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THE RELATIONSHIPS BETWEEN PSYCHOLOGICAL CONTRACT, ORGANIZATIONAL CYNICISM AND TURNOVER INTENTION

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ABSTRACT

Aim. Hospital establishments are complex structures that embody various business fields. That is why the attitudes of employees towards organization can be affected positively or negatively. If this effect is negative, the employees can display insulting and ironical negative attitudes and can cause cynical attitudes and psychological breach of contract. This situation can increase the turnover intention. The aim of this research is to identify the effects of organizational cynicism and psychological contract subdimensions on turnover intention. **Method.** The employees (N=324) of a state hospital in Tokat (Turkey) province were included this study and the datas were obtained by using survey method. In order to test hypotheses correlation and regression analysis. **Findings.** In the study the effect of organizational cynicism subdimensions on turnover intention was not found significant ($p>0,05$), however the effect of operational psychological contract which is subdimension of psychological contract on turnover intention was found positive and

significant ($H2a:\beta=0,191,p<0,01$). Besides, it was determined that the operational psychological contract had a positive and significant effect on organizational cynicism ($H3a:\beta=0,279,p<0,01$). Whereas, it was detected that the effect of relational psychological contract on organizational cynicism was negative and significant ($H3b:\beta=-0,413,p<0,01$). **Results.** The conclusion is that at the end of the study, operational psychological contract had positive effect on the turnover intention and organizational cynicism.

INTRODUCTION

Hospital establishments are complex structures that embody various business fields. Within these complex structures as a result of multiple relations of employees among themselves, patients and hospital management, their commitment on organization can be affected negatively or positively. If this effect is negative, there will be decrease in efficiency of staff and display negative attitudes towards organization. One of the negative behaviors attitudes is cynicism. Cynicism is a determined personality trait that is innate and originates from personality of individual. Cynicism generally reflects negative perceptions regarding human behavior (Tokgöz and Yılmaz, 2008: 285).

As for psychological contract, it is defined as a cluster of conceptions or personal beliefs related to mutual liabilities between the organization and employees (Morrison and Robinson, 1997). Including the non-written expectations of the members of the organization, psychological contract covers the mutual liabilities between the employer and employee. Some of these mutual liabilities are regarded as written while some others are seen during official work contract, but, different from the official work contracts, psychological contracts are not significantly defined clearly. The fact that these liabilities are not defined clearly makes these

psychological contracts open to violations (Anderson and Schalk, 1998: 637-638).

The highness of organizational cynicism and psychological contract breaches prevent hospital establishments continue their activities in healthy way. It is very important that hospital managers should manage well and aware of these situations that affect the motivation of employees and increase their turnover intention. With this aim it is thought that our research will contribute literature and applications regarding subjects such as organizational cynicism, psychological contract and turnover intention.

1. CONCEPTUAL FRAMEWORK

1.1. Cynicism and Organizational Cynicism

Cynicism is a concept which its beginning grounded on ancient Greek. It is a way of life and a concept of explaining school of thought (Dean et al., 1998: 342). General Cynicism is arising from the an individual's personality a personality trait that is innate and determined. General Cynicism involves a concept that reflects generally negative perceptions about human behavior (Tokgöz and Yılmaz, 2008: 285). Organizational cynicism however defines negative display of an employee towards his job, manager or organization (Andersson and Bateman, 1997: 454-455). According to the definition of organizational cynicism by Dean, Brandes and Dharwadkar (1998:345); organizational cynicism is "the negative attitude that includes three dimensions that a person develops towards the organization that he/she works in". These dimensions are respectively, (1) the cognitive dimension which is a kind of belief that there is no honesty within the organization, (2) the affective dimension that contains bearing negative feelings for the organization, and (3) lastly the behavioral dimension that contains exhibiting

derogatory and critical behaviors against the organization.

1.2. Psychological Contract and Psychological Contract Breach

Psychological contract as a concept defines individual beliefs regarding mutual responsibilities between organization and employees. Psychological contract is a concept that depends on subjective perception of employee working individually (Morrison and Robinson, 1997: 228; Walker and Hutton, 2006: 434; Üçok and Torun, 2014: 234). The properties of psychological contract can be ordered like this; psychological contract is a subjective perception that changes from person to person, that is why it involves differences between individuals. Psychological contracts are dynamic, their meanings between employer and employee can change in time. Psychological contracts involve mutual responsibilities between employer and employee. They form bond for the content of relation that is why individuals or organizations cannot form psychological contract on their own (Anderson and Schalk, 1998: 640).

