The Impact of Workplace Bullying on the Relationship between Leader-Member Exchange Relationship (LMX) Quality and Organizational Cynicism
(Applied on Egyptian Governmental Universities)

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Abstract

This research's major goal is to ascertain how workplace bullying affects the relationship between the quality of leader-member exchange relationships (LMX) and organizational cynicism.

To demonstrate the causal relationships between the study variables, a model for the research hypotheses was created. As a result, utilizing the path analysis and structural equation modeling (Amos) are employed to evaluate the strength of the correlations between the research variables by using SmartPLS 4 , SPSS V.25.

To collect the primary data, the researcher designed a questionnaire that includes three main constructs are the Leader Member Exchange Relationship (LMX), Workplace Bullying, and Organizational Cynicism.

The researcher relies on the Egyptian universities located in greater Cairo ,which were five universities (Benha, Ain-shames, Cairo, Helwan and El Azher).

The findings illustrate that there is a significant negative impact of leader-member exchange relationship on organizational cynicism, and also there is a significant negative impact of leader-member exchange relationship on workplace bullying.

There is a significant positive impact on workplace bullying on the relationship between leader-member exchange relationship quality and the Organizational Cynicism.

The results also show that there a significant differences between the respondents' perception toward the research variables according to the following demographic and organizational variables (gender, age, employment grade, appointment duration (tenure), and the university.

Keywords: LMX, Organizational Cynicism, WorkPlace Bullying.

1- Research Introduction:

The success of organizations in achieving their goals and mission depends to a large extent on the prevailing leadership style, the relationship of leaders with their subordinates and their ability to employ energies and capabilities to build good and healthy working relationships. On the other hand, a number of studies have shown that the way in which a leader behaves in an organization matters greatly and is intimately connected to the atmosphere of satisfaction and the responses of the subordinates.

In a related context, many researchers began to study the reciprocal relationship between leaders and subordinates, and to research how this relationship affects work outcomes and the possibility of predicting results through it. Several studies have indicated to the behavioral and attitudinal consequences that may be caused by the decreased quality of the relationship between them, such as the decrease in organizational commitment, increasing the turnover intentions, and increase the subordinates silence behavior (Khalili, 2018; Kim, et.al, 2017; Wang, et.al, 2016). In addition to that, some studies referred that subordinates who have low quality exchanges experience with their leader are more likely to develop cynical attitudes toward their organization (Gkorezis, et.al, 2014, P 307).

On the other hand, bullying-or what is called intellectual terrorism or workplace violence is one of the negative behaviors that attracted the attention of researchers, not only because of it is increasing spread in the business environment and in various cultures, but also it is negative impact on both organizations and their subordinates alike (Ismail, 2017, P 282).

Therefore, the main objective of this research focuses on determining whether there is an impact of workplace bullying occurrence on the relationship between leader-member exchange relationship quality and organizational cynicism behaviors.

2-The literature review

In order to fulfill the goals of the study and building a model for work and formulating research hypotheses, the researchers proceeded to review some previous studies that can be showed as follow: -

2.1 Some studies related to leader-member exchange relationship quality.

The study of **(Aleksić, et.al, 2017)** came to investigate how perceived time pressure, satisfaction with work-family balance (SWFB), and leader-member exchange (LMX) affect creativity in a three-way interaction. The study's findings show that there are two situations in which creativity is high, depending on the interaction between perceived time pressure, SWFB, and LMX: - **The first situation** is when perceived time pressure is low, the quality of the leader member exchange relationship is also low, and work-family balance satisfaction is high.

The second situation is when there is a low level of satisfaction with work-family balance, a high level of perceived time pressure, and a high quality of leader member exchange relationships.

As for the relationship between organizational trust, LMX, and resistance to change, **(Abuzid and Abbas, 2017)** study came to assess the impact of such resistance to change if the LMX and organizational trust existed. The study also examined how organizational justice functions in this interaction.

The statistical analysis of the results lead the researchers to draw conclusions that indicated an inverse direct relationship between LMX and change resistance, and this indicates that the best quality mutual relations of leader-subordinate inculcate the spirit of confidence with acceptability of change initiatives, the impact of LMX on organizational trust appears to be positive, and the subordinates perception of organizational justice (informational and interactive) mediating the indirect relationship between LMX and change resistance , while the results have not shown any significant effect of interactive justice The findings also demonstrated that organizational trust functions as a mediator in the indirect association between LMX and change resistance since good relationships ultimately improve organizational trust, which reduces resistance.

The study of **(Demir and Saylik, 2021)** aimed to reveal the relationship between organizational image and leader-member exchange dimensions (affect, loyalty, contribution, and professional respect) between school principal-teacher and organizational justice (distributive justice, procedural justice, and interactional justice) in school. According to the outcomes of structural equation analysis, organizational image positively affects the leader-member exchange and perceived organizational justice, the leader-member exchange positively affects perceived organizational justice, and the teachers' perceived organizational image positively affects perceived organizational justice with the partial mediating effect of leader-member exchange.

Also, the study of **(Wulani, et.al, 2022)** investigated the effect of

2.2 Some studies related to workplace bullying.

The administrative thought of bullying appeared at the beginning of the eighties, as Heinz Leymam was considered the first one to use the term attack to express personal conflicts within the work, and defined it as "psychological terrorism and immoral communication that occurs regularly by one person or group of people towards a specific individual" and called it later workplace bullying behavior (Ismail, 2017)

With a basis in affective events theory, the study of (**Jahanzeb,et.al, 2020**) the mediating function of anger and the reinforcing effect of neuroticism in the link between subordinates' exposure to workplace bullying and their engagement in deviant behaviors. The study's conclusions showed that workplace bullying encourages interpersonal and organizational deviation because it makes subordinates feel angry. Those subordinates who exhibit significant degrees of neuroticism are more likely engage in this mechanism .

The study of (**Omrani, 2022**) **was** investigated in King Abdul Aziz hospital in Makah and it is targeted to explore how prevalent bullying is in the healthcare sector and it is affect on job stress and task performance among healthcare workers.
The results exhibited a significant relationship between workplace bullying and job stress, even though the connection between task performance and bullying is subtle. Despite this result, the researcher saw that it cannot be deduced that workplace bullying has no effect on task performance. Hence, it remains important that strong strategies are identified to deal with bullying in the workplace if organizations want to ensure that subordinate act at their maximum.

2.3 Some studies related to organizational cynicism.

According to the research of **Jiang et al. (2019),** knowledge hiding has a detrimental impact on subordinates' ability to thrive through psychological safety, and this impact is reliant on organizational cynicism as a moderated mediation variable. The findings confirmed that organizational cynicism plays a moderating role. Particularly, the negative effects of knowledge hiding on psychological
safety were greater under higher levels of organizational cynicism.   as was the indirect effects of knowledge hiding on thriving via psychological safety

The purpose of the study by Sen et al. (2021) was to investigate the relationship between organizational justice, cynicism, and perceived organizational support (POS). The findings indicated that organizational justice and POS have a detrimental effect on cynicism. Organizational cynicism tends to decline when organizational justice and subordinates' (POS) increases. This makes intuitive sense, because an adequate justice climate and high

organizational support are less likely to trigger unwanted subordinate's behavior such as cynicism.

