

## İSTANBUL GENÇLİK HİZMETLERİ VE SPOR MÜDÜRLÜĞÜ PERSONELİNİN SINIZM DÜZEYLERİNİN İNCELENMESİ

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### ÖZET

Bu çalışmanın amacı; İstanbul Gençlik Hizmetleri ve Spor İl Müdürlüğü personelinin sinizm düzeylerinin incelenmesidir. Araştırmada veri toplama aracı olarak, araştırmacılar tarafından geliştirilen "Kişisel Bilgi Formu" ve Brandes (1997) tarafından geliştirilmiş ve Kalağan (2009) tarafından Türkçeye uyarlanmış olan "Örgütsel Sinizm Ölçeği" kullanılmıştır. Katılımcılar genel sinizm, örgütsel sinizm, duyuşsal sinizm, bilişsel sinizm ve davranışsal sinizm seviyeleri, cinsiyetleri, kıdemleri, yaş grupları, unvanları ve eğitim seviyeleri açısından mukayese edilmiştir.

Araştırmanın evrenini İstanbul Gençlik Hizmetleri ve Spor İl Müdürlüğü personeli olan 297'si erkek, 83'ü Kadın olmak üzere genel toplamda 380 personel oluştururken, Örneklemini ise 103'ü erkek, 36'sı kadın olmak üzere genel toplamda 139 personel oluşturmaktadır.

Elde edilen verilerin hesaplanmasında Kruskal-Wallis Testi 0.05 önem düzeyinde kullanılmıştır. Personelin; genel sinizim, örgütsel sinizim, duyuşsal sinizim, bilişsel sinizm ve davranışsal sinizm değerleri ile cinsiyetleri, kıdemleri, yaş grupları, unvanları ve eğitim seviyeleri arasındaki ilişkiyi belirleyebilmek içinde pearson korelasyon analizi 0,05 önem düzeyinde kullanılmıştır.

Yapılan istatistiki değerlendirme sonrasında elde edilen bulgulara göre; Personelin sinizm seviyesi ortalamaları ile cinsiyet, kıdem ve yaş grupları arasında anlamlı farklılık bulunmamıştır ( $P>0,05$ ). Buna karşın, Personelin sinizm seviyesi ortalamaları ile unvan ve eğitim durumları arasında önemli derecede anlamlı farklılık vardır ( $P<0,05$ ). Bu anlamlı farklılık, unvanlar açısından değerlendirildiğinde; Spor uzmanları ve şef pozisyonundaki personel diğerlerine göre daha yüksek sinizm seviyelerine sahiptirler. Örgütte En düşük sinizm seviyesi İlçe Müdürü pozisyonundaki personelde bulgulanmıştır. Eğitim düzeyi açısından yapılan değerlendirmede ise, en yüksek sinizm davranışı meslek yüksekokulu eğitimi almış, en düşük sinizm davranışı ise ilköğretim eğitimi almış personelde görülmektedir. Eğitim seviyesi arttıkça personel giderek sinikleşmekte olduğu tespit edilmiştir.

Konunun spor örgütleri açısından Türkiye'de yapılan ilk çalışma olmasından dolayı genelleme yapılması mümkün olmadığından farklı spor örgütleri ve denek grupları ile çalışılması gerekmektedir.

**Anahtar Kelimeler:** Spor, Spor Örgütü, sinizm,....

## ISTANBUL YOUTH AND SPORTS MANAGEMENT SERVICES CYNICISM LEVEL OF INVESTIGATION OF STAFF

### SUMMARY

The purpose of this study Istanbul Youth Services and Sports Provincial Directorate to investigate the cynicism level of staff. The research data collection tool, developed by researchers at the "Personal Information Form" and Brandes (1997) was developed by Kalagan (2009) adapted to Turkish "Organizational Cynicism Scale" is used. Participants general cynicism, organizational cynicism, cynicism affective, cognitive and behavioral cynicism levels, gender, seniority, age groups and education levels were compared in terms of titles.