Psychological contracts are informal contracts that are based on volunteering. The parties that make up the contract are dependent on each other. Because the psychological contracts are generally connected to topics that have emotional commitment, strong emotions show up when they are violated (Cihangiroğlu and Şahin, 2012: 7-8).

Generally psychological contracts are divided into two as operational and relational. Operational psychological contracts are related with economical exchange and define “fair relation between work and wage”. Operational contracts involve economic contribution provided to employees and limited encouragements in response to contribution of employee to the work. Also operational contracts

focus on short term relation between employer and employee as well as they involve well defined responsibilities of employees, little flexibility regarding mutual responsibilities and limited development regarding performed work. On the other hand relational contracts are related with social exchange and focus on long term relation. Relational contracts are contracts that involve important responsibilities for both employees (gaining of talents peculiar to establishment) and employers (mass education). Relational contracts have economic, emotional and holistic structure. In relational contracts fulfilling of obligations take long time, obligations can be partially implicit and terms of contract can easily change (Büyükyılmaz and Çakmak, 2014: 584).

Psychological contract breach concept is defined as “employee reaching an opinion of not fulfill one or more than obligation when he compares his contributions” (Üçok and Torun, 2014:234). Psychological contract breaches occur when employees think their employers or chiefs did not keep at least one of their (Morrison and Robinson, 1997:234; Aslan and Boylu, 2014:36). While, in some cases, these violations are made because one breaks his/her word, in some other cases these violation show up because of the delay of keeping these words. That is, it emerges when the employee sees that there is an inconsistency between what was promised and what he/she gets. If a gap is felt in the contract as a result of the process of comparing whether both parties have fulfilled their own liabilities or not, the result that “psychological contract is violated “attained (Morrison and Robinson, 1997:231; Aslan and Boylu, 2014: 36).

1.3. Relations Between Organizational Cynicism, Psychological Contract And Turnover Intention

Turnover intention is generally defined as a wish of an employer to release from his actual organization

consciously and intentionally (Cho et al., 2009: 374). According to researches as organizational cynicism increases, turnover intention increase so a positive relation was obtained (Polat and Meydan, 2010: 160). Mesci obtained in his research that when the turnover intention of an individual increases, cynical attitudes also increase (Mesci, 2014: 201-204).

Psychological contracts depend on confidence base. That is why, when psychological contract is strong, this causes emotional reactions and sense of betrayal. When psychological contract breach is weak, this causes high turnover intention, low confidence and low job satisfaction, low commitment to organization and organizational citizen behavior (Anderson and Schalk, 1998: 644).

The employees whose psychological contract is complete and whose expectations are met won't think of leaving their jobs. In the case that the psychological contract is violated, the employees feel that they are not being able to make it and that they are not being realized among others or they are conflicting with their colleagues or executives and in such cases, they think of leaving their jobs in order to get rid of this situation that's been bothering them (Özgen and Özgen, 2010: 6).

Starting from this point, it is thought that there are significant relations between organizational cynicism and psychological contract with turnover intention. Accordingly the hypothesis of study was formed as follows.

H1: Organizational cynicism has a significant effect on turnover intention

H1a: Affective cynicism has a significant effect on turnover intention

H1b: Cognitive cynicism has a significant effect on turnover intention

H1c: Behavioral cynicism has a significant effect on turnover intention

H2: Psychological contract has a significant effect on turnover intention

H2a: Operational psychological contract has a significant effect on turnover intention

H2b: Relational psychological contract has a significant effect on turnover intention.

H3: The psychological contract has a significant effect on the organizational cynicism.

H3a: Operational psychological contract has an important effect on the organizational cynicism.

H3b: Relational psychological contract has an important effect on the organizational cynicism.

2. METHOD

2.1. Aim and Contribution

This study tries to identify the effects of organizational cynicism and psychological contract subdimensions on turnover intention. With this aim, the effect of organizational cynicism and psychological contract on turnover intention was researched. The findings obtained at the end of this research are thought to form differentiation in subjects of health sector such as organizational cynicism, psychological contract and turnover intention and make contribution in literature as well as especially in human resource management applications for health care staff.