Soomro et al. (2022) looked at how personality traits affected organizational cynicism. Additionally, it looked at how organizational cynicism in Pakistan affected the performance of subordinates. According to the structural equation model analysis, agreeableness, extraversion, emotional stability, conscientiousness, and openness have a favorable and significant impact on cognitive, affective, and behavioral cynicism. Additionally, these organizational cynicism subscales have been shown to be negative and insignificant predictors of subordinates' performance.

2.4   Literature review of studies that linked research variables to each other.

The study conducted by **Tumkaya and Sarpkaya (2022)** sought to investigate the mediating effects of leader-member exchange with its dimensions (affect, loyalty, contribution, and professional respect) on the relationship between organizational commitment (affective, normative, and continuance) and organizational cynicism (cognitive, affective, and behavior cynicism) among school counselors. The findings demonstrated that a decline in leader-member exchange leads to an increase in organizational cynicism and that leader-member exchange partially mediated the relation between organizational commitment and cynicism. In other words, the level of communication between a leader and a member increases as organizational commitment among subordinates increases, and this causes the organizational cynicism to be decreased.

While the study of **(Deacon, 2014)** focused on illustrating how the LMX controlling the use of negative workplace behaviors (workplace bullying) with subordinates as it is speculated that leaders would be more inclined to behave negatively with low LMX subordinates and less likely with high LMX subordinates. The results of the study came contrary to expectation, as the LMX level was not a predictor for the use of these behaviors and further that the LMX level was less affected the longer a leader and subordinate had been working together as the issues are more likely to be treated positively if the leader and subordinate have worked together for some time.
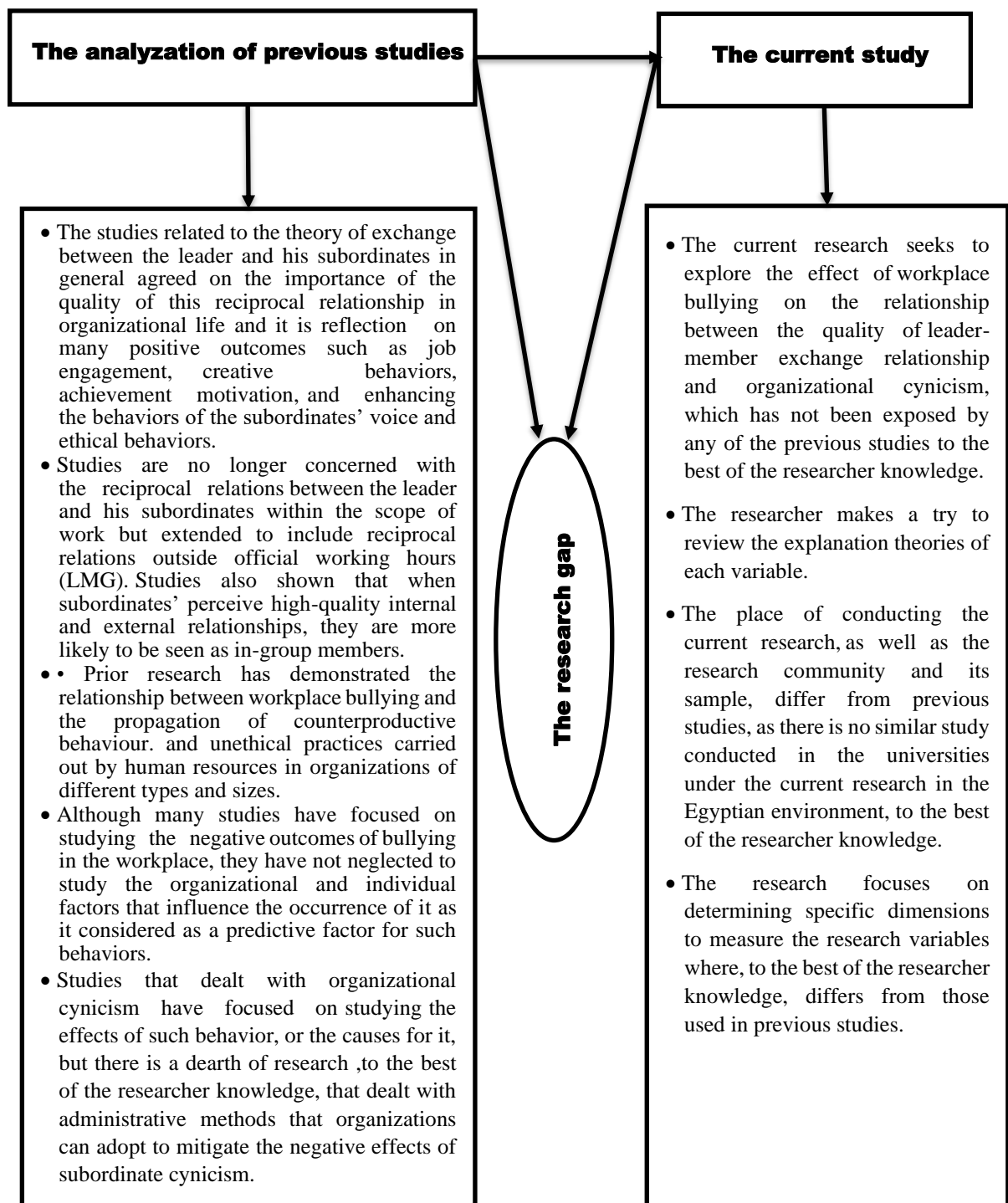
Regarding to the relationship between workplace bullying and organizational cynicism, the study of **(Haq, et.al, 2018)** explored the effect of workplace bullying on subordinate's cynicism and psychological contract, as it clarified that workplace bullying can ground cynicism between the

subordinates. The results of this study showed that there was a significant relationship among workplace bullying and subordinate cynicism and suggests that workplace bullying can weakens the trust of the subordinate on their organization. The study additionally suggested that the relationship among workplace bullying, and subordinate cynicism may be in part mediated by psychological contract.

The association between bullying and organizational cynicism characteristics (cognitive, behavioral, and emotional cynicism) was investigated in the study by **Bedük et al. (2017).** The study's findings showed that bullying and organizational cynicism have a strong, positive relationship. The relationship with the cognitive dimension is the strongest, followed by the relationship with the emotional dimension, and the relationship with the behavioral dimension is the weakest.

The analyzation results got from reviewing previous literature directions related to the research variables and the research gap can be shown in the following figure:
Figure (1) The present research gap

The analyzation of previous studies	The current study

The analyzation of previous studies box:

- The studies related to the theory of exchange between the leader and his subordinates in general agreed on the importance of the quality of this reciprocal relationship in organizational life and it is reflection on many positive outcomes such as job engagement, creative behaviors, achievement motivation, and enhancing the behaviors of the subordinates' voice and ethical behaviors.
- Studies are no longer concerned with the reciprocal relations between the leader and his subordinates within the scope of work but extended to include reciprocal relations outside official working hours (LMG). Studies also shown that when subordinates' perceive high-quality internal and external relationships, they are more likely to be seen as in-group members.
- • Prior research has demonstrated the relationship between workplace bullying and the propagation of counterproductive behaviour. and unethical practices carried out by human resources in organizations of different types and sizes.
- Although many studies have focused on studying the negative outcomes of bullying in the workplace, they have not neglected to study the organizational and individual factors that influence the occurrence of it as it considered as a predictive factor for such behaviors.
- Studies that dealt with organizational cynicism have focused on studying the effects of such behavior, or the causes for it, but there is a dearth of research ,to the best of the researcher knowledge, that dealt with administrative methods that organizations can adopt to mitigate the negative effects of subordinate cynicism.

