



The Mediating Role Of Organizational Cynicism In The Effect Of Organizational Justice Perception On Turnover Intention: A Study On Health Care Workers*

Örgütsel Adalet Algısının İşten Ayrılma Niyeti Üzerindeki Etkisinde Örgütsel Sinizmin Aracılık Rolü: Sağlık Çalışanları Üzerine Bir Araştırma

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ÖZ

Bu araştırmanın amacı, sağlık sektöründe çalışanların örgütsel adalet algılarının işten ayrılma niyeti üzerindeki etkisinde örgütsel sinizmin aracı rolünü belirlemektir. Bu amaçla, Çanakkale Onsekiz Mart Hastanesi'nde görev yapan 200 sağlık çalışanından 20 Mayıs-30 Haziran 2023 tarihleri arasında anket aracılığı ile kolayda örneklem metodu kullanılarak veri toplanmıştır. Ankette Nieef ve Moorman (1993) tarafından geliştirilen 20 maddelik örgütsel adalet ölçeği Brandes ve arkadaşları (1999) tarafından geliştirilen 13 maddelik örgütsel sinizm ölçeği ve Wayne ve arkadaşları (1997) tarafından geliştirilen 3 maddelik işten ayrılma niyeti ölçeği kullanılmıştır. Toplanan verilere normal dağılım testi, frekans analizi, faktör analizi, geçerlilik analizi, güvenirlik analizi, korelasyon analizi ve regresyon analizleri yapılmıştır. Ayrıca aracılık etkisini belirlemek için "Process" eklentisi kullanılmıştır. Elde edilen bulgulara göre örgütsel sinizmin, örgütsel adaleti ve işten ayrılma niyetini etkilediği tespit edilmiştir. Ayrıca örgütsel adalet algısının işten ayrılma niyeti üzerindeki etkisinde, örgütsel sinizmin aracı rolü olduğu bulgusuna ulaşılmıştır.

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ABSTRACT

The aim of this study is to determine the mediating role of organizational cynicism in the effect of organizational justice perceptions of health sector employees on turnover intention. For this purpose, data were collected from 200 healthcare professionals working in Çanakkale Onsekiz Mart Hospital between 20 May and 30 June 2023 by using convenience sampling method. In the questionnaire, 20-item organizational justice scale developed by Nieef ve Moorman (1993), 13-item organizational cynicism scale developed by Brandes et al. (1999) and 3-item turnover intention scale developed by Wayne et al. Normal distribution test, frequency analysis, factor analysis, validity analysis, reliability analysis, correlation analysis and regression analyses were performed on the collected data. In addition, "Process" add-on was used to determine the mediation effect. According to the findings, it was determined that organizational cynicism affects organizational justice and turnover intention. In addition, it was found that organizational cynicism has a mediating role in the effect of organizational justice perception on turnover intention.

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INTRODUCTION

The concept of organizational justice has played a central role in various fields. This concept has been used to determine the understanding of justice of both public and private sector employees. Organizational justice is a subjective perception in which an individual believes that events, actions or decisions in an organizational structure are appropriate to a certain standard (Apostol and Torcino, 2023:260). While organizational justice was handled by dividing it into different dimensions before Greenberg, Greenberg developed the concept of organizational justice for the first time by combining these dimensions like an umbrella (Colquitt, 2012:2).

The term “cynicism” was first used in Ancient Greece in the 4th century, and it has been observed that its meaning has evolved over time. Differentiating from its first meaning, it has been used to express a more selfish attitude of individuals and individuals who only think about their personal interests (Güneş, 2020:16). In the literature, the fact that people have cynical attitudes and behaviors in business life is explained by the concept of organizational cynicism. Having a cynical attitude expresses a negative situation in terms of both social and business life. When staff members think the company is dishonest, it can lead to organizational cynicism. The perception of lack of honesty leads to the emergence of organizational cynicism in employees when morality, justice and honesty behaviors remain below expectations or do not exist at all (İnce and Turan, 2011:106).

With the globalization process, competition between organizations has increased and the role of human resources in this competition is becoming very important. Organizations spend time to teach their employees the job and ensure the sustainability of the organization. However, as a result of employee dissatisfaction with their jobs, negative situations such as decreased job performance, work disruption and even intention to quit can occur. Employee turnover means time loss and cost for organizations. Turnover intention indicates an employee's desire to leave his/her job and usually symbolizes the beginning of the turnover process (Yıldız et al., 2013:159).

Today, the rapidly changing and developing health sector plays an important role in improving the quality of life of individuals. Success and efficiency in the health sector are important in ensuring the welfare and peace of society. There are a number of variables for the smooth delivery of health services. One of the prominent factors among these variables is the perception of organizational justice. As in the health sector, the perception of organizational justice is also important in other sectors.

If employees have a high perception of organizational justice, they are expected to take ownership of their jobs and show the necessary dedication to their work. On the contrary, if their perception of organizational justice is low, they may have negative feelings towards the organization. These negative feelings may turn into behaviors that tend to harm the organization, which may lead to the vilification of the organization and service disruptions. Especially employees with high organizational cynicism may tend to quit their jobs.