2.2. Population and Sample

The doctors, nurses, medical secretaries and other healthcare staff working in a state hospital in Tokat (Turkey) province formed the population of research. In the scope of data taken from hospital 324 people formed the population. 5% of error margin in 95% reliability limits was taken into consideration and the

lowest sample size was calculated as 177 people (Altunışık and Coşkun, 2005:127). In the population face-to-face interviews were made with 220 people randomly by taking conversation rate into consideration. However 16 questionnaires were obtained as invalid and were taken out. As a result 204 questionnaires formed the sample of study. This rate forms 63% of distributed questionnaires. 129 of participants are female and 75 are male, 44 of them are between age of 18-27, 79 of them are between 28-37, 60 of them are between 38-47 and 21 of them are over 48. It was stated that 156 of them are married and 48 of them are single. According to their educational status, it was obtained that 45 of them have high school, 70 of them have foundation, 65 of them have university and 24 of them have postgraduate degree. According to their experiences, 46 of the participants have been working in the organization for a time less than 5 years, while 46 of them for 6-10 years, 36 of them for 11-15 years, 30 of them for 16-20 years and 46 of them for 21 years and more. To line them according to their titles, 30 of the participants are executive personnel, 21 of them are doctors, 98 nurses and 13 health providers as well as 42 persons have been working in the organization. 192 of the participants have taken on the administrative liabilities, while 6 persons have been working for less than 5 years, 5 persons for 6-10 years and 1 person for 11- 15 years. It was determined that 128 of the participants have an monthly income of 2500 TL and below, while 53 of them between 2501 and 4500, 23 of them more than 4500.

2.3. Data Collection, Analyzing Method and Scales

In the study the data are collected by survey method. The questionnaire form is consisted of 4 parts and 42 questions. In the first part there are 8 questions regarding demographical properties of healthcare staff. In the second part there are 17 expressions regarding psychological contract perceived by healthcare staff. Psychological Contract Scale was developed by

Millward and Hopkins (1998). Turkish validity of scale was done by Mimaroglu (2008). The scale is consisted of two subdimensions. The first subdimension is operational psychological contract dimension that focuses financial gainings such as wage, income involves 10 items. The other subdimension is relational psychological contract regarding education, development, job security involves 7 items. Cronbach alpha security coefficient of Psychological Contract Scale was found as 0.710 whereas it was found 0.668 for operational psychological contract and 0.677 for relational psychological contract. In the third part, a scale involves 14 expressions and was developed by Brandes(1997) is used in order to obtain cynical behaviors of employees. Turkish validity of Organizational Cynicism Scale was done by Erdost and his colleagues (2007). The validity and security study of scale on healthcare staff was done by Topçu and his colleagues (2013). The scale of organizational cynicism is consisted of 14 items and three dimensions as cognitive, affective and behavioral. Cronbach alpha security coefficient of Organizational Cynicism Scale was found as 0.934 whereas it was found 0.932 for affective cynicism; 0.841 for cognitive cynicism and 0,861 for behavioral cynicism. In the fourth part for measuring turnover intention a unidimensional scale with tervariant that was developed by Bluedorn (1982) and Netemeyer and his colleagues (1997) starting from the definition of Mobley, Griffin, Hand and Meglino (1979), was used Özer (2010). Cronbach alpha security coefficient of scale was found as 0.823. The questionnaire was applied to participants in March 2015. The relation between correlation analysis and variables were checked and in order to test hypotheses regression analysis was benefitted.

3. FINDINGS

In Table 1 when organizational cynicism and psychological contract subdimensions were examined, there found positive correlations in the same direction between operational psychological contract with cognitive ($r=0,221$), behavioral ($r= 0,228$) and general cynicism ($r=0,163$). With the separate evaluations of affective ($r=-0,373$), cognitive ($r=-0,323$), behavioral ($r=-0,288$) and general cynicism ($r=-0,373$) done with relational psychological contract, there found negative correlations in the same direction. There also found negative direction correlation between general psychological contract and affective cynicism ($r=-0,222$). There found positive correlations in the same direction between turnover intention with

affective ($r=0,166$), cognitive ($r=0,181$), behavioral ($r=0,219$) and general cynicism ($r=0,199$). There also found positive correlation between turnover intention and operational psychological contract ($r=0,146$). As a result of correlation analysis the relations are found weak.