297 of men with the universe of the research Istanbul Youth Services and Sports Provincial Directorate staff, 83 women, including overall total of 380 staff when making the research sample of 103 men and 36 constitute a grand total of 139 staff, including women.

Kruskal-Wallis Test for the calculation of the importance level of 0.05 was obtained data. Personnel; general cynicism it, organizational cynicism, affective my cynicism, cognitive cynicism and behavioral cynicism values by gender, seniority, age groups, titles and Pearson correlation analysis in order to determine the relationship between education levels is used at the 0.05 significance level.

Obtained after statistical evaluation was carried out according to the findings; The average staff level of cynicism gender, a significant difference could be detected between seniority and age groups ( $P> 0.05$ ). However, staff cynicism levels are significantly significant difference between the title and the average education level ( $P <0.05$ ). This significant difference is evaluated in terms of titles; According to staff specialists and others in the sports chiefs have higher levels of cynicism. The organization lowest cynicism staff levels were detected in the position of District Director.

In the evaluation in terms of education level, the highest cynicism behavior have received higher vocational education is seen at the lowest cynicism behavior of the staff have received primary education. Educational level has been determined that now is being increasingly cynical or by staff. In the interests of sport organizations in terms of the first study in Turkey due to the generalization should be done to be able to work with different sports organizations and subject groups.

**Keywords:** Sport, Sport Organization, cynicism.

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## INTRODUCTION

Researchers and administrators have aimed at developing the work and work place since the beginning of industrial revolution. In order to attain this objective, they have tried to find out what provides satisfaction among the employees. Especially, administrators in the USA have been discussing and investigating the effects of cynicism since 1990s. The first comprehensive study on cynicism in Turkey was conducted by (Erdost et al. 2007) in order to define cynicism in general and organisational cynicism.

The concept of cynicism traces back to 5<sup>th</sup> century B.C., when Antisthenes from Athens founded the cynic school, which promoted the total independence and freedom for human beings, and claimed that this was the only way to attain virtue and happiness (Hançerlioğlu, 1995). Since then, individuals who claimed that philosophy and adopted this view of the world are called as cynic.

For cynic individuals, the true meaning and purpose of life is virtue. And virtue is total independence and absolute freedom in defining oneself, and getting rid of every kind of dependence for cynic individuals (Gökberk, 1999). With these features, cynic individuals can be found everywhere today. Therefore, cynicism goes beyond being an individual feature to a broad area from how individuals perceive the organizations they belong to, to how this perception is reflected on the organization (Kalağan ve Güzeller, 2010).

In the literature, the concept of cynicism is mostly defined in two different ways as general cynicism and organizational cynicism.

General cynicism is defined as the cynicism that is not against a certain

object/subject specifically, but is generalized to some aspects of individuals' lives (Eaton, 2000). According to (Wrightsmann 1992), general cynicism reflects attitudes about a belief that human nature and others are neither trustworthy nor sincere (Scott, Zweig, 2008). On the other hand, organizational cynicism is defined as negative attitudes individuals present toward the organizations they work in, and includes negative feelings (Brown, Cregan, 2008; Naus, 2007).

There are three dimensions of organizational cynicism as; cognitive, affective, and behavioural (Özler, Atalay, 2011). Cognitive dimension is associated with the belief that the lack of some principles within the organizations, such as justness, honesty and sincerity should be revealed (Dean et al., 1998; Johnson, Kelly, 2003; Özler, Atalay, 2011; İnce, Turan, 2011). This condition causes employees to present cynic attitudes towards their employers (Johnson, Kelly, 2003). Affective cynicism can be observed as non-objective decisions about the organization, and the effect resulting from the strong emotional reactions. And the behavioural dimension is presented as tendency to negative and mostly sardonic behaviours (Dean et al., 1998; Özler, Atalay, 2011; İnce, Turan, 2011).

There are many factors related to cynicism. For instance, job satisfaction, organizational difference, educational background, level of income, job functions, and participation of employees in the processes of decision-making are the indicators of cynicism (Fero, 2005). Additionally, demographic features, such as race, gender, marital status; and organizational factors, such as length of

service were defined as the important indicators of cynicism levels (Hickman et al., 2004). (Mirvis and Kanter 1991) found in their research that younger, poorer blue-collar workers with worse educational background had higher levels of cynicism than the older white-collar workers with higher income and better educational background. That research studied gender, seniority at work-place, age, titles and educational background as the factors affecting cynicism. There is a limited number of studies on cynicism among sports organization staff in the literature.