The research gap

The current study box:

- The current research seeks to explore the effect of workplace bullying on the relationship between the quality of leader-member exchange relationship and organizational cynicism, which has not been exposed by any of the previous studies to the best of the researcher knowledge.

- The researcher makes a try to review the explanation theories of each variable.

- The place of conducting the current research, as well as the research community and its sample, differ from previous studies, as there is no similar study conducted in the universities under the current research in the Egyptian environment, to the best of the researcher knowledge.

- The research focuses on determining specific dimensions to measure the research variables where, to the best of the researcher knowledge, differs from those used in previous studies.

Source: prepared by the research.

3- The research problem:

According to what has been showed in the literature review, and to correctly investigate the range of the problem in the selected sector, the

researcher made an initial pilot study[*] on a sample of the selected population. A questionnaire directed to them to get their opinions about the research variables.

Regarding to leader-member exchange relationship quality

67% of the study sample express that they are not enjoying while they are working with their leader, 45.2% came neutral regarding the defense matter by their leader, 30.3% express their willingness to spend more efforts beyond those normally required, and 25% expressed their admire with their leader professional skills.

Regarding to workplace bullying sentences

60.5% of the pilot study sample confirmed that the information was withheld from them, and this affect their work effectiveness, 82.2% expressed that they were being ignored and excluded especially while dealing with work-related issues, and 22% being threatened with violence or physical abuse and facing intimidating behaviors in the workplace.

Regarding to organizational cynicism sentences

Approximately 73.7% of the participants in the study feelings that the faculty administration's policies, objectives, and practices don't seem to be closely related.., 58.2% of the participants always criticizing the faculty practices and policies, and approximately 38% feeling tension when they think about their faculty.

Based on the above review, it is shown that LMX, organizational cynicism, and workplace bullying are considered important behaviors that effect organizational climate in the Egyptian universities. Hence, the research problem focuses on resolving the following research query: -

The major question:

What is the impact of workplace bullying on the relationship between leader-member exchange relationship quality and organizational cynicism?

The sub questions:

1- What is the impact of leader-member exchange relationship quality on the organizational cynicism perception?
2- What is the impact of leader-member exchange relationship quality on the workplace bullying perception?
3- What is the impact of workplace bullying on the organizational cynicism perception?

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[*] The pilot study was conducted on 40 sampling units in the selected universities, as a questionnaire was designed using google form and got the responses through google form, and telephonic communications because the researchers couldn't what's up application, do personal interviews because of covid pandemic.

4- Is there an impact for workplace bullying on the relationship between leader-member exchange relationship quality and organizational cynicism perception?

4- The research objectives

In the light of research problem, the objectives can be determined as follows:

1- Determining and measuring the direct effect of leader-member exchange relationship quality on the organizational cynicism perception.
2- Determining and measuring the direct effect on the leader-member exchange relationship quality of workplace bullying perception.
3- Determining and measuring the direct effect of workplace bullying on the organizational cynicism perception.
4- Determining and measuring the indirect effect of workplace bullying variable on the relationship between leader-member exchange relationship quality and organizational cynicism.

5- The research hypotheses and model

Considering the review of previous literature related to the research variables, and based on the aforementioned objectives, it was possible to formulate the research hypotheses and model as follows: -

The first hypothesis (H1): There is a significant negative impact of leader-member exchange relationship quality on the organizational cynicism perception.

The second hypothesis (H2): There is a significant negative impact of leader-member exchange relationship quality on workplace bullying perception.

The third hypothesis (H3): There is a significant positive impact of workplace bullying on the organizational cynicism perception.

The fourth hypothesis (H4): The workplace bullying mediates the relationship between leader-member exchange relationship quality and the organizational cynicism.

The following figure shows the proposed model for the research hypotheses:

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Figure (2)
The research Model

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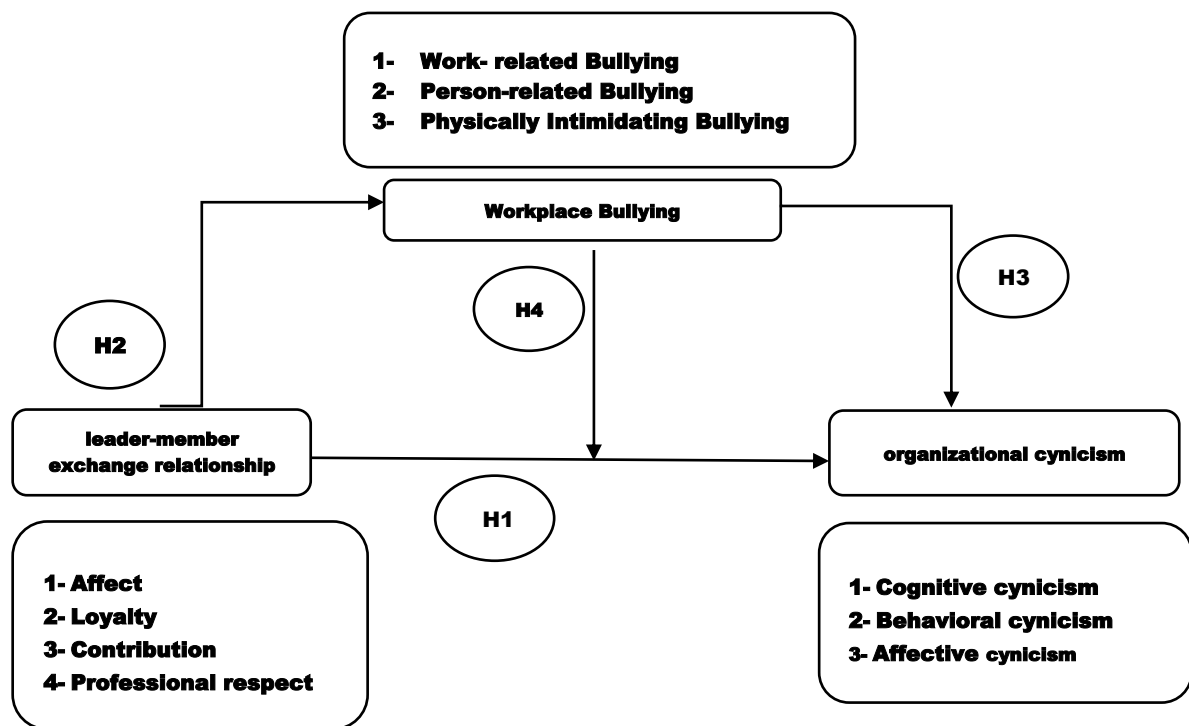
Source: prepared by the researcher based on the literature review

6- The research importance

The research importance can be divided into

6.1 The scientific importance

1- This research comes to understand the phenomenon of organizational cynicism because of it is great impact on organizations and working individuals alike, as well as an attempt to find the best ways to manage it and reduce it is negative effects.

