

AN EVALUATION OF THE RELATION BETWEEN ORGANIZATIONAL CYNICISM AND ORGANIZATIONAL COMMITMENT: A RESEARCH ON MIDWIVES AND NURSES

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ABSTRACT

In this study it is aimed to evaluate the relationship between the organizational commitment and organizational cynicism levels of the midwives and nurses working for a training and research hospital. The research was conducted on the midwives and nurses working for Samsun Training and Research Hospital from July to August 2015. A survey was used as the data collection tool. Organizational Commitment Scale developed by Allen and Meyer was used to determine the levels of the commitment of the midwives and nurses, and Organizational Cynicism Scale developed by Brandes was used to determine the levels of their organizational cynicism together with the questions aiming at the socio-demographic features. When the findings related to the organizational cynicism scale subscale scores are examined, it is determined that behavioral cynicism (3.2±0.8), cognitive cynicism (3.2±0.8) and affective cynicism (3.1±0.9) scores are at medium level. When the correlation between the organizational commitment and organizational cynicism subscale scores of the staff are examined, a negative significant relation at a medium level is determined between normative commitment subscale scores and behavioral, cognitive and affective cynicism subscale scores, and a weak negative relation between continuity commitment subscale scores and behavioral cynicism subscale scores. It is thought that the results of the research include significant findings reflecting a point of view related to the levels of the organizational commitment and organizational cynicism levels of the midwives and nurses who have an important role in the process of patient care and they will be useful for the arrangements planned to be made in this field.

Keywords: Organizational commitment, organizational cynicism, nurse, midwife, health sector

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ÖRGÜTSEL SİNİZM VE ÖRGÜTSEL BAĞLILIK ARASINDAKİ İLİŞKİNİN İNCELENMESİ: EBELER VE HEMŞİRELER ÜZERİNE BİR ARAŞTIRMA

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ÖZ

Bu çalışmada bir eğitim ve araştırma hastanesinde görev yapan ebe ve hemşirelerin örgütsel bağlılık ve örgütsel sinizm düzeyleri arasındaki ilişkinin değerlendirilmesi amaçlanmıştır. Araştırma, 2015 Temmuz ve Ağustos ayları arasında Samsun Eğitim ve Araştırma Hastanesi'nde görev yapan ebe ve hemşireler üzerinde yapılmıştır. Araştırmada veri toplama aracı olarak anket kullanılmıştır. Ebe ve hemşirelerin sosyo-demografik özelliklerine yönelik soruların dışında, örgütsel bağlılık düzeylerinin belirlenmesi amacı ile Allen ve Meyer tarafından geliştirilen Örgütsel Bağlılık Ölçeği ve örgütsel sinizm düzeylerinin ölçülmesi için de Brandes tarafından geliştirilen Örgütsel Sinizm Ölçeği kullanılmıştır. Örgütsel sinizm ölçeği alt boyut puanlarına ilişkin bulgular incelendiğinde ise, davranışsal sinizm (3.2 ± 0.8), bilişsel sinizm (3.2 ± 0.8) ve duyuşsal sinizm (3.1 ± 0.9) puanlarının orta düzeyde olduğu saptanmıştır. Çalışanların örgütsel bağlılık ve örgütsel sinizm ölçekleri alt boyut puanları arasındaki korelasyon incelendiğinde de; normatif bağlılık alt boyut puanları ile davranışsal, bilişsel ve duyuşsal sinizm alt boyut puanları arasında orta düzeyde negatif yönde, devam bağlılığı alt boyut puanları ile davranışsal sinizm alt boyut puanları arasında da zayıf negatif yönde anlamlı ilişki saptanmıştır. Araştırma sonuçlarının, hasta bakım sürecinde önemli bir rol oynayan ebe ve hemşirelerin örgütsel bağlılık ve örgütsel sinizm düzeylerine ilişkin bakış açılarını yansıtan önemli bulgular içerdiği ve bu alanda yapılması planlanan düzenlemeler açısından faydalı olabileceği düşünülmektedir.