The literature doesn't include any studies on cynicism in sports organizations in Turkey. The purpose of the present research can be put in three dimensions. First dimension is the defining general cynicism and organizational cynicism levels of İstanbul Provincial Directorate of Youth Services and Sports personnel. The second dimension is defining whether there are significant differences between general cynicism levels of İstanbul Provincial Directorate of Youth Services and Sports personnel in terms of gender, length of service, age, title and educational background. The last dimension finding out whether there are correlations between general cynicism, organizational cynicism, affective cynicism, cognitive cynicism, and behavioural cynicism levels of the personnel and their gender, length of service, age, title, and educational background.

### **CONCEPTIONAL DIMENSION OF ORGANIZATIONAL CYNICISM**

According to the literature, cynicism stimulates "strong feelings, and emotional factors such as humiliating, anger, shame

and boredom" (Abraham,2000). (Barefoot et al. 1989) defined cynicism as "having bad and negative thoughts about others". (Tokgöz et al. 2008) defined cynicism as "the attitude of explaining undisclosed objectives based on disappointment and the tendency show interest in others only as a tool or handle the situation in order to protect or increase one's benefits. According to (Helvacı and Cetin 2012), cynicism as "not having confidence in others' tendencies, and the belief that respondents don't present their own character.

The concept of organizational cynicism refers to the self-defence mechanism used to cope with unpleasant thoughts and disappointments about the precautions taken by the organization and the management (Reichers et al., 1997). The concept of organizational cynicism started to be studied in early 1990s. The first study on the subject was about the reasons for organizational cynicism becoming prevalent conducted by Kanter and Mirvis on American workers in 1989. (James 2005) stated that "individuals forming the members presenting cynic behaviours require that cynicism behaviour is studied in organizational terms". According to (Dean et al. 1998) organizational cynicism is "individuals presenting a negative attitude towards the organization they work at". This definition can be studied in three dimensions. The first dimension is "the belief that organization lacks integrity", second dimension is "having negative feelings for the organization", and the third dimension is "negative attitudes resulting from derogatory and criticizing behaviour tendencies towards the organization in a consistent way with these beliefs and feelings".

Organizational cynicism occurs when employees believe that their organization lacks honesty. This perception of the lack of honesty generally results from the perception that basic expectations related to ethics, justice, and honesty are violated. Organizational cynicism is conceptualized as a forward quality, and is claimed to represent a learn thinking developing as a result of experiences (Johnson et al., 2003). According to another definition, organizational cynicism is “belief by the individuals that their organization lacks ethical integrity, and principles, such as justice, honesty, and sincerity are violated for organizational interests” (Bernerth et al., 2007). This concept can be explained by such elements as prevention, despair, and disappointment. Besides, it means that individuals talk down their organization, and think that decisions made by the organization are insincere (Davis and Gardner, 2004). Cynic behaviours by the individuals can be defined as negative for an organization, but these can be also turned into elements that can avail to the organization (Dean et al., 1998). According to the organizational literature, many elements cause organizational cynicism. “The primary of these reasons are many cognitive, affective, and organizational factors, such as the violation of the psychological contract believed to exist between the employees and the organization, imbalanced distribution of power, injustice, classical working methods and values, long working hours, mobbing, bad management, ineffective leadership, organizational downsize, re-structuring, dismissal of managers, high manager wages, immediate and ruthless

dismissals, low organizational performance, and organizational change” (Gül and Ağıröz, 2011).

Organizational cynicism is studied in three dimensions. These are; Cognitive, Affective, and Behavioural dimensions.