2- The importance of studying the concept of bullying in the workplace – as one of the relatively recent concepts -, came from studies results that proved it is negative impact on working individuals, in addition to the increase in the rates of unethical behaviors and practices in Arab organizations, which requires further studies to prevent or limit it. This was confirmed by a report from the Ethisphere Institute for the most ethical practices around the world for the year 2019, where it did not refer to any Arab organization in it is classification. In addition to the global orientation to develop global programs to combat the phenomenon of bullying in it is various aspects.

3- An attempt to shed light on the significance of enhancing the quality of the reciprocal relationship between leaders and subordinates in different

organizations because of their significant role in reducing negative and unethical behaviors of working individuals.

4- The scarcity of studies that dealt with the impact of workplace bullying on the relationship between the LMX quality and organizational cynicism – within the limits of the researcher's knowledge – and therefore this study is an attempt to bridge the research gap.

6.2 The practical importance:

The research derives it is practical importance from the importance of the application sector, where the university educational sector is the real nucleus that bears the greatest responsibility in spreading and developing values and good knowledge of societies, as universities are social, cultural, educational, and pedagogical institutions. Teaching staff members and their assistants represent the main pillar in the university education system, where the measure of any university's superiority depends primarily on the quality of education it provides through teaching staff highly qualified scientifically and psychologically, who have the skills and capabilities necessary to achieve the overall quality of the learning process.

Therefore, this research comes to study the leader-members exchange relationship quality, workplace bullying, and the organizational cynicism as phenomena that affect the psychological climate in Egyptian governmental universities, and an attempt to identify its causes and address them to create an organizational and psychological climate that enables the university in the end to achieve it is mission fully.

7- The research limitations

The research hypotheses are developed and tested according to two types of limitations.

7.1 Scientific limitations

1- The research will address the leader-member exchange relationship quality according to the following dimensions only: contribution, loyalty, affect, and professional respect.

2- The research will address the workplace bullying based on dimensions of physically intimidating , person-related, and work-related bullying.

3- The research will address the organizational cynicism through the cognitive, affective, and behavioral perspective.

4- The research will address the quality of leader-member exchange relationship from subordinates' point of view.
5- The research will not address the cyberbullying.
6- The research will address leader-member exchange relationship within the scope of work and will not turn to include reciprocal relations outside official working hours (LMG).

7.2 Field survey limitations

Due to the limitations of cost, time and efforts, the researcher depends on a sample of teaching staff and their assistants in governmental universities located in greater Cairo area, the focus was on 5 universities (Cairo- Helwan- Ain Shams- Al-Azhar- and Benha). The number of teaching staff and their assistants during the study equals 47321 member, hence the researcher relies on a sample consists of 382 unit approximately, to test the research hypotheses.

8- The research theoretical framework

In this theoretical framework, researchers deal with several elements: leader-member exchange relationship quality, organizational cynicism, and workplace bullying in terms of the concept and the different dimensions of each of them as follows:

8.1 Leader-Member Exchange Relationship Quality
8.1.1) Leader-Member Exchange Relationship Quality Definition

LMX theory, was introduced by Dansereau and his/her colleagues in the 70's, it focuses on the relationship quality between leaders and their subordinates, The philosophy behind LMX theory is that the leader develops high-quality relationships as much as possible, because this would lead to a host of other organizational outcomes (Chris and Umemezia, 2019, P4).

The previous literature presented several definitions to it, (Graen and U hl-Bien,1995,P238) defined it as the process of social exchange of psychological benefits or favors between leaders and subordinates, which is characterized as either low-quality that closely aligned with the specifications of transactional leadership or high-quality which in it is content goes with transformational leadership, which is based on approval, trust ,esteem, support, and consideration .

While (Harris, et al., 2014, P314) clarifies that the key principle of the LMX theory is that leaders build different kinds of connections with their subordinates in their work groups, and that these variations lead to a variety of behavioral and attitudinal responses.

LMX defined by (Liu, et.al, 2020, P2) as a leadership approach that focuses on the quality of the exchange between the leaders and subordinates at work, that developed through a series of leader-initiated role-making processes and over time these continual delegation–performance interactions lead to mutual trust, respect, and obligation between the parties.

In other words, according to the social identity theory, people assess their own identities and the identities of others through social categorization based on a wide range of personal and social factors. A crucial aspect of this categorization is that our social identities are a significant predictor of our behaviors, objectives, and interpersonal relationships. For these reasons, the process of LMX formation can be viewed as one in which trust and exchanges are founded on a sense of in-group similarity (Thrasher et.al.,2020,P4).

In the context of this research, the exchange relationship between the leader and his/her subordinates can be defined as "a bilateral complementary relationship between leaders and their subordinates that varies in quality (according to what each party provides to the other), and in it is nature (where it differs from one subordinate to another), and this relationship develops over time through a series of interactions, based on the principle of exchange and reciprocity to enhance organizational success through creating a positive relationships between them".

8.1.2 Leader-Member Exchange Relationship Quality measurement orientations:

By reviewing the LMX literature the researcher can illustrate the development in it is different dimensions as follow:

Table (1)
LMX dimensions flowchart

Studies dealt with LMX as a unidimensional concept		Studies dealt with LMX as a multidimensional concept									
The study	Used measure	The Dimension / The Study	Affect	Loyalty	Contribution	Professional Respect	Trust	Obligation	honesty	openness	Used measure
Jawahar,et..al,2019	LMX-8	Lidenand Maslyn,1998	*	*	*	*					LMX-MDM
Schriesheim,et.al, 1992	LMX-6	Chang,et.al,2020	*	*	*	*					
Abuzid andAbbas,2017	LMX-13	Siddique,et.al,2020	*	*	*	*					
Gomez and Rosen 2001	I IES	Gupta,et.al,2020	*	*	*	*					
Deluga 1998		Thrasher,et.al,2020	*	*	*	*					
Dunegan, Duchon, Uhl-Bien, 1992	Other	Liu, et al., 2020	*	*	*	*					
		Chris.and Umemezia,2018	*	*	*	*					
		Erdogan and Enders 2007	*	*	*	*					
		Bauer, Erdogan, Liden, and Wayne 2006	*	*	*	*					
		Erdogan and Liden 2006	*	*	*	*					
		Liden, Erdogan, Wayne, and Sparrowe 2006	*	*	*	*					
		Bhal, Ansari, and Aafaqi 2007	*		*						QI (10 items)
		Bhal, and Ansari, 2007	*		*						
		Adebayo and Udegbe 2004	*	*	*						other
		Schrieshemie, et.al,1992	*	*	*						LMX-6
		Graen and Scandura, 1987	*	*	*	*	*	*	*	*	Other
		Graen and Uhi-Bien,1995				*	*	*			LMX-7
		Aleksić,et.al,2017				*	*	*			
		Gu,et.al,2018				*	*	*			
		Subramaniam and Sambasivan,2018				*	*	*			
		Liao, et.al,2017				*	*	*			
		Song,et.al,2017				*	*	*			

Source: prepared by the researcher based on (Bader, 2008, PP 12-13)

The researcher will depend on (Liden and Maslyn, 1998) point of view and LMX-MDM scale, which saw that the LMX is a multi-dimensional relationship, and that the subordinates realize of this relationship quality is measured by four dimensions: loyalty, affect, contribution, and professional respect. This is because the multi-dimensional measurement is the best reflection of the exchange relationship components and the subordinates' view of the leader characteristics than the unidimensional measurement.

The following is an explanation of the LMX four dimensions.