Anahtar Kelimeler: Örgütsel bağlılık, örgütsel sinizm, hemşire, ebe, sağlık sektörü

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I. INTRODUCTION

It is very important for organizations to increase the organizational commitment of the staff during the processes of survival, reaching the determined targets, being able to use their resources effectively and decreasing the cycle of staff as much as possible, so decreasing the costs due to the cycle. The decrease in the organizational commitment causes an increase of the tendency of being late for work and absence, decrease in employee performance and accordingly the organizational performance is damaged and quitting the job is seen in the long run. However, as the organizational commitment increases, the levels of sacrificing, producing creative and innovative ideas, efficiency and giving their all to reach the organizational targets of employees will increase, and the possibility of having stress and burnout will decrease (Dolu, 2011). When the importance of employees in organizations' adaptation to increasing conditions of competition is thought, it is seen that the need for employees that adhere to the values of the organization and adopt the organizational targets as their own increases. This situation leads the concept of organizational commitment to be handled as a current and discussed issue (Yıldız, 2013).

Commitment is taken as an individual's responsibility to the organization, (Dolu, 2011; Bayram, 2005), and includes devotion and loyalty (Yıldız, 2013). Organizational commitment is explained as the collaboration that a member of the organization has constituted with his/her organization (Dolu, 2011; Bayram, 2005), and accepted as the indicator of the harmony between an employee and his/her organization (Yıldız, 2013). The feelings of the employee are emphasized in the concept of the organizational commitment. It arises depending on the acceptance of the employee to the organization and his/her starting to work, and it is defined as believing in the aims and values of the organization by adopting them, trying harder than expected and having a strong desire to work as a member of the organization (Dolu, 2011).

Although various explanations have been done about the aspects of the organizational commitment by different researchers having studied on the organizational commitment, Allen and Meyer state that this concept includes three aspects: emotional commitment, continuity commitment and normative commitment (Bayram, 2005; Doğan and Kılıç, 2007). Emotional commitment is related to the emotional commitment of the employee to the organization and it is stated that those having a strong emotional commitment to the organization stay in the organization because they want to (Yıldız, 2013). Another characteristic of the emotional commitment is that the employees identify with the organization and they are happy to be a member of the organization (Özgan et al., 2012). Continuity commitment expresses the kind of commitment that the employee cannot leave the organization even if s/he wants to since s/he realizes the costs and difficulties of leaving the organization (Yıldız, 2013). Scarcity of alternative job opportunities causes the employee to continue the membership of the organization (Özgan et al., 2012). Normative commitment is explained as the kind of commitment based on obligation and that the employee feels liable to the organization (Yıldız, 2013).

Organizational cynicism is that the employee has negative feelings such as rage, anger, hopelessness for the organization (Uysal and Yıldız, 2014) and reveals negative attitudes (Dean et al., 1998; Eaton, 2000). In organizational cynicism, employees do not trust the organization they work for (Akman, 2013) and they have the feelings of anger and disappointment, and this situation causes disruption of activities (Özgan et al., 2012; Akman, 2013).

According to Dean et al. organizational cynicism includes the negative attitudes of the employee related to his/her organization due to the organization's being deprived of unity and honesty (Yıldız, 2013; Dean et al., 1998; Arslan, 2012; Kalağan and Güzeller, 2010). Organizational cynicism has three aspects as cognitive, affective and behavioral (Yıldız, 2013; Altınöz et al., 2011; Uysal and Yıldız 2014; Ahmadi, 2014; Tayfun and Çatır, 2014). Cognitive aspect handles the belief that organizational cynicism is lacking honesty (Yıldız, 2013; Bozkurt and Yurt, 2013), and emphasizes that employees defined as cynical are those who underestimate organizational principles and rules,

reveal inconsistent behaviors, look out for themselves and have problems with trusting others (Yıldız, 2013). Cynical people think that their organizations perform acts including betrayal because they are lacking in principles such as justice, honesty and sincerity (Tayfun and Çatır, 2014). Affective dimension includes strong negative emotional responses such as anger, looking down the others, distress, disrespect and embarrassment, disappointing, arrogance and hatred arising against the organization (Yıldız, 2013). This situation is a clear expression that cynical thoughts are not limited only with belief aspect, but they transform into some emotions against the organization (Tayfun and Çatır, 2014). In behavioral aspect, employees use an ironic humor, make pessimistic predictions about the future of the organization and criticize the organization harshly despising it (Yıldız, 2013; Tayfun and Çatır, 2014).