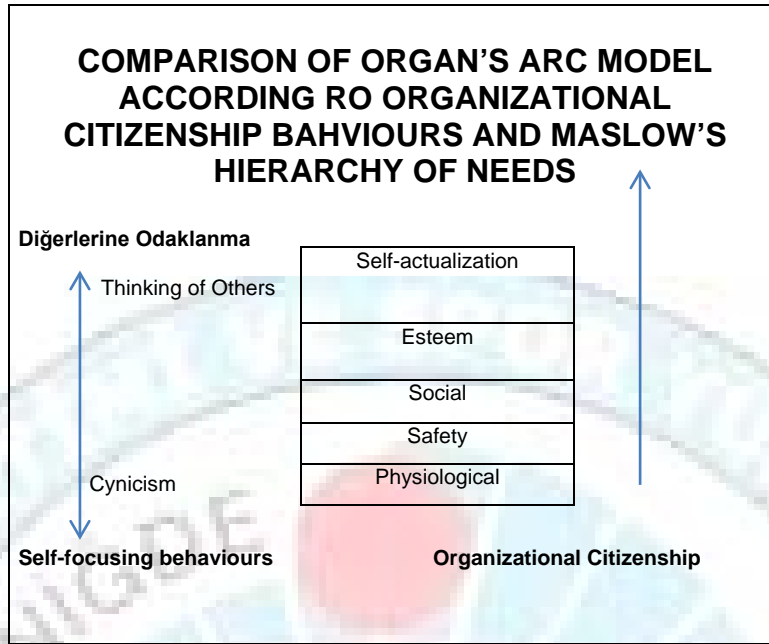
- 1. Cognitive (Belief) Dimension:** This dimension refers that “employees believe that the organization is not honest to themselves as a result of their having negative feelings, such as anger, contempt, and censure. From this perspective, cynicism is the tendency to believe in the lack of goodness and sincerity in the actions and motives. Accordingly, cynics believe that organizations betray themselves with its practices, because of the lack of principles, such as justice, honesty, and sincerity” (Dean et al., 1998).
- 2. Affective Dimension:** This dimension occurs as expression of some feelings towards the organization, not only in belief dimension, by the employees with cynic attitudes towards the organization (Dean et al., 1998). Affective dimension of organizational cynicism includes “strong affective reactions, such as disrespect, anger, boredom, and shame” (Abraham, 2000).
- 3. Behavioural Dimension:** “Among the behaviours of cynic individuals within the organization are, strong criticizing expressions, such as pessimistic estimations for the future events within the organization, sarcastic interpretations, despising the organization” (Özgener et al. 2008; Kutaniş and Çetinel, 2010). Employees use sarcastic humour to

express their cynic attitudes (Dean et al., 1998). Abraham et al. (2000) stated that cynicism was defined in five different ways, and listed these as follows:

- a. **Organizational cynicism;** it is an inborn and stable characteristic including negative perception of human behaviour. It is characterized with humiliation and connections between weak people. There is a rooted insecurity towards other people based on the generalization that world is full of mean, indifferent, dishonest people who are incapable of being pleased with social interactions.
- b. **Personality cynicism,** refers to the belief that human are not worth believing in them, as they have low thoughts and are mean; and individuals pessimistic feelings about the future or unrealized expectations from others.
- c. **Work cynicism,** is a strategy for coping with being prevented from maturation related to the work, and causes individuals to withdraw themselves from the consumers, and not seeing them as individuals. Work cynicism is expressed with indifference and disunity.

- d. **Employee cynicism,** is towards the large capital, senior management and other individuals or departments in the workplace. The feeling of inequality differs these cynics from others.
- e. **Organizational cynicism,** is the negative attitude by the employees towards the organization they work at. It has three dimensions. These are; (1) belief in the integrity within the organization. (2) negative feelings for the organization. (3) tendency to present humiliating and criticizing behaviours towards the organization in accordance with these belief and feelings.

Detailed analysis of general and organization cynicism levels of the personnel of İstanbul Provincial Directorate of Youth Services and Sports is important, so that these can be removed through in-service trainings. In this context, the Model to Conceptualize the Attitudes Which Support Pro-social Behaviors for Altruism, Reciprocity, and Cynicism created by (Hatfield, Turner and Spiller in 2013) should be utilized. This model compares Organizational Citizenship Theory by Organ with Hierarchy of Needs by Abraham Maslow. This way, cynicism levels of the personnel reveal their personal satisfaction levels.