8.1.2.1 The first dimension (contribution):

Contribution is defined as the amount, direction, and quality of work-oriented activity each member engages in to realize their shared (explicit or implicit) goals for the dyad (Dienesch and Liden, 1986, P624). This dimension focuses on the importance of work-related behaviors in developing and improving LMX, in other words, to what extent the subordinate performing work beyond the scope of the job description or official work contracts, and similarly to what extent the leader provides the physical resources needed to complete the tasks (for instance, funding, supplies, and equipment) as well as giving more opportunities, attention, and information (Maslyn and Uhi-Bien, 2001, P 699; Omobude and Umemezia, 2019, P8).

8.1.2.2 The second dimension (loyalty):

This dimension reflects to what extent leader and subordinate are loyal to each other. Loyalty was defined here as the extent to which both leader and subordinate publicly support each other's actions and character, as leaders are more likely to ask loyal subordinates to take on tasks that require independent judgment and/or responsibility (Liden and Maslyn,1998, P46).

8.1.2.3The third dimension (affect):

Affect is the mutual affection between the leader and his/her subordinates, which depends mainly on the personal attraction between them more than on work and professional values (Dienesch and Liden, 1986, P625).

8.1.2.4 The fourth dimension (Professional Respect):

Professional respect refers to the degree to which each member of the dyad has established a reputation inside and/or outside the organization while excelling in their respective fields of employment. This impression could be based on past information about the individual such as: Personal experiences, remarks made about the individual by people inside or outside the company, and accolades or other forms of professional recognition received by the individual (Liden and Maslyn, 1998, P50).

8.2 workplace bullying.
7.2.1) workplace bullying definition.

In the 1970s, the notion of bullying first appeared in scientific psychology literature and the majority of the early research was on bullying among school-aged children. Later on, the focus was placed on bullying among adults, especially that which occurs in the workplace (Pallesen, et.al, 2017, P1).

There are several definitions of workplace bullying, for example (Leymann, 1996, P168) defined it as a form of psychological terror in the

workplace that involves hostile and unethical expressions that is routinely directed by one or a small number of people, primarily towards one person who is placed in a weak and defenseless position. and practicing a continuing bullying activities against him/her, these hostile behaviors take place on a regular basis (at least once per week) and for a large amount of time (at least six months). As a result of the frequency and the prolonged hostile behavior, there is significant psychological, psychosomatic, and social suffering.

Therefore, workplace bullying is a type of interpersonal aggression that can be overt or covert, and is primarily distinguished by its persistence and protracted nature (Matthiesen and Einarsen, 2010, P202). Bullying, in general, refers to the abuse of force or its excessive or violent application.

Workplace bullying, according to the Workplace Bullying Institute (WBI), is the repeated, health-harming mistreatment of a subordinate by one or agroup of people through omissions that manifest as verbal, physical, or nonverbal abuse (such as threatening, intimidating, humiliating, work sabotage, interfering with production, or abuse of a physical, social, or psychological vulnerability), or some combination of one or more categories of such abuses. (Appelbaum, et.al, 2012, P204).

while (Liu, 2020, P64) indicated that bullying is a deviant behavior that is frequent and persistent enough to render relevant ethical standards no longer applicable in the organization.

And accordingly, the researcher can defines workplace bullying as a type of assault in which the target person, who is called the "victim" is subjected to a group of negative and abusive behaviors ranging from overt/explicit behaviors such as (insults, threats, sharp criticism, constant threat and intimidation), to subtle/implicit behaviors such as (attributing excessive work, close supervision, backbiting or physical abuse,) and such behaviors either explicit or implicit causing psychological and physical harm to him/her and negatively affecting their work performance, motivation, and productivity.

8.2.2) workplace bullying measurement orientation.

The researchers agreed on that bullying is a multidimensional phenomenon, but there is a discrepancy between them in the number and nomenclature of those dimensions, based on the scales used to measure it. By reviewing the workplace bullying literature the researcher can illustrate the differentiation in it is dimensions as follow:

Table (2)
Workplace bullying dimensions flowchart

The Study \ The Dimensions	Attacking the victim through organizational procedures	Social exclusion	Attack on the victim's	Threat of violence	Verbal bullying	rumors	Threatening or intimidating behavior	Demeaning behaviors	Isolation	Work Sabotage	Harm to reputation	Abusive supervision	Organizational harassment	Work-related bullying	Person-related bullying	Physically Intimidating	Unreasonable management	Incivility or disrespect	Racial/Ethnic bullying	Non-verbal bullying	Performance-related bullying	Performance-related bullying	Practical bulling	General bullying behaviors	The used scale
Zapf, et,al, 1996)	*	*	*	*	*	*																			Leymann scale, 1990
Fox and Stallworth, 2010							*	*	*	*	*	*													Fox and Stallworth (2005) Workplace Bullying Checklist or WB-C
Djokovic, et.al, 2008														*	*	*									Hoel and Cooper, 2000 (the revised version of Einarsen & Raknes, 1997)
Jung and Yoon, 2018														*	*	*									
McCorma ck, et.al, 2018														*	*	*	*								
Rai and Agarwal, 2018 (a)														*	*	*									Negative Acts Questionnaire-Revised (NAQ-R), by Einarsena, et.al, 2009
Rai and Agarwa (b); 2018														*	*	*									
Leon Perez, et.al, 2015														*	*	*									
Salahieh, 2015;														*	*	*									
Hsu, et.al, 2019;														*	*	*									
Peng, et.al, 2016														*	*	*									
Coetzec and Dyk, 2017														*	*	*									
Rai and Agrwal, 2020;														*	*	*									
Obeidiat, et.al, 2018														*	*	*									
Lasching er, et.al, 2012														*	*	*									
Rai and Agarward, 2019														*	*	*									
Naham, et.al, 2018														*	*	*									
Ahmed, 2018														*	*	*									
Agotnes, et.al, 2018														*	*	*									
Yahaya, et.al, 2012;														*	*										Negative acts questionnaire Scale (NAQ)
Srivastave and Dey, 2020														*	*										
Hogan, et.al, 2020			*															*	*						The BWBS Scale (the modified version of the Negative Acts Questionnaire (NAQ) scale for Einarsen et.al, 2009
Esfahani and Shahbazi, 2014					*																*	*	*		(Oade, 2009) scale

Source: prepared by the researcher based on the previous studies

the researcher believes that most of the dimensions that the researchers dealt with are sub-dimensions that can be combined into one of the three

dimensions that addressed by (Einarsen et al, 2009), and in line with what is followed in most previous studies, the current study will depend on these three dimensions in measuring bullying behaviors and use Negative Acts Questionnaire-Revised

(NAQ-R)scale developed by Einarsena,et.al,2009 to measure them.

And based on what has been followed in the literature the workplace bullying dimensions can be illustrate as follow:

8.2.2.1) Work- related bullying:

Negative behaviors directed at the victim's professional role and his or her capacity to perform work competently , it constitute job-related bullying(Gupta, et.al, 2017, P4).

8.2.2.2) Person-related bullying

Person-related bullying refers to unfavorable actions or behaviors that are primarily degrading to the victim personally. It can be characterized as bullying that targets the victims personally or their private affairs. .