It is stated that there are many factors causing the emergence of the concept of organizational cynicism, and the most important ones are that changing efforts cannot be managed well and the expectations cannot be covered enough, overstress and excessive work load inadequate social support, lack of communication, organizational complication, conflict of goals, inadequate promotion and lack of presenting the opportunity to be involved in the decision making process (Yıldız, 2013; Akman, 2013; Topçu et al., 2013).

When the literature is viewed, it is seen that there is a strong relation between organizational commitment and organizational cynicism (Yıldız, 2013; Kalağan and Güzeller, 2010; Ahmadi, 2014; Okçu et al., 2015). When it is thought in terms of organization, it is perceived that organizations tend to increase the number of the employees who believe in goals and values of the organization and try hard to reach them, have strong desires to continue their membership of the organization and have a high organizational commitment (Yıldız, 2013; Özgan et al., 2012). This situation explains the significance of the organizational commitment, and has a great importance in terms of that it reveals that the threat of organizational cynicism will become a current issue in the absence of it (Yıldız, 2013).

When it is considered in terms of health sector, it is a matter of discussion that employees have cynical thoughts due to some reasons such as long working hours, stress and depression related to the sudden changes in the general health state of patients and not being able to delay the works. This situation impairs the quality of services given to patients, causes work efficiency, work satisfaction, employee performance and motivation to reduce, decreases organizational commitment and leads employees to leave the organization (Akman, 2013). Among healthcare professionals, nurses are accepted the most inclined group having burnout and thinking leaving their professions since they are the first source that patients and patient's relatives consult and have a key role in providing communication between the healthcare team, and they are stated to be in the tendency of revealing behaviors of cynicism (Tayfun and Çatır, 2014). All these problems show that organizational cynicism and organizational commitment are very significant for the healthcare sector (Akman, 2013).

Moreover, depending on some reasons such as the prevalence of the therapeutic services in hospitals, the need for different levels of specialization, the necessity of providing activities continuously and consistently and the challenges associated with team approach, it is possible that employees may have some negative feelings and thoughts and that these negative situations may turn into cynical behaviors over time. Employees feel less organizational commitment due to cynic tendency. When considered from this point of view, organizational cynicism is possible to be defined as a major problem area in achieving the targets set in the health sector (Çankaya, 2018). On the other hand, it is stated that employees with high levels of organizational commitment will be more likely to contribute to the success of the organization, to make efforts for the reputation of the organization and to take extra duties by establishing long-term relationships with the organization (Akman, 2013). This is because organizational commitment positively affects organizational performance and prevents undesired results such as being late for work, absenteeism or quitting work (Özgan et al., 2012). In this respect, it is stated that organizational commitment has positive effects for organizations and it is pointed out that there is a negative relationship between organizational commitment and

organizational cynicism (Akman, 2013). As employees' organizational cynicism levels increase, their organizational commitment levels decrease (Ahmadi, 2014).

Based on these ideas, it is aimed in this study to search the relationship between organizational cynicism and organizational commitment that is accepted as one of the current issues by taking into account of the employees' importance for the organization. For this purpose, the findings of the research conducted on the midwives and nurses working for the hospital will be dealt with.