**Figure 1:** Comparison of Organ's Arc Model According to Organizational Citizenship Behaviours and Maslow's Hierarchy of Needs

Organ coined the concept of organizational citizenship developing the "Extra Role Behaviour". According to Organ there are five dimensions of organizational citizenship. These are; altruism, courtesy, conscientiousness, civic virtue, and sportsmanship. Altruism refers to all voluntary behaviours to provide complimentary help to other members of organization about the organization related problems. Conscientiousness is voluntary behaviours beyond the duties as a member

of the organization. Courtesy is voluntary behaviours to prevent problems before they occur. Civic virtue is active and responsible participation in the political life of the organization. In other words, it refers that personnel not only attend the meetings on voluntary basis, but also feel responsibility for the life of the organization. Sportsmanship is tolerating non-ideal organizational conditions without complaining (Aslan, 2008).

## **MATERIAL AND METHOD**

In order to measure the cynicism levels of İstanbul Provincial Directorate of Youth Services and Sports personnel in the present research, scale developed by (Wrightsmann 1992) was utilized for general cynicism; and scale consisting 14-items for cognitive, affective and behavioural dimensions developed by (Brandes, Dharwadkar and Dean 1999) was utilized for organizational cynicism. The total of cognitive, affective and behavioural

reactions towards the organization defines the organizational cynicism level; and the scale includes 5 items for cognitive dimension, 6 items for affective dimension, and 3 items for behavioural dimension. The items are scaled on a 5-point Likert scale. Additionally, variables were classified by conducting factor analysis on the data set obtained from general and organizational cynicism scales. Then, the number of variables was decreased and the relations between the related factors were analysed.

Finally, “t” test and variance analysis was conducted in order to reveal the differences between general and organizational cynicism levels in terms of demographic features.

Cronbach Alpha coefficient was calculated as 0.887 for the 14 items in the scale used in the present research. Because there were no items that lowered the reliability, or would increase reliability if were removed, Cronbach Alpha coefficient was taken as 0.886. Accordingly, this value for internal consistency shows that the scale used in the present research is highly reliable.

The universe of the present research consists of 297 male, 83 female, the total of 380 personnel of İstanbul Provincial Directorate of Youth Services and Sports; and the sample consists of 103 male, and 36 female, the total of 139 personnel among these. The following hypotheses were set in order to define the differences between the cynicism levels of İstanbul Provincial Directorate of Youth Services and Sports personnel in terms of age, length of service, gender, title and educational background. Normality test conducted showed that the data presented normal distribution, and accordingly Kruskal–Wallis test was conducted and the significance level was taken as 0.05.

**H1: Cynicism levels of the personnel varies by gender.**

**H2: Cynicism levels of the personnel varies by length of service.**

**H3: Cynicism levels of the personnel varies by title.**

**H4: Cynicism levels of the personnel varies by age.**

**H5: Cynicism levels of the personnel varies by educational background.**

Pearson correlation analysis was conducted in order to define the correlations between general cynicism, organizational cynicism, affective cynicism, cognitive cynicism, and behaviour cynicism with gender, length of service, title, and educational background, and the significance level was taken as 0.05.

## **FINDINGS**

As can be seen in Table 1, 74% of the participants are male, and 26% are female; 10% of the participants are primary school graduates, 21% are high school graduates, 4% are vocational school graduates, 51% have graduate degree, and 15% have post-graduate degree; 19% are district directors, 8% are departmental managers, 7% are chief, 13% are sports expert, 14% are trainers, and 38% are assistant personnel; 3% are 18-24 years old, 29% are 25-34, 27% are 35-55, 29% are 45-54, and 12% are over 55 years old; and finally 18% of the participants have been working for 0-1 year, 17% for 2-5 years, 28% for 6-15 years, and 36% have been working for 16 years or more.