1. CONCEPTUAL FRAMEWORK

1.1. Organizational Justice

Justice is defined as protecting personal rights, thoughts and freedoms, granting these rights to individuals in a fair and equal manner, being in accordance with the law and separating the right from the wrong (Yeşil and Demir, 2018:268). The concept and perception of justice is as old as human history and the main reason for this important concept is that it respects human pride and values (Çolak and Erdost, 2004:53).

Adams' Equity Theory (1965) serves as the foundation for the idea of organizational justice. The Equity Theory states that employees compare themselves to coworkers who perform the same job or who work for a different company in order to assess the benefits they receive from the company as well as the benefits the company offers them. As a result of this evaluation, participants decide how the organization performs in terms of equality (Yeniçeri et al., 2009:84). Organizational justice refers to the equal and impartial distribution of tangible and intangible values within the organization among employees and the creation of policies for internal customers by the enterprise (Demirel, 2009:19). With the definition of the concept of organizational justice, studies have increased and it has been concluded that it is important for organizations. In the broadest terms, organizational justice refers to the understanding of justice that employees develop regarding the practices in their organizations (Greenberg, 1996:24).

1.1.1. Dimensions of organizational justice

When the literature is examined, it is seen that the first dimension of the concept of organizational justice is distributive justice. Greenberg (1987) examined organizational justice in two dimensions. These dimensions are distributive justice and procedural justice. In later studies, interaction justice was added to these dimensions (Greenberg, 1993; Colquitt et al., 2001). In the accepted classification of organizational justice dimensions, it

is stated that a three-dimensional approach is adopted as procedural justice, distributive justice and interaction justice (Durmuş, 2022:90).

1.1.1.1. Procedural justice:

Procedural justice dimension includes that managers should be impartial in decision-making processes, rewards and punishments should be determined impartially, transparent information should be provided to employees about the conditions under which they will be rewarded or promoted, decisions should be communicated in a clear and understandable manner, and employees should be listened to when they are affected by decisions. In addition, this justice dimension requires that decisions should be correctable, the criteria used in the distribution of resources within the organization should be explained and the continuity of the processes should be ensured (Chan, 2000:7).

1.1.1.2. Distribution justice:

Constitutes the first dimension of organizational justice. In Adams' (1965) Equality Theory, he defined distributive justice as the calculation of employees' inputs (factors such as education, intelligence and experience) and the fair distribution of the results they obtain based on these inputs. This understanding of justice includes the employees' belief that wages, seniority promotion and other similar opportunities are distributed equally (Özdevecioğlu, 2003:78).

1.1.1.3. Interaction justice:

Interactional justice reflects the social dimension of organizational justice and focuses on the relationships between employees. In this justice dimension, interpersonal communication is important (Memduhoğlu and Yılmaz, 2017:378). According to Colquitt (2001), interaction justice includes perceptions of whether managers in the organization are respectful, courteous and sensitive to employees and whether decisions about the organization are explained correctly.

1.2. Organizational Cynicism

Although the concept of cynicism is a term that has gained value today, it is stated that Antisthenes established a school in the "Kynosarges Gymnasion" where he started to give education after the death of Socrates and that this school was called "School of Clinics" over time (Görgülü, 2022:50). Although the concept of cynicism has existed since Ancient Greece, it is used in a different sense today. According to Karabulut (2022), cynical people used to be known as heavy critics, but today the term cynicism is used in the sense of distrust, belittling organizations and having a cynical attitude.

Graham conducted studies on the personality characteristics of the concept of cynicism. According to Graham, the characteristics of cynical individuals are explained as follows (Brandes, 1997:9):

- They see others as liars, manipulative and indifferent.
- They question other people's motives.
- They are cautious and do not trust their relationships with people.
- Acts hostile and oppressive.
- Resents demands from other people.
- They do not care about friendship and do not have a helpful personality.

Organizational cynicism is defined as the employee's belief that the organization is not in integrity, developing beliefs about it and exhibiting dismissive and critical behaviors towards the organization as a result of these beliefs (Dean et al., 1998). Employees can directly express their thoughts that the organization is not a whole, or they can reflect these thoughts with sarcastic jokes or nonverbal behaviors (Abraham, 2000:270 cited in Görgülü, 2022:53).

It is not a correct approach to associate organizational cynicism with a single factor. Because this concept can sometimes emerge as defense mechanisms that people develop to protect themselves, while in some cases it may arise due to the characteristics of the job or the personality of the employee (Erkara, 2019:50).

1.2.1. Dimensions of organizational cynicism

The attitudes of organizational cynicism consist of three elements: cognitive, affective and behavioral. There is

harmony and coordination between these elements (İnceoğlu, 2004: 25). Dean et al. explained the dimensions of organizational cynicism in three ways. These are: affective, cognitive and behavioral dimensions (Dean, et al., 1998:345-346).

