Job Enrichment and Its Influence in Organizational Cynicism among Workers in Iraqi Youth and Sport Forums

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Abstract

This study aims to (1) identify the level of job enrichment and organizational cynicism among workers in some youth and sport forums, and (2) identify the influence the job enrichment in the organizational cynicism from their perspective. A descriptive survey was used to guide this study. The study included 478 workers who were randomly selected from the youth and sport forums in Baghdad City in 2019.

The Job Enrichment Scale and the Organizational Cynicism Scale were used. Data were analyzed using the statistical package for social science, version 26. The study results revealed that the level of job enrichment and organizational cynicism among workers were unsatisfactory. This calls for paying more attention to these phenomena and improve their levels as they have positive effect for these forums in achieving their objectives and missions for the community. The job enrichment inversely correlates to the organizational cynicism in that the higher the job enrichment, the lower the organizational cynicism. Furthermore, it is necessary to find an international mechanism for understanding that helps in developing and improving the workers' abilities from one side, and the administrative work in the youth and sport forums in Iraq from the other side, and benefit from the expertise of the countries advanced in the sport field for the sake of serving the movement of the Olympic sport and discriminating the peace and lenience among communities.

Keywords: Job Enrichment; Organizational Cynicism, Youth

I. Background and Significance

The youth and sport forums are considered as one of the administrative formations in the Iraqi Ministry of Youth and Sports. These formations can provide community services to recreationally and instructionally contain the youth's energies toward practicing sports and regular physical activity, as well as the dissemination of global Olympic thought among the general public. Thus, these formations present their peaceful mission to live in harmony between the various societal regressions in societies of various origins, traditions, and customs. They

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also contribute to educate club players in different games and players of popular, Olympic, and non-Olympic activities. So, the employees in these formations need to provide academic support to best conduct their works when dealing with many phenomena that accompany their work, including job enrichment which is defined as a process that provides work design for several material and professional returns to the independent administrative formation. As well, their returns provide psychological incentives for workers in this formation"[1].

It is also "a kind of job enrichment that restores the job structure to the best performance of the user in the job. It also focused on gathering current jobs and creating work groups, allowing more personal convergence among beneficiaries and service providers to include the job structure that allows social interaction and cooperation among workers." [11]. Bratton sees that the concept of job enrichment has become the main tool that plays a major role in improving the level of workers' performance and helps to achieve the organizational growth of the institution. The employee becomes subject to more attractive job situations and has a sense of responsibility, as the institutions in the modern era started a gradual shifting considering that the otivation helps workers accomplish their tasks with self-enjoyment along with developing a sense of belonging to the institution. [13] It was mandatory to delve into the phenomenon of job enrichment and what this concept offers in the field of sport management. That is, the results are away from the jurisprudence and personal relationships practiced by those in charge of managing this ring of sports formations that provide services that care for a wide segment of the general public or the youth group in particular.

Furthermore, making efforts to regulate the structure of managing individuals in institutions and formations that support the sports movement as non-governmental organizations is an easy process because it deals with the various workers and their diverse attitudes and cultures. Therefore, it must contain special principles, foundations, rules and methods for dealing with people. In light of this intellectual competition, it has become an important and vital function of successful management. As a result of the constant changes in the reality of life; particularly the administrative systems, many problems appear that accompany the administrative work in the sports field and that require addressing them after dealing with them academically according to systematic steps, including organizational cynicism. Asif and Zahid see that "Organizational cynicism is the negative feelings of individuals represented by turmoil, dissatisfaction, and despair as well as embarrassment and hatred when thinking about their administrative formations. This is achieved when they believe that they lack integrity, lack of friendly treatment, and attempt to deceive them." [12] Furthermore, Tahreem and Shazaia state that "Organizational cynicism is seen as the belief that the organization lacks the goal or it is the negative attitudes toward the organization's work." (14). "Also, the difference in the coordination and integration mechanism among the organizational roles of job design may help to design patterns for building high integration and coordination in jobs and divisions and thus the roles that fall within their framework." [10]. Hence, most countries can benefit from the importance of knowledge of the influence of job enrichment in organizational cynicism among workers in youth and sports forums in the capital, Baghdad, and the results of this study can serve to support the administrative policies in the sports field. Thus, the study is directed toward that organizational cynicism has become a problem in various local sports formations. This is represented in the lack of reliance on global experiences in how to enrich institutions and sports formations with the necessary administrative and technical specialists. Those specialists are considered as tools for implementing programs and plans developed according to budgets or financial resources. Spending on these specialists should make a tangible benefit in the actual, practical reality which serves the vision and goals of the forum and the policy of sport management at the internal and external levels when providing the participations