**Table 1: Demographic Data for the Participants**

		N	%
<b>Gender</b>	Male	103	74,1
	Female	36	25,9
	Total	139	100,0
<b>Education</b>	Primary School	13	9,5
	High School	29	21,2
	Vocational School	5	3,6
	Graduate Degree	70	51,1
	Post-graduate degree	20	14,6
	Total	137	100,0
<b>Title</b>	District Director	26	19,5
	Department manager	11	8,3
	Chief	10	7,5
	Sport expert	17	12,8
	Trainer	19	14,3
	Assistant Personnel	50	37,6
	Total	133	100,0
<b>Age</b>	18/24	4	2,9
	25/34	40	29,0
	35/44	37	26,8
	45/54	40	29,0
	55 and more	17	12,3
	Total	138	100,0
<b>Length of service</b>	0-1 year	25	18,1
	2-5 years	24	17,4
	6-15 years	39	28,3
	16 years	50	36,2
	Total	138	100,0

General cynicism behaviour level of provincial directorate personnel is over averaged, and their organizational cynicism behaviour level is medium. These findings are presented in Table 2 and Table 3.



**Table 2: Descriptive Statistics for General Cynicism**

<b>Variables</b>	<b>n</b>	<b>Average</b>
Most people would cheat on their income tax if they had a chance.	140	3,26
Most people would tell a lie if they could gain by it.	139	3,19
The average person is conceited.	139	3,00
If most people could get into a movie without paying and be sure that they would not be seen, they would do it.	139	2,81
Most people inwardly dislike putting themselves out to help other people.	139	2,99
It's pathetic to see an unselfish person in today's world, because so many people take advantage of them.	138	2,86
People pretend to care about one another more than they really do.	136	2,97
People claim that they have ethical standards regarding honesty and morality, but few people stick to them when the chips are down.	138	3,29
Most people are not really honest for a desirable reason; they're simply afraid of getting caught.	138	3,17
The typical student will cheat on a test when everyone else does, even though he/she has a set of ethical standards.	137	2,97
<b>Total</b>		<b>3,05</b>

**Table 3: Descriptive Statistics for Organizational Cynicism**

<b>Variables</b>	<b>n</b>	<b>Average</b>
When I think about my organization, I experience aggravation	138	2,41
I talk with others about how work is being carried out in the organization",	139	2,80
I criticize the practices and policies of my organization to people outside the organization	138	2,55
I complain about what is happening in the work to my friends beyond my institution.	140	2,26
We look at each other in a meaningful way with my colleagues when my institution and its employees are mentioned	138	2,79
When I think about my organization, I get angry.	140	2,11
When I think about my organization, I experience tension.	140	2,05
When I think about my organization, I feel a sense of anxiety	139	2,08
I believe my organization says one thing and does another.	140	2,72
My organization expects one thing of its employees, but rewards another.	139	2,91
My organization's policies, goals, and practices seem to have little in common	139	2,83
I believe my organization says one thing and does another.	139	2,81
If an application was said to be done in my organization, I'd be more skeptical whether it would happen or not.	138	2,88
I find myself mocking my organization's slogans and initiatives.	140	2,14
<b>Total</b>		<b>2,52</b>

The results for the hypotheses on whether cynicism levels vary by some demographic features are presented below:

**Table 4: Kruskal-Wallis Test Results on the Difference in Cynicism Levels in terms of Gender**

Cynicism Levels	Gender	N	Rank A.	Many Whitney U	P
	Male	103	66,94	1539,000	0,130
	Female	36	78,75		
	<b>Total</b>	139			

There isn't a significant difference in cynicism level averages of the personnel in terms of gender ( $P>0,05$ ). H1 is rejected.

**Table 5: Kruskal-Wallis Test Results on the Difference in Cynicism Levels in terms of Length of Service**

Cynicism Levels	Length of service	N	Rank A.	sd	X <sup>2</sup>	P
	0-1 Year	25	68,18	3	0,698	0,874
	2-5 years	24	75,29			
	6-15 years	39	69,73			
	16 years	50	67,20			
<b>Total</b>		138				

There isn't a significant difference in cynicism level averages of the personnel in terms of length of service ( $P>0,05$ ). H2 is rejected as well.