1.2.1.1. Cognitive dimension:

In the cognitive dimension, the employee can observe, perceive or gather information through experience (Naus, 2007: 17 cited in Kafadar, 2023:54). In the light of this information, individuals can this process is related to the cognitive dimension. The cognitive dimension constitutes the belief dimension of organizational cynicism. In this dimension, the employee believes that the organization and other employees are not honest. As a result of this process, employees may give reactions such as disliking, condemning and feeling anger towards the organization (Pelit and Pelit, 2014:98).

1.2.1.2. Affective dimension:

The affective dimension is the stage after the cognitive dimension and constitutes the emotional dimension in employees. In affective cynicism, negative emotions such as disrespect, belittling people, hostility, embarrassment, moral deterioration and insecurity stand out (Özkalp and Kirel, 2005:73). Cynics may even experience arrogant happiness because the organization cannot reach high moral standards (Abraham, 2000:269 cited in Görgülü, 2022:56).

1.2.1.3. Behavioral dimension:

It is thought that employees may make efforts to sabotage the process with inappropriate behaviors as one of the most important damages (Mishra and Spreitzer, 1998:571; Dean et al., 1998). Research has shown that the behavioral dimension of cynicism is the dimension that exhibits the highest level of cynicism (Karadal et al., 2021:235).

1.3. The Concept of Intention to Quit

Turnover intention refers to employees' voluntary or involuntary turnover. Voluntary turnover means that the employee terminates the relationship with the organization (Bluedorn, 1978). Voluntary turnover is more destructive and costly for organizations. Voluntary turnover includes exits and resignations. According to Rusbelt et al. the concept of turnover intention is defined as a destructive and harmful action taken by employees as a result of dissatisfaction with the work environment or job dissatisfaction (Rusbelt et al., 1988:599). Organizations evaluate the job performance of employees who intend to leave their jobs and decide whether they will continue or not, and if the employee's performance is at a good level, they can implement procedures to keep the employee at work. Organizations can make efforts to retain employees if they are successful. If the employee is not positive for the organization, they can hope that the employee will leave voluntarily (Dirican, 2015:7).

1.4. The Relationship Between Organizational Justice, Organizational Cynicism and Turnover Intention

Individual and organizational factors are effective in the emergence of cynicism in employees. These factors affect the employee positively or negatively. This study considers organizational justice perception as an antecedent of organizational cynicism. Akar and Çelik (2019), "Organizational justice and cynicism: a mixed method study at schools" found that there is a significant and negative relationship between organizational justice perception and organizational cynicism.

As the perception of organizational justice decreases, employees may intend to quit their jobs. This situation causes negative results. The organization has to care about the money and time it spends to train its employees. As a result, if the perception of organizational justice is low, turnover intention is high. Gürpınar (2006) conducted a study on 100 employees working in television and radio organizations and found that turnover intention increases as the perception of organizational justice decreases.

Employees are likely to exhibit cynical attitudes and behaviors due to individual or organizational factors. Cynical employees are expected to leave the organization or to discredit the organization in the internal and external environment. As a result, as the organizational cynicism of employees increases, it is expected that their intention to quit their jobs will increase. El-liethiey and Atalla (2021) "Relationship between Organizational Cynicism and Nurses' Intensity for Turnover as Perceived by Nurses" found a significant and positive relationship between organizational cynicism and turnover intention. As a result of the literature review, the hypotheses are as follows:

H1 Organizational justice perception significantly and negatively affects turnover intention.

H2 Organizational cynicism significantly and positively affects turnover intention.

H3 Organizational justice perception significantly and negatively affects organizational cynicism.

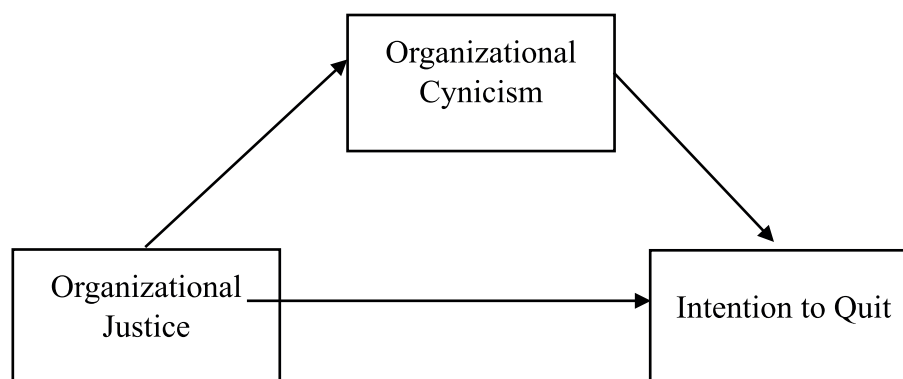
H4 Organizational cynicism, which is a mediating role, negatively affects organizational justice perception on turnover intention.

2. METHODOLOGY

2.1. Research Model

Descriptive research model is adopted as the study model. In such studies, the current situation is explored through single or relational variables. In the study, organizational justice was determined as the independent variable, turnover intention as the dependent variable and the mediating role as organizational cynicism.