II. MATERIAL AND METHODS

The population of this descriptive study includes 381 midwives and nurses out of 549 midwives and nurses working for Samsun Training and Research Hospital from July to August 2015 (168 of them were on sick leave, stopgap, on annual leave and on maternity leave then). A questionnaire was conducted 310 (81.4%) midwives and nurses accepting to participate in the study. A questionnaire related to the socio-demographic features and work lives of the midwives and nurses, organizational commitment scale and organizational cynicism scale was used as the data collection tools in the study. The five point Likert type organizational commitment scale developed by Allen and Meyer (1997) and adopted into Turkish by Wasti (1999) having three aspects as emotional commitment, commitment of continuity and normative commitment and including 17 items was used to determine the organizational commitment levels of the midwives and nurses. Cronbach's alpha (α) value of the scale of Organizational Commitment scale has been calculated as 0.676. The five point to determine the organizational cynicism levels of the midwives and nurses, the likert type organizational cynicism scale was used. The scale was developed by Brandes (1997), its validity and reliability study was done by Erdost et al. (2007), it has 3 aspects as cognitive, affective and behavioral and includes 14 items. Scale scores were evaluated as "4.20-5.00" very high, "3.40-4.19" high, "2.60-3.39" medium, "1.80-2.59" low and "1.00-1.79" very low. Cronbach's alpha (α) value of the scale of Organizational Cynicism was calculated as 0.896. SPSS 17.0 packaged software was used for the statistical analysis of the data. In comparing two groups, student t test was used for independent groups, and in comparing more than two groups, analysis of variance was used. Tukey (post-hoc test) method was used as multiple comparison analysis. In evaluating the relation between the organizational commitment subscales and organizational cynicism subscales, correlation analysis was performed. Significance level was accepted as $p < 0.05$ in the evaluations.

To conduct the research, Ethical Committee was applied, and the research process was started after the approval of the 7 July 2015 dated and 54103609/604.02 numbered Poll Conducting Permit obtained from the Republic of Turkey Ministry of Health, Public Hospitals Administration of Turkey, Samsun Association of Public Hospitals General Secretariat.

III. RESULTS

The average age of the 310 midwives and nurses included in the research group was 34.7 ± 6.8 and min-max (19-52). 81.6% of the midwives and nurses were female, 50.3% of them were married and 49.4% had associate's degree. 75.8% of the midwives and nurses worked for medical units and their working period was 12.9 ± 7.0 years, min-max (1-32 years) and working period for the institution was 5.9 ± 5.0 years, min-max (1-28 years).

Table1. Organizational Commitment and Organizational Cynicism Subscale Scores of the Midwives and Nurses

Organizational commitment scale subscales	X± SD
Emotional commitment	3.0 ±0.6
Normative commitment	2.2 ±0.8
Continuity commitment	3.1 ±0.7
Organizational cynicism scale subscales	
Behavioral cynicism	3.2 ±0.8
Cognitive cynicism	3.2 ±0.8
Affective cynicism	3.1 ±0.9

Organizational commitment and organizational cynicism subscale scores of the midwives and nurses are presented in Table 1. Organizational cynicism subscale scores, behavioral cynicism, cognitive cynicism and affective cynicism levels are evaluated as medium.

Statistically significant difference found between the behavioral cynicism scores in terms of the age groups of midwives and nurses in our study. Behavioral cynicism scores of the midwives and nurses at the ages between 26 and 32 are significantly higher than the ones at the ages between 19 and 25 ($p<0.05$) (Table 2).

Statistically significant difference found between normative commitment scores of the midwives and nurses in terms of sex. Male employees' normative commitment average scores found significantly higher than the female ones ($p<0.05$) (Table 2).

When the difference between organizational cynicism subscale scores of the midwives and nurses in terms of educational level was examined, it was found that organizational cynicism scores of the midwives and nurses having postgraduate degree were lower than the ones having other degrees, but the difference between groups is not statistically significant ($p>0.05$) (Table 2).

In our study, a statistically significant difference found between the normative commitment scores of the midwives and nurses in terms of the unit they worked at. Normative scores of the midwives and nurses working at laboratory and support units found significantly higher than the ones working at medical units ($p<0.05$) (Table 2).