**Table 6: Kruskal-Wallis Test Results on the Difference in Cynicism Levels in terms of Title**

Cynicism Levels	Title	N	Rank A.	sd	X <sup>2</sup>	P
	District director	26	58,57	5	12,305	<b>0,031</b>
	Departmental manager	11	71,14			
	chief	10	78,20			
	Sport expert	17	87,35			
	trainer	19	66,00			
	assistant Personnel	50	61,54			
<b>Total</b>		133				

There is a significant difference in cynicism level averages in terms of title ( $P<0,05$ ). H3 is accepted. The participants at sport expert and chief positions have higher levels of cynicism. The participants at the position of district director have the lowest level of cynicism.

**Table 7: Kruskal-Wallis Test Results on the Difference in Cynicism Levels in terms of Age**

	Age	N	Rank A.	sd	X <sup>2</sup>	P
<b>Cynicism Levels</b>	18/24	4	56,63	4	1,973	0,741
	25/34	40	76,11			
	35/44	37	66,74			
	45/54	40	66,56			
	55 and older	17	70,12			
<b>Total</b>		138				

There isn't a significant difference in cynicism level averages of the personnel in terms of gender ( $P>0,05$ ). H4 is rejected accordingly.

**Table 8: Kruskal-Wallis Test Results on the Difference in Cynicism Levels in terms of Education**

	Education	N	Rank A.	sd	X <sup>2</sup>	P
<b>Cynicism Levels</b>	Primary Sch.	13	53,96	4	9,761	<b>0,045</b>
	High Sch.	29	54,17			
	Associate's	5	90,50			
	Graduate	70	76,31			
	Post graduate	20	69,33			
<b>Total</b>		137				

There is a significant difference in cynicism levels of the participants in terms of educational degree ( $P<0,05$ ). H5 is another accepted hypothesis. The highest level of cynicism is observed among participants with associate's degree, and the lowest is among primary school graduates. Level of cynicism increases with higher levels of education.

Correlation Analysis Results on the correlation between cynicism level and some demographic features are summarized below in Table 9.

**Table 9: Correlation analysis results between cynicism levels and some demographic features**

Variable	N	Correlation coefficient (r)	P
The correlation between general cynicism and <b>educational background</b>	137	0,214	0,012
The correlation between general cynicism and <b>age</b>	138	-0,188	0,027
The correlation between general cynicism and <b>length of service</b>	138	-0,188	0,027
The correlation between <b>organizational cynicism</b> and <b>age</b>	132	0,176	0,043
The correlation between <b>organizational cynicism</b> and <b>educational background</b>	137	0,181	0,034*
The correlation between <b>behavioural cynicism</b> and <b>educational background</b>	137	0,184	0,032*

Correlation coefficient shows the strength of the relation according to the value it takes. Accordingly, the strength of the correlation between two variables is presented with calculated correlation coefficient (r). This coefficient takes a value between -1 and +1. If (r) is +1, this shows a direct linear correlation between two variables, while -1 shows an opposite correlation between two variables. The closer the value is to +1, the stronger the correlation between two variables.

Therefore, the “r” values presented in Table 9 indicate weak correlations between demographic features and cynicism levels. However, cynicism levels decrease with older age and longer service. In other words there are weak and negative correlations between general cynicism levels and age and length of service of the participants.

## DISCUSSION AND CONCLUSION

According to the findings obtained in the present research, general cynicism level of Provincial directorate personnel is medium, while their organizational cynicism level is low. There isn't a significant difference and significant correlation between gender and general and organizational cynicism levels of participants. There isn't a significant difference between cynicism levels of participants in terms of age. There are significant differences between cynicism levels of participants in terms of title and educational background. There is a positive and weak correlation between general cynicism level and educational background. Cynicism levels increase as the education levels increase. There isn't a significant correlation between organizational cynicism