Figure 1. Research Model



2.2. Research Sample and Research Scales

First, the research employed the organizational justice scale. Nieef and Moorman (1993) created the organizational justice scale, which Gürbüz and Mert (2009) translated into Turkish. In general, the validity and reliability of the scale are deemed sufficient. Employees scored the organizational justice scale items on a five-point Likert scale comprising 20 items, with 1 representing strongly disagree and 5 representing strongly agree.

The organizational cynicism scale is the second measure employed in the study. Kalağan (2009) translated the organizational cynicism scale into Turkish, following the development of Brandes, Dharwadkar, and Dean (1999). The validity and reliability of the scale can be adequately stated on a general basis. A five-point Likert scale with the ratings “1: Strongly disagree and 5: Strongly agree” is used to score the 13 items on the organizational cynicism scale.

Ultimately, the study employed the turnover intention scale. Wayne Shore and Liden (1997) devised the scale. Küçükusta made the Turkish adaption (2007). “The intention to quit scale was removed from the questionnaire because the common variance values of two statements were below 0.50 as a result of the analysis”. As a result, there are three sentences in the Turkish translation (Wayne et al., 1997:85; Küçükusta, 2007: 156). In general, it can be said that the scale has adequate validity and reliability. “1: Strongly disagree and 5: Strongly agree” is the items on the intention to quit measure are assessed on a five-point Likert scale.

3. FINDINGS AND DISCUSSION

3.1. Demographic Findings

Table 1 data on participants’ gender, position and length of service shown. In the frequency analysis regarding the gender distribution of the participants 59.5% of the participants were female (119) and 40.5% were male (81). Participants the frequency distribution of the distribution of duties shows that 41.5% (83) were physicians, 30% (60) nurses, 9.5% (19) medical secretaries and 19% (38) medical secretaries was determined. Frequency regarding the distribution of participants’ working hours distribution 32.5% (65) between 1-4 years, 22.5% (51) less than 1 year, 21.5 (43) for 10 years or more, 11% (22) for 5-7 years and 9.5% (19) for 8-10 years. It was determined that it was distributed as follows.

Table 1. Findings Regarding the Participants

Demographic characteristics	Groups	f	%
Gender	Kadın	119	59,5
	Erkek	81	40,5
Mission	Doctor	83	41,5
	Nurse	60	30
	Health Technician	38	19
	Medical Secretary	19	9,5
Working Time	Less than 1 year	51	22,5
	1-4	65	32,5
	5-7	22	11
	8-10	19	9,5
	10 and above	43	21,5

3.2. Confirmatory Factor Analysis For The Scales

A multivariate analysis method called factor analysis is utilized to comprehend a data matrix's underlying relationship structure (Hair et al., 1998). Reducing the number of variables and categorizing the variables that are collected are the goals of factor analysis (Kalaycı, 2014).

In order to test the suitability of the data for factor analysis, a correlation matrix should be created. Barlett test and Kaiser-Meyer-Olkin (KMO) tests should be used in this analysis (Yücekaya, 2017:100). It is desirable that the correlation value is high. A second test to be performed is the Barlett Test. With the Barlett Test, it is tested whether the correlation relationship between variables is high. The last test used to determine the suitability of factor analysis is the KMO adequacy test (Kalaycı, 2014). The KMO test tests the suitability of the data for the analysis test in terms of sample size (Çokluk et al., 2018:207). It is concluded that data with a KMO value below 0.50 are not suitable for factor analysis (Aydın, 2007:4).

Tablo 2. Factor Analysis of Organizational Justice Scale

Article Number	Core Value	Interaction Justice	Procedural Justice	Distributive Justice	% Variance
ÖA18	6,645	,846			39,091
ÖA19		,829			
ÖA14		,801			
ÖA13		,790			
ÖA15		,772			
ÖA16		,761			
ÖA17		,745			
ÖA12		,721			
ÖA20		,690			
ÖA10	3,769		,785		22,170
ÖA9			,707		
ÖA8			,705		
ÖA7			,685		
ÖA6			,607		
ÖA4	2,421			,806	14,241
ÖA3				,806	
ÖA2				,806	
Total					75,502
Cronbach Alpha					,957

The rotated factor loadings of the organizational justice scale are shown in Table 2. According to the three factor loadings obtained, interaction justice (12,13,14,15,16,17,18,19 and 20), procedural justice (6,7,8,9 and 10) and distributive justice (2,3 and 4) were distributed. The first factor explained 39.90%, the second factor explained 22.17% and the third factor explained 14.24%. The total variance explained is 75.50%. Cronbach Alpha value is ,957.