As the relational psychological contract increases, cynicism and the sub-dimensions of cynicism decrease (in a negative way). In other words, as cynicism increases, the violation perception of relational psychological contract decreases. As the cynical attitudes increase and the violation perception of operational psychological contract increase, the turnover intention also increases.

Table 1. Defining Statistics

Variable	Average	Std. Deviation	Correlations								
			1	2	3	4	5	6	7	8	
1. Affective Cynicism	2,26	0,96	1,000								
2. Cognitive Cynicism	2,38	0,97	,542**	1,000							
3. Behavioral Cynicism	2,41	0,96	,483**	,875**	1,000						
4. General Cynicism	2,36	0,86	,730**	,938**	,921**	1,000					
5. Operational Psychological Contract	3,01	0,66	-,018	,221**	,228**	,163*	1,000				
6. Relational Psychological Contract	2,77	0,71	-,373**	-,323**	-,288**	-,373**	,210**	1,000			
7. General Psychological Contract	2,91	0,54	-,222**	-,009	,021	-,081	,836**	,672**	1,000		
8 Turnover Intention	2,32	1,00	,166*	,181**	,219**	,199**	,146*	-,088	,045	1,000	

* $p<0,05$, ** $p<0,01$

In the scope of study, the effect of organizational cynicism on turnover intention is examined. In this frame the effect of three dimensions of organizational cynicism that are affective, cognitive and behavioral on turnover intention was researched. When the results in Table 2 are examined, it was found that the effect of

affective, cognitive and behavioral cynicism on turnover intention is meaningless (H1a: $\beta=0,134,p>0,05$; H1b: $\beta=-0,097,p>0,05$; (H1c: $\beta=0,260,p>0,05$). Accordingly H1a, H1b and H1c hypotheses are rejected.

Table 2 : The effect of organizational cynicism on turnover intention

Hypothesis	Model Summary		ANOVA		Regression coefficients			Hypothesis	
	R	R ²	F	P	Beta	t	P		
H1a: Affective cynicism → Turnover Intention	,269(a)	,073	5,217	,002(a)	,134	1,556	,121	Reject	
H1b: Cognitive cynicism → Turnover Intention					-,097	-,621	,535		Reject
H1c: Behavioral cynicism → Turnover Intention					,260	1,748	,082		

*P<0,05, ** P<0,01

In the scope of study, secondly the effect of psychological contract on turnover intention is examined. In this frame the effect of two dimensions of psychological contract that are operational and relational psychological contract on turnover intention was researched. When the results in Table 3 are examined, it was found that the effect of operational psychological contract on turnover intention is positive and significant (H2a: $\beta=0,191,p<0,01$) whereas the effect of relational psychological contract is meaningless (H2b: $\beta=-0,101,p>0,05$). Accordingly when H2a hypothesis is accepted, H2b hypothesis is rejected.

Table 3: The effect of psychological contract on turnover intention

Hypothesis	Summary of the Model		ANOVA		Regression coefficients			Hypothesis
	R	R ²	F	P	Beta	t	P	
H2a: Operational Psychological Contract → Turnover Intention					,191	2,683	,008	Accept
H2b: Relational Psychological Contract → Turnover Intention	,194(a)	,038	3,932	,021(a)	-,101	-1,419	,157	Reject

*P<0,05, ** P<0,01

Table 4: The effect of psychological contract on organizational cynicism

Hypothesis	Summary of the Model		ANOVA		Regression coefficients			Hypothesis
	R	R ²	F	P	Beta	t	P	
H2a: Operational Psychological Contract → Organizational Cynicism					,279	4,283	,000	Accept
H2b: Relational Psychological Contract → Organizational Cynicism	,441(a)	,195	24,302	,000(a)	-,413	-6,347	,000	Accept

*P<0,05, ** P<0,01

Thirdly, within the scope of the study, the effect of psychological contract on organizational cynicism was examined. Within this framework, the two dimensions of psychological contract, the effects of operational psychological contract and Relational Psychological Contract on Organizational cynicism were searched. When the results in Table

4 are examined, it was determined that the effect of operational psychological contract on organizational cynicism was positive and significant (H3a:β=0,279,p<0,01). While it was determined that the effect of relational Psychological contract on organizational cynicism was negative but significant. (H3b:β=-0,413,p<0,01). Therefore, H3a and H3b hypotheses are accepted.