Table 2. Organizational Commitment and Organizational Cynicism Subscales of the Midwives and Nurses According to their Socio-Demographic Features

Variables	n (%)	Organizational commitment subscales			Organizational cynicism subscales		
		Emotional commitment X±SD	Normative commitment X±SD	Continuity commitment X±SD	Behavioral cynicism X±SD	Cognitive cynicism X±SD	Affective cynicism X±SD
Age groups							
19-25	27 (8.7)	2.9±0.3	2.7±0.7	3.2±0.5	2.9±0.6 ^a	2.9±0.6	2.9±0.8
26-32	87(28.1)	2.9±0.6	2.5±0.9	3.0±0.7	3.4±0.8 ^b	3.3±0.7	3.3±0.9
33-39	123 (39.7)	3.0±0.5	2.6±0.9	3.1 ±0.7	3.2±0.8 ^{ab}	3.1±0.8	3.1±1.0
40-46	52 (16.8)	3.1±0.7	2.7 ±0.9	3.1±0.7	3.1±0.8 ^{ab}	3.1±0.7	3.1±0.9
47-53	21 (6.8)	3.0±0.7	2.9±0.8	3.1±0.6	3.2±0.7 ^{ab}	3.2±0.7	3.0±0.9
<i>p value</i>		p=0.578	p=0.308	p=0.630	p=0.047	p=0.060	p=0.188
Sex							
Male	57 (18.4)	3.0±0.6	3.0±1.1	3.2±0.6	3.1±0.7	3.1±0.7	3.0±0.9
Female	253 (81.6)	3.0±0.5	2.5±0.8	3.1±0.7	3.2±0.8	3.2±0.8	3.1±0.9
<i>p value</i>		p=0.702	p<0.01	p=0.158	p=0.411	p=0.291	p=0.184
Marital status							
Married	156 (50.3)	3.0±0.6	2.7±1.0	3.1±0.7	3.2±0.8	3.1±0.8	3.2±0.9
Not married	154 (49.7)	3.0±0.5	2.5±0.8	3.1±0.7	3.2±0.8	3.2±0.7	3.2±0.9
<i>p value</i>		p=0.625	p=0.186	p=0.668	p=0.922	p=0.452	p=0.371
Educational status							
High school	29 (9.4)	3.1±0.5	2.7±0.9	3.1±0.8	3.3±0.8	3.2±0.7	3.3±0.9
Associate's degree	153 (49.4)	3.0±0.5	2.6±0.8	3.1±0.6	3.2±0.8	3.1±0.7	3.1±0.9
Graduate	90 (29.0)	2.9±0.5	2.6±1.0	3.2 ±0.7	3.3±0.8	3.3±0.8	3.2±1.0
Post graduate	38 (12.3)	3.0±0.7	2.5±0.9	2.8±0.8	3.0±0.8	3.0±0.8	2.8±0.8
<i>p value</i>		p=0.515	p=0.929	p=0.070	p=0.377	p=0.148	p=0.055
Units							
Medical units	235 (75.8)	3.0±0.5	2.5±0.9 ^a	3.1±0.7	3.2±0.8	3.2±0.7	3.2±0.9
Laboratory and support units	43 (13.9)	3.0±0.6	2.9±1.0 ^b	3.1±0.7	3.2±0.9	3.1±0.8	3.0±1.0
Administrative units	32 (10.3)	2.9±0.6	2.7±0.9 ^{ab}	3.0±0.7	3.2±0.9	3.1±0.9	2.8±1.1
<i>p value</i>		p=0.741	p=0.032	p=0.928	p=0.956	p=0.525	p=0.085

Table 3. Correlation Matrix Between Organizational Commitment and Organizational Cynicism Subscale Scores of Midwives and Nurses

Organizational commitment	Organizational cynicism		
	Behavioral cynicism	Cognitive cynicism	Affective cynicism
Emotional commitment	-0.073	-0.107	-0.020
Normative commitment	-0.365**	-0.396**	-0.375**
Continuity commitment	-0.116*	-0.090	-0.066

* p<0.05, ** p<0.01

When the relation between the organizational commitment and organizational cynicism subscale scores of the midwives and nurses was examined, a medium level negative significant relation was found between normative commitment subscale scores and behavioral, cognitive and affective cynicism subscale scores ($p<0.01$) (Table 3).

A weak negative significant relation was found between the continuity commitment subscale scores and behavioral cynicism scores of the midwives and nurses ($p<0.05$) (Table 3).