in these levels with qualified athletes with an Olympic culture and awareness. As well as, they can benefit from experiences with the doping ban and other anti-drug and unwanted behaviors that are in contact with their lives while they are in sports institutions. Hence, the study problem can be summed up in the questions the researchers try to answer, which is what is the level of both organizational cynicism and job enrichment in youth and sports forums, and what is the relationships to each other from these workers' viewpoint, and does the relationship of organizational cynicism influence job enrichment? Hence, the study aims to (1) identify the level of job enrichment and organizational cynicism among workers in some youth and sport forums, and (2) identify the influence the job enrichment in the organizational cynicism from their perspective in these forums. The researchers hypothesized that the job enrichment has a significant role in organizational cynicism in the youth and sport forums.

II. Methods

A descriptive survey was used to guide this study. The descriptive correlational study is defined as the one that deals with discovering the relationship between two or more variables to identify the extent of relationship among these variables and quantitatively expressing them through correlation coefficient among variables or among the levels of the same variable." [7]

Sample and Sampling

The study limits include the 967 workers in the youth and sport forums in the capital Baghdad, Iraq at 2019. The study included a purposive sample of 608 workers after excluding 359 technicians and some service administrators. The study sample represents 62.875% of the target population. The study instrument was pilot tested on 30 workers who were later excluded from the sample size. Thus, the final sample size was 478 workers.

Measures

The researchers used the Job Enrichment Scale [9] and the Organizational Cynicism Scale [8].

Table 1. Description of the Job Enrichment Scale

Domain	No. of items	Alternatives	Correction key	Range	Hypothesized mean
Variety of Skills	5	Totally agree	5	5-25	15
Task Determination	5	Agree	4	5-25	15
Task Importance	5	Not sure	3	5-25	15
Independence	5	Do not agree	2	5-25	15
Feedback	5	Totally disagree	1	5-25	15
Overall	25	5-point	5	25-125	5

Table 2. Organizational Cynicism Scale

Domain	No. of items	Alternatives	Correction key	Range	Hypothesized mean
Belief	5	Strongly agree,	5,	5-25	15
Behavior	5	Agree,	4,	5-25	15
Emotion	5	Not decided,	3,	5-25	15
Employee's Cynicism	5	Do not agree, Strongly disagree,	2, 1	5-25	15
Overall	20	5-point	5	20-100	60

The researchers adopted the modifications of the items of the two measures to be fit for the particular sample of this study and to verify the validity of the arbitrators from external source, besides their application on the pilot sample to verify their validity through internal resources to find the differentiating ability of the items and the internal consistency, then the reliability on a sample of 100 workers. Thereafter, these scales were applied to the final sample size in three youth and sport forums in Baghdad City. Data were analyzed using the statistical package for social sciences (SPSS), version 26 for windows (Chicago, IL). The statistical measures of percent, mean, standard deviation, one-sample t-test, linear regression, contribution proportion, estimated standard error, and F-test were used.

III. Results and Discussion

Table 3. Statistical parameters for the study scales compared to the hypothesized mean for each scale

Scale	No. of items	Range	Hypothesized mean	Mean	SD	T-value	Sig.	Assess.
Job Enrichment	25	25-125	75	51.98	18.852	26.7	.000	Significant
Organizational Cynicism	20	20-100	60	56.51	22.79	3.344	.001	Significant

Assess. = Assessment; SD = Standard deviation; Sig. = Significance

Measurement unit = Grade, N = 478, Degree of freedom = 744; Significance level = 0.05, Significant at p-value ≤ 0.05

Table 4. Correlation coefficient, linear regression, contribution value, estimated standard error for the results of the Job Enrichment Scale and Organizational Cynicism Scale

Scale	Measured by	Correlation coefficient	Linear regression	Contribution value	Estimated standard error
Job Enrichment	Organizational Cynicism	-0.89	0.792	0.792	10.406