Tablo 3. Factor Analysis of Organizational Cynicism Scale

Article Number	Core Value	Cognitive Dimension	Affective Dimension	Behavioral Dimension	% Variance
ÖS1	3,748	,824			28,828
ÖS2		,815			
ÖS3		,756			
ÖS4		,723			
ÖS5		,692	,330		
ÖS8	2,962		,896		22,786
ÖS9			,846		
ÖS7		,482	,680		
ÖS6		,550	,647		
ÖS11	2,833			,865	21,793
ÖS12				,856	
ÖS13				,741	
ÖS10				,662	
Total					73,407
Cronbach Alpha					,923

The rotated factor loadings of the organizational cynicism scale are shown in Table 3. According to the three factor loadings obtained, cognitive dimension (1,2,3,4 and 5), affective dimension (6,7,8 and 9) and behavioral dimension (10,11,12 and 13) were distributed. The first factor explained 28.83%, the second factor explained 22.79% and the third factor explained 21.79%. The total variance explained is 73'41%. Cronpah Alpha value is .923.

Tablo 4. Factor Analysis of Turnover Intention Scale

Article Number	Core Value	After Rotation	% Variance
İYN1	2,321	,866	%72,36
İYN2		,881	
İYN3		,891	
Cronbach Alpha			,854

The rotated factor loadings of the turnover intention scale are shown in Table 4. The total variance explained is 72.36%. Cronbach Alpha value is .854.

3.3. Correlations Analysis

Table 5 shows the findings of the correlation analysis of the variables. A negative relationship was found between organizational justice and organizational cynicism ($R=-,566$, $P<0,01$). A moderate negative relationship was found between turnover intention and organizational justice ($R=-,370$, $P<0,01$). A positive and moderate

relationship was found between organizational cynicism and turnover intention ($R=,577$, $P<0.01$).

Table 5. Findings Related to Correlation Analysis

		Organizational Justice	Organizational Cynicism	Turnover Intention
Organizational Justice	Pearson C.	1	-,566**	-,370**
	Sig. (2-tailed)		,000	,000
Organizational Cynicism	Pearson C.	-,566**	1	,577**
	Sig. (2-tailed)	,000		,000
Turnover Intention	Pearson C.	-,370**	,577**	1
	Sig. (2-tailed)	,000	,000	
* Correlation is at 0.05 level of significance. ** Correlation is at 0.01 level of significance.				

3.4. Mediating Role Analysis

Effect of mediation: The link mechanisms between two variables are understood through the use of mediation analysis. As a mediator between the independent variable (X) and the dependent variable (Y), the mediating variable (M) in the mediation effect contributes to the understanding of the impact of the independent variable on the dependent variable (Baron and Kenny, 1986 cited in Gürbüz, 2021:20).

Table 6. The Effect of Organizational Cynicism on Organizational Justice

Model: 4						
Y: Turnover Intention						
X:Organizational Justice						
M:Organizational Cynicism						
Outcome Variable:						
Organizational Cynicism						
Model Summary					R-sq	
					,3016	
					Confidence Interval	
	Coeff	se	t	p	LLCI	ULCI
Organizational Justice	-,5014	,0542	-9,2462	,0000	-,6083	-,3945

Regression analysis was performed in Table 6 to investigate the relationship between the organizational justice variable and organizational cynicism (path a) using the Process plug-in. The analysis's findings demonstrate that organizational justice significantly and negatively affects organizational cynicism ($b=-,501$ 95% CI $(-,6083, -,3945)$, $t=-9,2462$, $p<.001$). 30% of the variation in organizational cynicism can be explained by organizational justice ($R^2=301$).

Table 7. The Effect of Organizational Cynicism on Organizational Justice And Turnover Intention

Model: 4						
Y: Turnover Intention						
X:Organizational Justice						
M:Organizational Cynicism						
Outcome Variable:						
Turnover Intention						
Model Summary					R-sq	
					,3265	
					Confidence Interval	
	Coeff	Se	t	p	LLCI	ULCI
Organizational Justice	-,0920	,0861	-1,0679	,2869	-,2618	,0779
Organizational Cynicism	,7104	,0943	7,5325	,0000	,5244	,8964

Table 7 shows the effects of the mediating variable organizational cynicism (M) (path b) and organizational justice variable (X) (path c) on the outcome variable turnover intention (Y). Accordingly, organizational cynicism has a significant and positive effect on turnover intention ($b = ,710$, 95% CI ($,5244$, $,8964$), $t = 7,5325$, $p < ,001$). Organizational justice has no significant effect on turnover intention ($b = -,0920$, 95% CI ($-,2618$, $,0779$), $t = -1,0679$ $p < ,287$).

Table 8. The Effect of Organizational Cynicism on Turnover Intention

Model: 4						
Y: Turnover Intention						
X:Organizational Justice						
M:Organizational Cynicism						
Outcome Variable:						
Turnover Intention						
Model Summary					R-sq	
					,1326	
					Confidence Interval	
	Coeff	Se	t	p	LLCI	ULCI
Organizational Justice	-,4482	,0915	-5,5011	,0000	-,6088	-,2875

Regression analysis was carried out in Table 8 using the Process plug-in to examine the relationship between the mediating variable (path c), organizational cynicism, and the organizational justice variable. The analysis's findings indicate that organizational justice significantly and negatively affects the intention of turnover ($b = -,448$ 95% CI ($-,6088$, $-,2875$), $t = -5,5011$, $p < ,001$). Organizational cynicism explains 13% of organizational justice ($R^2 = ,133$).