IV. DISCUSSION

The results of the study conducted to evaluate the relationship between the levels of organizational cynicism and organizational commitment of midwives and nurses working in a training and research hospital can be briefly explained as follows:

When the scores related to the organizational commitment scale subscales of the employees were evaluated, it was seen that emotional commitment was 3.0 ± 0.6 , normative commitment was 2.2 ± 0.8 and continuity commitment was 3.1 ± 0.7 . When the findings related to the organizational cynicism subscale scores were evaluated, behavioral cynicism, cognitive cynicism and affective cynicism scores were found at medium level. The difference between behavioral cynicism scores in terms of age, normative commitment scores in terms of sex and normative commitment scores in terms of the unit of the midwives and nurses found statistically significant. When the correlation between the organizational commitment and organizational cynicism subscale scores of the employees was examined, it was determined that there was a negative significant relation between normative commitment subscale scores and behavioral, cognitive and affective cynicism subscale scores at medium level and a weak significant relation between continuity commitment subscale scores and behavioral cynicism subscale scores in negative direction. Research findings are similar to the other research findings in the literature. In this respect, it can be stated that the findings obtained from the research and the results of the other studies in the literature are similar. Some research results are given below for comparison purposes.

According to the result of another study conducted to determine the relation between the organizational commitment levels and organizational cynicism levels of the teachers working for the primary schools in Bolu, it was inferred that there was a relation between organizational commitment and organizational cynicism levels of the teachers. Accordingly, there was a high level of negative relation between normative commitment subscale, one of the subscales of the organizational commitment scale and cognitive, affective and behavioral cynicism subscales that were the subscales of organizational cynicism. As the normative commitment increases, cognitive, affective and behavioral cynicisms decrease. There was a high level of relation between organizational cynicism subscales, and as cognitive cynicism increases, affective and behavioral cynicism also increase. Another finding in the study was that the teachers' scores of the emotional commitment and normative commitment, the subscales of the organizational commitment, were at medium level (Yıldız, 2013).

By referring to another study, considering that there is an important effect of that if instructors are committed to the university they work for or not, and their negative attitudes and behaviors against the institution on the shaping of the future of universities and society, it is aimed to determine the organizational cynicism and organizational commitment perceptions of the instructors and the relation between them. When the findings of the research are examined, it is seen that organizational cynicism levels of the instructors are at medium level, and while their perception of cognitive cynicism subscale is at the highest level, their affective cynicism subscale perception is at the lowest level. According to the analysis performed to evaluate the organizational commitment, it is seen that emotional commitments of the instructors are higher and normative commitment and continuity commitment succeeds it. It is determined that there is a medium level significant relation between the organizational cynicism levels and organizational commitment of the instructors in a negative direction, and as the cynicism perception of the individual increases, his/her organizational commitment decreases (Özgan et al., 2012).

According to another study conducted to determine the nurses' levels of the organizational cynicism and to search if there is a significant difference between their organizational cynicism and socio-demographic features, it is seen that nurses' organizational cynicism levels are at medium level. Also significant differences are found between nurses' cognitive, affective and behavioral subscales, which are the subscales of the organizational cynicism, and some of their socio-demographic features. Accordingly, a significant difference is found between nurses' educational levels and cognitive and affective subscales of the organizational cynicism, between working period in the profession and behavioral subscale of the organizational cynicism, and between working period and cognitive subscale of the organizational cynicism (Tayfun and Çatır, 2014).

When the results of a different study conducted in Siirt and town centers to determine the effects of the perceptions of the organizational cynicism of the physical education teachers on their organizational commitment, it is seen that the teachers have organizational cynicism at medium level and there is a significant negative relation between their levels of organizational cynicism and organizational commitment (Okçu et al., 2015).