8.2.2.3) Physically intimidating bullying

Physically intimidating bullying refers to the aggressive and negative behaviors with a more physical nature (Gupta, et.al, 2017, P4). In other words, this type of bullying is occurred when a bully directly insults their victims. This type of bullying is very different from personal-related bullying as bullying here is done face-to-face, It can be said that a person faces physical intimidation bullying if he/she is intimidated and shouted at him/her directly or face to face (Ramely and Ahmad, 2017, P3).

8.3) Organizational cynicism
8.3.1) Organizational Cynicism Definition

Scholars differed among themselves about the definition of organizational cynicism as (Andersson, 1996,p 1397) defined organizational cynicism as a general and specific attitudes characterized by frustration, hopelessness, and disillusionment, as well as contempt toward and distrust of a person, group, ideology, social skills, or organizations.

And in an attempt to provide a comprehensive definition of organizational cynicism, (Dean, et.al,1998,P345) A negative attitude toward one's employer that characterized by three dimensions: (1) a belief that the employer lacks integrity; (2) a negative affect toward the employer; and (3) a propensity to criticize and disparage the employer in ways that are consistent with these beliefs and affect.

Organizational cynicism, according to Arslan (2018, P418), is an attitude of defriending oneself toward the organization because the subordinate

believes that the organization will always try to fool them, act dishonestly, and base decisions on personal experiences and knowledge..

In another word, (Pfrombeck, et.al,2020, P579) referred to the organizational cynicism as a negative attitude toward the organization made up of cognitive, emotive, and behavioral aspects that come from a critical evaluation of the goals, practices, and values of the organization.

While (Nemr and Liu,2021, P32) clarify that organizational cynicism is a negative inclination that subordinates formulate towards their affiliated organization and leadership and indicated that as their evaluations changing over time, their conditions change.

In the context of this research, organizational cynicism can be defined as:

A negative attitude that formed as a result of subordinates' feeling of despair, distrust, disappointment, and that the organization lack of moral integrity which makes them separate psychologically, emotionally, or physically from it and this separation followed by behavioral, cognitive, or affective responses directly or indirectly towards the organization in which they work.

8..3.2) Organizational Cynicism Measurement Orientation.

Although a number of studies concerned with the idea of unidimensional organizational cynicism concept such as the study of Niederhoffer (1969), Andersson, (1996), Andersson and Bateman (1997), and the study of Stanely,et.al, (2005) which focused on the cognitive component of the attitude and the researchers did not pay any attention to affective and behavioral components in their work(Stanley,1998, P14; Rayan, et.al, 2018, P71; Stanley,et.al,2005,P435). However, the current orientation of the studies focuses on the multidimensional concept, and most of them have agreed on the three dimensions of organizational cynicism mentioned earlier by Dean, et.al, 1998 (James,2005; Naus, 2007; Yildiz Şaylikay,2014; Mousa, 2018; Zhang, et.al, 2019; Mete, 2013; Aly,et.al, 2016; Neves, 2012; Erarslan,et.al,2018).

By reviewing the organizational cynicism literature, the researcher can illustrate the differentiation in it is dimensions as follow:

Table (3)
Organizational cynicism dimensions flowchart

Studies dealt with cynicism as a unidimensional		Studies dealt with organizational cynicism as a multidimensional concept			
The study	The dimension / The study	Affective cynicism	Cognitive cynicism	Behavioral cynicism	Used measure

Niederhoffer 1969	Stanely, et.al, 2005		*		Two items adapted from MMPI Cynicsim subscale (Cook & Medley, 1954), one item adapted from the Kanter and Mivis (1989) scale, and items written by the authors
Andersson, 1996	Gkorezis, et.al, 2014		*		
Andersson and Bateman 1997					
Vance, Brooks and Tesluk, 1997	Yildiz, 2013	*	*	*	Brandes et.al, 1999
Simha, et.al, 2014	Mousa, 2018	*	*	*	Dean, et.al, 1998
	Zang. et.al, 2019	*	*	*	Dean, et.al, 1998
	Meta, 2013	*	*	*	Brandes et.al, 1997
	Aydin and Akdag 2016	*	*	*	Brandes 1997
	Neves, 2012		*		Johnson and O'Leary-Kelly's 2003
	James, 2005	*	*	*	Dean, et.al, 1998
	Stradovnik and Stare	*	*	*	Brandes et.al, 1999
	Erkutlu and Chafa, 2017	*	*	*	John and O'Leary-kelly's 2003
	Mesci, 2014	*	*	*	Other
	Ince and turan, 2011	*	*	*	Brandes, et.al, 1999
	Kalagan and Aksub, 2010	*	*	*	Brandes, et.al, 1999
	Kasal and Aksu, 2014	*	*	*	Brandes, et.al, 1999
	Sen, et.al, 2021				Brandes, et.al, 1999 and Karacao_glu and_Ince 2012
	Naseer, et.al, 2021	*	*	*	Dean et.al, 1998
	Kaya, et.al, 2014	*	*	*	Brandes, et.al, 1999
	Nair and Kanalanbhan, 2010	*	*	*	Eaton and Struthers, 2002
	Tuna, et.al, 2018	*	*	*	Dean et.al, 1998 and Topcu et.al, 2013
	Munir, et.al, 2018	*	*	*	Dean et.al, 1998
	Polat, 2013	*	*	*	Brandes et.al, 1999
	Rayan, et.al, 2018	*	*	*	Brandes et.al, 1999

Source: Table prepared the researcher based on previous studies

The researcher will depend on the conception developed by Dean, et.al, 1998 as it is represents a valuable and useful enrichment of the literature in the field of organizational cynicism, especially since their view of cynicism as a tripartite model enables researchers to distinguish between the concept of cynicism and many other concepts, and will depend on the scale of

brandes,et.al,1999 to measure the cynicism dimensions because of it is reliability and credibility and it is the most used scale in the literatures.

The dimensions of organizational cynicism can be illustrated as follows:

8.3.2.1The first dimension: Cognitive Cynicism

The first dimension of organizational cynicism reflects the belief the perception that the organization lacks integrity, which is as soundness of moral principle and the character of uncorrupted virtue, especially regarding fair dealing, uprightness, honesty, and sincerity (Dean, et.al,1998,PP345).

8.3.2.2 The second dimension: Affective cynicism

The second dimension represents emotional reactions like anger and scorn as an objective judgment towards the organization as well as thoughts and beliefs (Ince and Turan,2011,P106).

8.3.2.3 The third dimension: Behavioral cynicism

The last aspect of organizational cynicism concerns with the subordinate's tendency and attraction to carry out negative behaviors towards the organization, probably the most overt trait of those with cynical attitudes is demonstrated in their criticism of their organization. This could take multiple forms, the most direct form of it is the frank critical verbal expressions about the organization's honesty/sincerity lack, using humor especially the sarcastic humor, make pessimistic predictions about the future course, and contempt and criticism statements (Ince and Turan,2011,P106; Dean,et.al,1998,P346).

9- Research Methodology

The researcher dependent on two types of data which are;

1- 9.1 The Secondary data

Secondary data refers to the data that have been previously gathered and have used to illustrate and describe the research variables and it is dimensions. Hence, the research relies on books, journals, conferences, reports and thesis that related to the research variables to collect these data, to determine the research problem, and develop the hypotheses.