RESULT

The aim of this study is to examine the effect of organizational cynicism and psychological contract on turnover intention. With this aim, in the study correlation and regression analyses were benefitted.

As the findings are evaluated as a result of analysis of datas, when organizational cynicism and psychological contract subdimensions were examined, correlations were obtained positive and significant. There found negative correlations in the same direction between relational psychological contract and cynicism and subdimensions of cynicism. There found negative direction correlation between general psychological contract and affective ($r=-0,222$) cynicism. There found positive correlation in the same direction between turnover intention and affective ($r=0,166$), cognitive ($r=0,181$), behavioral ($r=0,219$) and general cynicism ($r=0,199$). There found positive correlation between turnover intention and operational psychological contract ($r=0,146$). As a result of correlation analysis the relations are found weak.

The effect of affective, cognitive and behavioral cynicism that are sub dimensions of organizational cynicism on turnover intention was identified meaningless ($H1a:\beta=0,134,p>0,05$; $H1b:\beta=-0,097,p>0,05$; $H1c:\beta=0,260,p>0,05$). Accordingly $H1a$, $H1b$ and $H1c$ hypotheses are rejected. In other words there found no effect of organizational cynicism on turnover intention. It can be said that organizational cynicism attitudes of employees do not affect turnover intention.

When results of the effect of two dimensions of psychological contract that are operational and relational psychological contract on turnover intention are examined, the effect of operational psychological contract on turnover intention is positive and significant ($H2a:\beta=0,191,p<0,01$). The effect of relational psychological contract on turnover intention was found meaningless ($H2b:\beta=-0,101,p>0,05$).

Accordingly when $H2a$ hypothesis is accepted, $H2b$ hypothesis is rejected. In other words in relational psychological contracts, it was obtained that the perceived breach increased turnover intention.

The reason behind this is defined, as it was mentioned in the operational psychological contract before, as the short term relationship between the employee and employer, the economy and financial factor-oriented contributions that were made to the employees, the limited incentives given in return for the participation of the employee and the mutual liabilities. In the case that there are difference between what is perceived and what is expected, the operational psychological contract conceptions of the employees may increase the employee's turnover intention. Besides, in the case that negative results are attained while expecting good results according to the existing, skills of the employees, it can be said that their turnover intention may increase.

In parallel with our findings, in the findings of Büyükyılmaz and Çakmak (2014), the violation that was perceived in the relational psychological contract has a positive impact on the employees' turnover intention. But on the other hand, it was determined that a violation perceived in operational psychological contract doesn't have any important impact on the turnover intention.

When the two dimensions of psychological contract, namely the operational psychological contract and Relational Psychological contract's effects on organizational cynicism are examined, it was detected that the effect of operational psychological contract on organizational cynicism was positive and significant ($H3a:\beta=0,279,p<0,01$). While it was determined that the effect of Relational Psychological contract on organizational cynicism was negative and significant ($H3b:\beta=-0,413,p<0,01$).

Therefore, $H3a$ and $H3b$ have been accepted. In other words, the operant and relational psychological

contract has an impact on the increment of organizational cynicism. An increase seen in the operational psychological contract increases the organizational cynicism. For this reason, the operational psychological contract conceptions of the employees are said to increase the organizational cynicism in the case that there are differences between what is perceived and what is expected. In the case that the economical contributions made to the employees are not met, many more cynical attitudes will be exhibited.

An increase seen in the perception of the violation of relational psychological contract reduces the cynicism. For this reason, in the case that there are differences in the relational psychological contract perceptions of the employees, it can be said that it can decrease the organizational cynicism.

In parallel with our study, Arslan and his colleagues (2012:118) determined that there is a positive relationship between operational psychological contract and organizational cynicism while there is a negative relationship between organizational cynicism and relational psychological contract.

As a result, perception of operational psychological contract breach for healthcare staff in question is seen efficient for turnover intention. Different from other organizations, since the requirement for healthcare staff is more, it is thought that healthcare staff can find jobs more easily. Operational psychological contracts focus on financial incomes more. When these expectations are not satisfied efficiently, turnover intention increases for healthcare staff in question. This research is limited with the data taken from hospital and used methods. It can be advised that researchers towards healthcare staff should be increased.

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