According to the results of another study conducted to search for the relation between organizational commitment and organizational cynicism of the employees working for four and five-star hotels operating in tourism sector in Ankara, it is found that the organizational commitment levels of the employees are high and the organizational cynicism levels are low. According to the results of the analyses performed to determine if employees' levels of organizational commitment and organizational cynicism reveal a significant difference, it is seen that female employees' cynical perceptions are low, as the educational level rises cynical attitude decreases, and those who work at the departments where they have a face to face relation with the customer have high organizational commitment values. The result of that the employees' continuity commitment and organizational cynicism differs depending on their ages, organizational cynicism behavioral subscale depending on the working period, and organizational commitment depending on educational level was attained. Also a medium level, negative relation was determined between affective cynicism subscale and emotional, continuity and normative commitment subscales, a medium level, negative relation between behavioral cynicism subscale and emotional and normative commitment subscales, and a low level, negative relation between continuity commitment subscale (Altınöz et al., 2011).

When the findings of another research conducted on the clerks working for Atatürk University to reveal the relations between organizational cynicism and organizational commitment are examined, it is seen that employees state that it is difficult to leave their jobs at the university, they are eager for continuity but they think this is an obligation. Organizational commitment perception of the employees increases with the age and working period, there are medium-level significant relations between emotional and normative commitment and between continuity commitment and normative commitment, and there is a significant but weak relation between emotional commitment and cognitive and affective cynicism (Ahmadi, 2014).

V. CONCLUSION

During the processes of reaching their objectives, operating effectively, having the skill of competition, adopting changes, keeping and maintaining their existence, organizations' need for the employees who reveals a high level of organizational commitment to their organizations has been increasing day by day. As the organizational commitment levels of the employees increases, they adopt organizational goals as their goals, their effort to realize them increases, they become eager to make creative and innovative moves and to continue working in the organization, and they give up having negative feelings and revealing negative attitudes against the organization. So, it is very important to take steps to decrease the organizational cynicism levels of the employees as well as to increase their organizational commitment. For this purpose, the present working conditions should be improved, in-service trainings should be organized to decrease the difficulties of working life and the possibilities of making mistakes, activities should be organized to improve the sense of belonging to the organization and social connections, needs of the employees should be determined and an appropriate environment should be created to enable to meet their expectations.

Organizational commitment level is one of the factors that provides keeping pace with changes and adopting the thinking of renewal. Therefore, organizational commitment concept is very significant for health sector since there are always changes in the sector and the sector needs to be open to new ideas continuously and to follow the developments. To reach the determined goals and objectives in the health sector, to take steps in the direction of the improvements desired in the society's health status will be possible with the employees who adopt the objectives and values of the organization. A high level of organizational commitment of the health sector employees will provide them with adopting the objectives of the institution as theirs, and it will contribute to increase the institutional success and make the employees reveal a high performance to solve the encountered problems.

Employees' low levels of emotional commitment will cause that they will not try enough during the process of reaching organizational objectives, low levels of continuity commitment will cause that the employees will think to leave the organization when they meet better opportunities, and low levels of normative commitment will cause that they will not try enough for the improvements in the organization and for their responsibilities. As a result of that their organizational commitment levels weaken, a critical point of view related to the institution, the management and the used methods will appear; negative thoughts will start to be developed, negative attitudes will start to be revealed and organizational cynicism will increase due to disappointments and burnout. Employees will give up making suggestions related to qualified and effective healthcare service production and contributing the development of the institution because they will think their suggestions will not be taken into account, they will not want to work eagerly, there will be increase in medical mistakes and applications, the health of the society will be effected in a negative way and deviations from organizational objectives will occur.

As can be seen from the explanations made, organizational cynicism has significant effects on organizational commitment and on the period of the organization to reach long term objectives. For this reason, firstly the reasons of organizational cynicism should be determined, solutions should be created to eliminate them and actions should be taken to improve the efforts to strengthen organizational commitment and employees. So, it is very important to organize activities to create an environment that employees can express their suggestions, ideas, discontents and expectations and adopt themselves to the quick changes in the health sector, to strengthen communication, to make improvements in working conditions, to increase the sense of belonging to the institution and to create the sense that they are a part of the institution. It is believed that employees' organizational commitment levels will increase, they will take more eager actions in favor of the organization and give up having negative thoughts and revealing negative attitudes against the organization.

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