9.2 The Primary data

Primary data represents the data that are collected for the first time by the researcher through a survey by using a questionnaire and this occurs by determining the following;

9.2.1) The research population

The target population consists of all the teaching staff and their assistants in the Egyptian governmental universities at the time of conducting the field study, where there are 28 governmental university in Egypt as shown in Appendix ( ) according to the reports of the CAPMAS.

9.2.2) The research sample

Accurate identification of the research sample is an important matter to obtain sufficient and good data through the questionnaire. Accordingly, the researcher depends on a sample of teaching staff and their assistants in governmental universities located in greater Cairo area, the focus was on 5 universities (Cairo, Helwan, Ain-Shams, Al-Azhar, and Benha). The total number of the teaching staff and their assistants of the chosen universities can be shown in the following table: -

Table (4)
Teaching Staff and their assistants' number
in governmental universities 20/2021

	Professor	Ass.professor	lecture	Ass.lecture	Demostrator	Total
Cairo	2482	1 713	3363	2807	2020	12385
Ain-Shams	1750	1582	3754	2559	1952	11597
Helwan	1005	878	1568	947	758	5156
Al-Azhar	1485	2020	3846	4806	1718	13875
Benha	461	592	1401	902	952	4308
Total	7183	6785	13932	12021	7400	47321

Source: Central Agency for Public Mobilization and Statistics, Egypt in Figures ,2022, P155

According to the research objectives and hypotheses, and due to the availability of the population data related to the universities under search, the researcher relied on a proportional stratified sample to represent the research population. The sample size was determined using (Thompson, 2012, p59) equation, according to the population size of 47321 individuals, at a confidence level of 95%, and limits of error of ±5%, which are acceptable in the social studies, as well as the percentage of property and neutrality which is 50 %. the following equation was used to determine the size of the research sample.

$$n = \frac{N \times p\,(1-p)}{[N-1 \times (d^2 \div z^2)] + p(1-p)}$$

By substituting into the equation, the sample size was calculated, and it was approximately 382 unit. After distributing the targeted number of the questionnaires, the researcher retrieved 345 questionnaires valid for statistical analysis with a response rate of up to 90 percent approximately distributed as shown in the following table:

Table (5)
The research sample distribution

No.	The research population	Total no. of subordinates	The Sample Size	statement	No. of subordinates for each category	The sample size for each category	The number of returned forms that are valid for analysis
1	Cairo	12385	100	Pro.	2482	20	16
				Ass. Pro	1713	14	14
				Lec.	3363	27	25
				T.A	2807	23	23
				Dem.	2020	16	15
2	Ain-shams	11597	94	Pro.	1750	14	11
				Ass.pro	1582	13	13
				Lec.	3754	30	26
				T.A	2559	21	21
				Dem.	1952	16	16
3	Helwan	5156	41	Pro.	1005	8	4
				Ass.pro	878	7	5
				Lec.	1568	13	13
				T.A	947	7	7
				Dem.	758	6	5
4	Al-Azhar	13875	112	Pro.	1485	12	9
				Ass.pro	2020	16	15
				Lec.	3846	31	28
				T.A	4806	39	32
				Dem.	1718	14	12
5	Benha	4308	35	Pro.	461	4	4
				Ass.pro	592	5	5
				Lec.	1401	11	11
				T.A	902	7	7
				Dem.	952	8	8
	Total	47321	382	47321		382	345

Source: prepared by the researcher

9.2.3) The statistical methods and analytical tools used in the research.

The statistical analysis was conducted depending on the following three analysis programs.

- **Firstly:** (The Microsoft Excel,2018) program was used to enter the primary data collected by the questionnaire designed to measure the research variables.
- **Secondly:** (IPM SPSS, V.26) program was used encode the respondents' answers.
- **Thirdly:** (IPM AMOS, V. 21) program was used to design the structure model of the research variables , determine the quality indicators of the model ,data analysis, and research model testing.

9.2.4) Evaluation of the structural model and hypotheses testing result.

9.2.4.1) Evaluation of the structural model

After evaluating the reliability and validity of the measurement models, the structural model was designed. This model clarifies direct and indirect causal relationships between the research variables and enables us to test the hypotheses. The following table shows the CFA results of the proposed structural model.

Table (6)
CFA for the proposed structural model

Dimension	LMX quality	workplace bullying	organizational cynicism
x1	0.876		
x2	0.791		
x3	0.723		
x4	0.762		
m1		0.745	
m2		0.901	
m3		0.803	
y1			0.779
y2			0.819
y3			0.842
Cronbach's alpha	0.915	0.947	0.914
AVE	0.624	0.671	0.662
GOF CMIN/DF	2.535	RMSEA	0.067
GOF GFI	0.956	RMR	0.034
GOF CFI	0.976	P-value	0.000

Source: Prepared based on statistical analysis results

The previous table illustrates that all values of Cronbach's alpha, AVE, and factor loadings indicate the reliability, convergent validity, and construct validity of the proposed model. The GOF criteria also suggest an acceptable model fit.

9.2.4.2) Hypotheses Testing Results

Hypotheses testing results can be illustrated and explained as follows.

9.2.4.2.1) Results of the first hypothesis test

The first hypothesis refers to "There is a significant negative correlation between leader-member exchange relationship quality and organizational cynicism".

The following table illustrates the Pearson correlation coefficient between LMX quality and organizational cynicism.

Table (7)
Correlation matrix between LMX quality and organizational cynicism

Variables	LMX quality	Organizational cynicism
LMX quality	1	-0.579**
Organizational cynicism	-0.579**	1

** Correlation is significant at the 0.01 level.

Source: Prepared based on statistical analysis results

The previous table shows that there is a significant negative correlation between the LMX quality and organizational cynicism, the correlation coefficient was (-0.579). This result support accepting the first hypothesis.

9.2.4.2.2) Results of the second hypothesis test

The second hypothesis refers to "There is a significant negative correlation between leader-member exchange relationship quality and workplace bullying".

The following table illustrates the Pearson correlation coefficient between LMX quality and workplace bullying.

Table (8)

Correlation matrix between LMX quality and workplace bullying

Variables	LMX quality	Workplace bullying
LMX quality	1	-0.455**
Workplace bullying	-0.455**	1

** Correlation is significant at the 0.01 level.

Source: Prepared based on statistical analysis results

The previous table shows that there is a significant negative correlation between the LMX quality and workplace bullying, the correlation coefficient was (-0.455). This result support accepting the second hypothesis.

9.2.4.2.3) Results of the third hypothesis test

The third hypothesis refers to "There is a significant positive correlation between workplace bullying and organizational cynicism".

The following table illustrates the Pearson correlation coefficient between workplace bullying and organizational cynicism.

Table (9)

Correlation matrix between workplace bullying and organizational cynicism

Variables	Workplace bullying	Organizational cynicism
Workplace bullying	1	0.550**
Organizational cynicism	0.550**	1

** Correlation is significant at the 0.01 level.

Source: Prepared based on statistical analysis results

The previous table shows that there is a significant positive correlation between workplace bullying and organizational cynicism, the correlation coefficient was (0.550). This result support accepting the third hypothesis.

9.2.4.2.4) Results of the fourth hypothesis test

The fourth hypothesis refers to "There is a significant negative impact of leader-member exchange relationship quality on the organizational cynicism".

Structural equation modeling through path analysis was used to analyze the causal relationships between the research variables. It can be verified that path coefficients are significant using the p-value by comparing it with the level of significance 0.05. P-value < 0.05 indicates that there is a significant relationship.