Table 5. F-test to test the quality of alignment of the linear regression model of the results of the job enrichment scale with the results of the organizational cynicism scale

Scale	Measured by	Variance	Sum of squares	df	Mean squares	F	Sig.	Assess.
Job Enrichment	Organizational Cynicism	Regression	196199.889	1	196199.889	1811.819	.000	Significant
		Errors	51545.508	476	108.28			

Significance level = 0.05, N = 478, F is significant at p-value ≤ 0.05

Table 6. The values of the fixed anchor and inclination (influence) estimates for the results of the job enrichment scale with the results of the organizational cynicism scale, their standard errors and the level of their real and statistical significance

Affected variable	Variables	β	Std. Error	T-value	Sig.	Assessment
Organizational Cynicism	Fixed anchor	112.431	1.397	80.467	0.000	Significant
	Job Enrichment	-1.076	0.025	42.565	0.000	Significant

Significance level = 0.05, N = 478, F is significant at p-value ≤ 0.05

Table (3) displays that the job enrichment was not at the required level since the arithmetic mean is lesser than the hypothesized level of the scale. For the organizational cynicism, its level was close to the hypothesized

mean and it did not exceed it. Reviewing the results between the two concepts displayed in table (4) exhibits that the job enrichment inversely correlates with the organizational cynicism and remarkably contributes to it. Such a contribution is matched and significant (Tables 6, 7), that is the job enrichment has a potent influence in reducing the level of job exhaustion among workers in youth and sports forums. The researchers attribute these results to that forum management rarely works on diversifying skills and specializations to develop services provided to beneficiaries. This leaves an impression among workers that the forum management has not complied with the promises that they pick them on themselves toward subordinates.

Since the forum administration does not adopt job descriptions in determining the activities that the workers do, which leads to complaining about the lack of justice to obtain the opportunity to promote to a higher position, and the forum administration's lack of working to achieve integration between all functional tasks which gives a sense of injustice in the forum among workers. Furthermore, the researchers attribute these findings to that the forum administration does not work to diagnose the reactions of the beneficiaries toward the services that the workers provide, which makes their dialogue with their heads negative and unacceptable. Among these reasons that respondents explicitly expressed about answering the items of the two scales will make the forums losing their required performance and wasting efforts in paying attention to confusion resulted from psychological reasons since the two concepts of the study may be related to industrial psychology that aims to improve the product and services provided to the beneficiaries. Such a relationship calls to redress increased attention to treatment, where the performance is the final outcome for all of that the organization carries out, and any defect in any of them must be indicated, and then it will appear in the performance that is the mirror of the organization. [5]" What makes the perceived quality of the service what is that the beneficiary derives its provisions regarding the quality of the service from the quality of the process of its provision, that is it will be the judgment over the final benefits accrued from the final outcomes. [2] Also, "the level of merit those involved in providing the service enjoy, in terms of analytical and inferential skills and capabilities and knowledge that enables them to perform their tasks optimally, and in the case of dealing with given service for the first time, the beneficiary often resort to other criteria" [4] Liker; as cited in Hunaiti stated that "It is difficult to achieve the high level of services over a long period of time in light of dissatisfaction, and he pointed out that the combination of increased production and dissatisfaction at the same time leads to the leakage of high-level elements in the administrative formation. As well as, the low level of its services and then there is a kind of agreement on the low working conditions in the organization represented by the low level of employee satisfaction, and the reasons for caring for job enrichment [3].

IV. Conclusions and Implications

1. The level of the job enrichment and the organizational cynicism among workers in the youth forums were unsatisfactory which calls for paying attention to these two concepts and improve their levels as they have positive returns for the youth forum to achieve their goals and mission for the community and the world.

2. The job enrichment inversely correlates with organizational cynicism, that is the greater the job enrichment, the lower the organizational cynicism.

3. It is necessary to find an international understanding mechanism that helps to develop and improve the workers' capabilities on the one hand, and administrative work in the Iraqi youth and sports forums on the other

hand, and to benefit from the experiences of countries developed in the sports sector because of its benefits. Thus, it serves the global Olympic sports movement and disseminating peace and lenience among societies.

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