Table 9. Indirect And Direct Effects of Organizational Cynicism

Model: 4				
Y: Turnover Intention				
X:Organizational Justice				
M:Organizational Cynicism				
Indirect Effect(s) of X on Y				
			Confidence Interval	
	Effect	BootSE	BootLLCI	BootULCI
Organizational Cynicism	-,3562	,0700	-,5067	-,2293
Completely Standardized Indirect Effect(s) of X on Y:				
Effect			Confidence Interval	
	BootSE	BootLLCI	BootULCI	
Organizational Cynicism	-,2894	,0548	-,4046	-,1882

The complete and partial standardized effect sizes of X',n on Y are displayed in Table 9. Because they exclude the number 0 (zero), the confidence intervals for both effect sizes are therefore significant. -.289 is the complete standardized effect size. -.356 is the partial standardized effect size.

According to these results, it is concluded that the indirect effect of organizational justice on turnover intention is significant, and therefore, organizational cynicism mediates between organizational justice and turnover intention ($b=-,289$, 95% CI $(-,4046, -1882)$).

CONCLUSION

The health sector plays a central role in the welfare of countries. Disruptions in this sector can lead to various problems. In this study, organizational justice perception is addressed as one of the reasons for these problems. According to the findings, low organizational justice perception of individuals working in the health sector leads to high levels of organizational cynicism. Increased cynicism level was found to increase the intention of employees to quit their jobs. For the sustainability and quality service delivery in the health sector, organizations should pay attention to the principles of organizational justice and adopt a fair and egalitarian management approach.

This study was conducted with 200 health care workers working in the health sector and aims to examine the effect level of the mediating role of organizational cynicism, which is determined as a mediating role in the effect of perceived organizational justice on turnover intention of the determined sampling group.

We used regression analysis to find the relationship between the variables. In the study, hypothesis H1, that there is a significant and negative relationship between organizational justice and turnover intention, was tested. As a result of the analysis, H1 hypothesis was accepted. Similar to this study, Erdirençelebi and Karataş (2019), in their study with bank employees, found that organizational justice perception had a significant and negative effect on turnover intention at a level of 16% (Erdirençelebi and Karataş, 2019:1842).

As a result of the regression analysis conducted to look at the effect between the variables, it was concluded that organizational justice, which is hypothesis H2, significantly and negatively affects organizational cynicism. Özgen (2016) collected data from around 1000 teachers in a study conducted in the education sector in Bucak district of Burdur province. Likewise, it was discovered that organizational cynicism is significantly and negatively impacted by organizational justice.

The H3 hypothesis, according to which organizational cynicism significantly and favorably influences turnover intention, was tested using regression analysis. The study led to the acceptance of hypothesis H3. As corroborating evidence, Kıran (2017) studied workers in the public sector and came to the same conclusion: organizational cynicism significantly and favorably influences the desire to leave. High organizational cyni-

cism among employees is expected to result in high intention to leave.

The mediating role of organizational cynicism was examined using Hayes' (2013) "Process" plug-in. The analysis supported hypothesis H4, which states that organizational cynicism has a negative impact on turnover intention perceptions of organizational justice. Similarly, a research by Köse and Aydoğan (2021) on industrial personnel found that organizational cynicism had a complete mediating influence.

The following suggestions are given for future studies:

- A larger sample may yield different results.
- The study can be repeated in different sectors.
- Rather than focusing on the intention to leave, one may investigate the connections and impacts of factors like work satisfaction, organizational commitment, organizational citizenship, and organizational trust on organizational cynicism and justice.

GENİŞLETİLMİŞ ÖZET

Örgütsel Adalet Algısının İşten Ayrılma Niyeti Üzerindeki Etkisinde Örgütsel Sinizmin Aracılık Rolü: Sağlık Çalışanları Üzerine Bir Araştırma