The calculated T-test value can be used by comparing it with the tabulated T value at the same level of significance, which is equal to 1.96. If the absolute value of the calculated T is greater than the tabulated T, this indicates that the relationship is significant and vice versa. (Hair, et. al., 2014):

- The coefficient of determination (R^2) is a measure of the model's predictive power. It represents the amount of variance (change) in the dependent variable explained by all the independent variables linked to it.

- Effect Size f^2 allows assessing an independent variable's contribution to the R2 value by calculating the change in the R^2 value when a specified variable is removed from the model. If the value of f2 is from 0.02 to less than 0.15, this indicates a small effect. If the value is more than or equal to 0.15 and less than 0.35, this indicates a medium effect, while if the value is more than or equal to 0.35, this indicates a large effect. It can be calculated as follows (Hair et. al., 2017):

$$f^2 = \frac{R^2_{included} - R^2_{excluded}}{1 - R^2_{included}}$$

According to the mentioned, GOF in Table (5/15), Figure (5/4) and Table (5/20) illustrate the results obtained from the path analysis of the structural model, which shows the impact of workplace bullying on the

relationship between LMX quality and organizational cynicism. Through this model, the hypotheses from the fourth to the seventh can be tested.

Figure (3)
Path analysis of the structural model
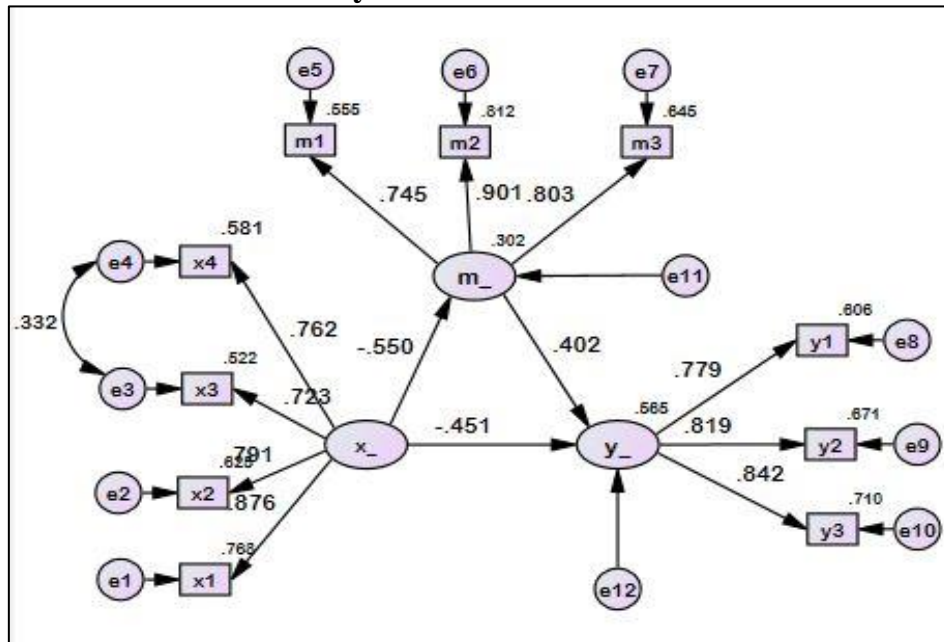
Source: Prepared based on statistical analysis results

Table (10)
Path analysis results of the structural model

Hypotheses		Path	Standardized coefficient	Standard error	T-statistic	P values	R2
H4	Direct	x → y	-0.451	0.083	-5.434	0.000	0.450
H5	Direct	x → m	-0.55	0.065	-8.462	0.000	0.302
H6	Direct	m → y	0.402	0.089	4.517	0.000	0.419
H7	Indirect	x → m → y	-0.221	0.064	-3.453	0.000	
H7	Total	x → y	-0.672	0.049	-13.714	0.000	0.565

Source: Prepared based on statistical analysis results

Figure (3) and Table (10) illustrate the following:

- The first direct path from LMX quality to organizational cynicism is statistically significant as ($|T = -5.434| > 1.96$) and (P-value = 0.000), at a significance level of 5%.
- The value of the path coefficient was (-0.451). The path coefficient sign is negative, which means that LMX quality has a statistically significant negative impact on the organizational cynicism.

- The coefficient of determination value was (0.450), which indicates that LMX quality explains 45% of the changes that occur in organizational cynicism and the rest are due to random changes.
- The results support accepting the fourth hypothesis.

Hence, based on the statistical analysis results, it becomes clear that the fourth hypothesis is correct and there is a significant negative impact of leader-member exchange relationship quality on the organizational cynicism.

The researcher attributes the role of leader-member exchange relationship quality in mitigation the organizational cynicism impact to the subordinates' perception of a supportive organizational environment for participation, social exchange of psychological benefits, trust and commitment which increase the likelihood of their acting ethically and exerting more effort to achieve the required level of performance, and their keenness to prevent unethical behaviors from spreading among them due to their desire to maintain the level of an organizational culture that supports positive attitudes and to reach the desired quality of work life that be beneficial to them.

The conclusion of this hypothesis is compatible with the findings of (ÖZyer and Mumcu, 2019, PP 14–15) study, which show that a favorable organizational climate free of disputes will promote positive and high-level interchange between subordinates and their leader. An exchange like this one between the leader and the members of the team will help to subdue affective and cognitive cynicism

In a continuous manner, this result is also consists with the result of (Çetin and Kaptangil,2016, P 1782; Bayram,et.al,2017,P45; Tümkaya and Sarpkaya, 2022, P353). While, the results differed from the statistics result of (Qian and jian, 2020, P214) which found that the path connecting LMX with organizational cynicism was statistically non-significant.

According to this result, it can be said that the possibility of negative reactions to the subordinates' organizations will decline as a result of an existence of a leader who has the necessary knowledge and skills about the work he does, adopts a different management style for each subordinate, and tries to meet their expectations by acting fairly, honestly, and sincerely with each of them, as negative feelings of subordinates against the organization may be associated with with theirs opinions that the exchange and interaction with

the leader do not bear any contribution to their work life and personal status as well as lack of professional environment with mutual respect.

10- Research recommendations

In light of the research results, the following recommendations can be made

- Establishing a leaders preparation unit whose tasks are summarized in preparing skilled university leaders capable of acquiring effective leadership and interaction skills.
- Faculties orientation toward adopt organizational policies, procedures and standards directed towards subordinates to improve the quality of relations between them and their leaders.
- Set up a preventive periodic maintenance system for the high-quality relationships because from an organizational and managerial viewpoint high quality relationship may need effort in maintenance as well as in development.
- Management orientation toward create an ethical work environment that supports the existence of honesty, integrity and ethical behavior culture within the faculties and the use of feedback policy to reduce levels of organizational cynicism.
- Allocating a unit affiliated to the human resources department in the universities with a specific responsibility for the ethics of teaching staff and their assistants.
- Exploiting bullying cases incidence as organizational strengths point, benefiting from them, and considering them as means of treatment to reduce the negative side effects of this behavior.
- Paying more attention by the Egyptian government to the bullying phenomenon and seriously take an action to stop it, as well as the role of the national media to raise awareness of the harmful effects of this behavior and trying to cooperate with international organizations with expertise in these areas.

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