11
	9 and more	72	24

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