GİRİŞ

İnsanlar için sağlık sektörü önem arz etmektedir. İnsanlar doğası gereği biyolojik veya psikolojik olarak hastalanabilmektedir. Eski dönemlerde bu hastalıklar alternatif yöntemlerle giderilebilse de çoğu hastalığın tedavisi yoktu. İlerleyen yüzyıllarda ise sağlık sektörünün gelişmesiyle birlikte, bu gelişim teknoloji önderliğinde bilim dünyasındaki yeni buluşlarla çoğu hastalığın tedavisinin olmasına sebebiyet vermiştir. Gelişen sağlık sektöründe teknoloji ne kadar önemli olsa da ayakta kalmasını bir nevi görev yapan sağlık çalışanlarına borçludur. Sağlık sektöründe çalışan her bir insan, hastalanan insanlar için önemlidir. Çalışanların, hastalanan insanlarla ilgilenmesi, tedaviyi bulması, hep yanlarında olması tedavinin devamlılığını sağlamaktadır. Fakat çalışanın yeterli yetkinlikte olmaması veya örgüt yapısının ideal bir düzende olmaması birçok olumsuzluğu beraberinde getirmektedir. Bu olumsuzluklar genel anlamda hastalara, çalışanlara ve örgüte zarar vermektedir. Örneğin, örgüt yapısının her bir çalışana eşit davranmaması, birine ağır iş yükü verip diğer çalışana daha hafif çalışma şartları sağlaması ve gelir dağılımındaki adaletsizlik gibi durumlar, çalışanda olumsuz etkiler yaratmaktadır. Bu araştırmanın amacı, sağlık sektöründe çalışan kişilerin örgütsel adalet algılarında işten ayrılma niyeti üzerinde örgütsel sinizmin aracılık rolüne bakmaktır. Araştırmanın önemliliği sağlık sektöründe görev yapan çalışanların örgütsel adalet algı düzeylerinin ne olduğunu belirleyerek, adalet algılarının düşük olması durumunda işten ayrılma niyetleri artmaları beklenmektedir. Örgütsel sinizm kavramının bu araştırmadaki aracılık rolü çalışanlarının adalet algısı düşük ise sinizm düzeyleri artması ve bu durumda işten ayrılma niyetini arttırması olası bir durumdur. Araştırma genel anlamda bunların üstüne temellendirilmiştir.

Araştırmanın evreni, Türkiye’de görev yapan sağlık çalışanları olup, maddi ve zaman kısıtlılıkları sebebi ile “Kolayda Örneklem” yöntemi ile Çanakkale Onsekiz Mart Üniversitesi Hastanesi belirlenmiştir. Veriler, 20 Mayıs- 30 Haziran tarihlerinde Çanakkale Onsekiz Mart Üniversitesi Hastanesinde çalışan 200 kişiden anket ve yüz yüze yöntemi ile toplanmıştır. Araştırmada üç tane ölçek kullanılmıştır. Bunlar; örgütsel adalet, örgütsel sinizm ve işten ayrılma niyetleri ölçekleridir. Araştırmada dört hipotez oluşturulmuştur. Bu hipotezler; **H1** örgütsel adalet algısı işten ayrılma niyetini anlamlı ve negatif yönde etkiler, **H2** örgütsel sinizm işten ayrılma niyetini anlamlı ve pozitif etkiler, **H3** Örgütsel adalet örgütsel adalet örgütsel adalet algısı örgütsel sinizmi anlamlı ve negatif etkiler ve **H4** örgütsel adalet algısının işten ayrılma niyeti üzerinde örgütsel sinizmin aracılık rolü vardır, şeklindedir. Hipotezleri test etmek amacı ile SPSS ve Hayes tarafından geliştirilen “Process” eklentisi kullanılmıştır. Araştırmada yapılan analizler sırası ile önce katılımcıların frekans dağılım analizleri yapılmıştır. Daha sonra ölçeklerin güvenilirliklerine bakılmıştır, ölçekler genel anlamda olumlu olduğu için her bir ölçek için faktör analizleri yapılmıştır. Korelasyon analizleri yapılarak değişkenlerin ilişki düzeylerine bakılmıştır. Regresyon analizi ile değişkenlerin etki düzeylerine bakılarak “Process” eklentisi ile aracılık düzeyine bakılmıştır.

1. LİTERATÜR TARAMASI

1.1. Örgütsel Adalet:

Genel anlamda örgütsel organizasyonunu ve iş gücüne fayda sağlayabilmektedir. Bu fayda sonucunda; çalışanın işe duydukları güveni arttırmakta ve işe bağlılıklarını arttırmada önemli rol oynamaktadır (Cropazano, 2007). Örgütsel adalet kavramı, çalışan kişinin örgütün adil ve eşit olduğuna dair inanmaları şeklinde tanımlanmaktadır (Murtaza vd., 2011). Örgütsel adalet kavramı, üç boyut şeklinde ele alınmaktadır, bunlar; dağıtım-sal, prosedürel ve etkileşimsel adalettir.

1.1.1. Dağıtım adaleti:

Örgütsel adalet kavramının ilk boyutudur. Bu boyut tanım olarak, çalışanların kazanımlarını (ödül, terfi vb.) gibi ceza durumlarının dağıtımına odaklanmaktadır. Dağıtımsal adalet, çalışanların sonuçların adillğine odaklanmaktadır (Adams, 1965; Greenberg; 1990).

1.1.2. Prosedürel adaleti:

Yöneticilerin örgüt yapısında görev alan kişilerin karar alırken uyguladıkları prosedürlerin adillğine odaklanmaktadır (Tepper ve Taylor, 2003).

1.1.3. Etkileşim adaleti:

Örgüt yapısındaki yöneticiler ile çalışanlar arasındaki ilişkiye odaklanmaktadır. Yöneticilerin, çalışanlara karşı nazik ve açıklayıcı bir dil ile örgütte alınan kararların açıklanması gerektiğini vurgulamaktadır (Colquitt, 2011).

1.2. Örgütsel Sinizm:

Sinizm; kişilerin, diğer kişiler hakkındaki olumsuz görüş içerisinde olmaları şeklinde tanımlanmaktadır. Örgütsel sinizm, çalışanın, örgüte ve kişilere yönelik hayal kırıklığı, güvensiz, umutsuzluk ve öfke içinde olması şeklinde tanımlanmaktadır (Andersson, 1996). Bunların neticesinde çalışan, örgüte ve kişilere yönelik olumsuz tutum ve davranışlar sergileyebilmektedir (Abraham, 2000). Örgütsel sinizm, üç boyuta ayrılmaktadır. Bunlar; bilişsel, duyuşsal ve davranışsal şeklindedir.

1.2.1. Bilişsel Boyut:

Bu boyutta çalışan kişiler çalıştıkları örgüt yapılarına inanmamaktadırlar. Çalışanlar, örgüt yapısındaki uygulamalarda adaletin olmadığını ve samimi olmadığını inanmaktadırlar (Işık, 2014:137).

1.2.2. Duyuşsal Boyut:

Örgütsel sinizmin ikinci boyutunu oluşturup olup, örgüte karşı objektif bir yargı taşımamaktadır. Çalışan örgüte karşı hor görme ve öfke gibi güçlü duygusal tepkiler içermektedir (Özler vd., 2010:49).

1.2.3. Davranışsal Boyut:

Bu boyutta, örgütsel sinizmin son aşamasını temsil eder ve örgüte karşı olumsuz, genellikle aşağılayıcı davranışlar sergileme eğilimini ifade etmektedir (Erdoğan ve Bedük, 2013:21).

1.3. İşten Ayrılma Niyeti:

İşten ayrılma, çalışanların örgütteki istihdamının sona ermesi olarak tanımlanmakta iken, işten ayrılma niyeti ise bireyin kendi isteğiyle ve bilinçli bir şekilde örgütten ayrılma arzusunu ifade etmektedir (Teet ve Meyer, 1993). Çalışanların mevcut işlerinden tatmin olmamaları, örgütün sunmuş olduğu iş ve yönetim koşullarının yanı sıra ortamın yetersizliği ya da farklı iş seçeneklerine yönelme isteği gibi sebeplerden dolayı işten ayrılma isteği içerisinde olabilmektedirler (Akkaya, 2024:39).

2. BULGULAR

Regresyon ve Korelasyon analizi ile H_1 hipotezi olan Örgütsel adalet algısı işten ayrılma niyeti anlamlı ve negatif yönde etkiler hipotezi test edilmiş olup, hipotez kabul edilmiştir. Genel anlamda bulunan sonuç literatür ile örtüşmektedir (Örücü ve Özafşarlıoğlu, 2013; Phayoonpun ve Mat, 2014). Regresyon ve Korelasyon analizi ile H_2 hipotezi olan örgütsel sinizm işten ayrılma niyetini anlamlı ve pozitif etkiler hipotezi test edilmiş olup, hipotez kabul edilmiştir. Genel anlamda bulunan sonuç literatür ile örtüşmektedir (Tekiner ve Demirci, 2019; Uğur ve Yasım, 2016). Regresyon ve Korelasyon analizi ile H_3 hipotezi olan örgütsel adalet algısı örgütsel sinizmi anlamlı ve negatif yönde etkiler hipotezi test edilmiş olup, hipotez kabul edilmiştir. Bulunan bu sonuç literatür ile örtüşmektedir (Girgin ve Gümüşeli, 2018; Tsai ve Harrison, 2019). Aracılık rolüne bakmak için "Process" eklentisi kullanılarak H_4 hipotezi olan örgütsel adalet algısının işten ayrılma niyeti etkisinde örgütsel sinizmin aracılık rolü vardır hipotezi test edilmiş olup, hipotez kabul edilmiştir. Bulunan sonuç literatür ile örtüşmektedir (Afghan vd., 2018; Tayfur vd., 2013).

SONUÇ

Araştırmada elde edilen bulgulara göre ülkeler için önemli bir sektör olan sağlık sektöründe çalışan kişilerin çalıştıkları örgütleri adaletli olması beklediği görülmektedir. Örgütsel adalet algısının yüksek olduğu durumlarda, çalışanların işe yönelik tutumlarının olumlu olduğu gözlemlenmektedir. Buna karşın, örgütsel adalet algısının düşük olduğu durumlarda, çalışanların sinizm algılarının yüksek olduğu görülmektedir. Sinizm algısının yüksek olması durumunda ise işten ayrılma niyetlerinin arttığı görülmektedir. Adalet algısının düşük olması da işten ayrılma niyetini arttırmaktadır.

Sağlık sektörü için önerilerimiz, daha adil bir yapının çalışanın örgüte bağlıklarını ve işe tutumlarını pozitif yönde etkilerken adil olmayan bir yapının olması durumunda ise hem çalışana hem örgüte zarar vermektedir. Gelecek araştırmalara önerilerimiz:

- Araştırma farklı sektörlerde farklı sonuçlar verebilir.
- Araştırmada kullanılan değişkenler değiştirilerek tekrarlanabilir.

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