and educational background. There is a weak and negative correlation between general cynicism level and age. Cynicism levels are higher among younger participants. There is a negative and weak correlation between general cynicism level and length of service. Cynicism levels are lower among participants, who have been working for longer. There is a positive and weak correlation between organizational cynicism level and length of service. Organizational cynicism levels are higher among participants who have been working for longer. There is a weak and positive correlation between cognitive cynicism and educational background. Cognitive cynicism levels are higher among participants with higher educational levels. There is a positive and weak correlation between behavioural cynicism and educational

background. Behavioural cynicism levels are higher among participants with higher educational levels. (Turan 2011), tried to define the relation between some demographical features and cynicism levels of employees, in the research titled "Organizational Cynicism as a Factor of Organizational Change in the Process of Globalisation: A Study on Public Institutions in the Province of Karaman". With this purpose, a survey was conducted on 140 public officers working in Karaman Karamanoğlu Mehmet Bey University, Provincial Directorate of National Education, Governorship of Karaman, Provincial Directorate of Health, and Provincial Directorate of Agriculture. According to the findings of this research, public officers had low levels of cognitive, affective and behavioural cynicism. Additionally, no significant differences were found between organizational cynicism levels in terms of demographic variables. (Nartgün and Kartal 2013) conducted a survey on 90 teachers from 10 secondary schools in the province of Bolu, in their research "Teachers' Opinions on Organizational Cynicism and Organizational Silence" conducted to define teachers opinions of organizational cynicism and silence; and whether these varied by some demographic features. According to the findings of this research, there are no significant differences between organizational cynicism levels of teachers in terms of gender, and length of service. In their research titled "Organizational Members, Organizational Cynicism and Organizational Commitment: A Field Research on Office Workers in Mehmet Akif Ersoy University"( Çarıkçı, Bektaş and Turak 2012) tried to find out the organizational cynicism and organizational commitment levels of office workers

working for central departments of Mehmet Akif Ersoy University. According to the findings of this research, organizational cynicism levels don't vary by some demographical features.

(Erkiş and Taşpınar 2013) studied the relationship between organizational cynicism, organizational commitment and some demographical features in their study "Relationship Between Cynicism and Commitment in Organizations: a Field Study". According to their findings, there are significant differences between organizational cynicism levels in terms of age and gender. There have been some studies that found that female and male employees presented similar work-related reactions; however the general opinion is that male and female employees present different work attitudes (Çakır, 2001). Due to different gender roles, male and female employees evaluate working conditions differently, and they also have different expectations from business life (Lambert, 1991). In the present research, we found that there were no significant correlations between general and organizational cynicism levels and gender.

Individuals' attitudes related to the age periods they are in may effect their perceptions, desires and expectations. The individuals, who are 107 at the beginning of working life, have the difficulties of looking for a job for the first time or being employed in a new job; and therefore they have higher expectations to work in accordance with their education and characteristics. However, they generally have to start working in a place, which doesn't meet their expectations. Accordingly, it is very important for young people that they work in an environment where they can use their personal abilities and capacity, and there are inter-personal relations (Çakır, 2001)

(Andersson and Bateman 1997) conducted a research on more than 200 experts and manager in order to study the reasons for and effects of cynicism in the work place. According to the survey results, there isn't a significant correlation between age and organizational cynicism. In another study conducted on three firms (Fero, 2005), the reasons and results of high cynicism in organizations were examined. According to the findings, age is not related with organizational cynicism. There are also other researches in the literature, the findings of which are in agreement with the findings of the study conducted by (Andersson and Bateman 1997). (Mirvis and Kanter 1991) found in their research that there was a correlation between age and organizational cynicism and 18-25 year old employees were more cynic than the ones who were 55 or older. In other words, there is a negative correlation between age and organizational cynicism. This situation was explained by (Johnson 2003) as: "Younger individuals have higher levels of organizational cynicism. This is because younger individuals' expectations are based on money or economic achievements primarily". In their research titled "The Relationship between Organizational Commitment and Organizational Cynicism: A Research on Four and Five Star Accommodation Businesses in Ankara", (Altınöz, Çöp and Sığındı 2011) aimed at finding the relationship between organizational commitment and organizational cynicism; and whether organizational commitment and organizational cynicism varied by some demographic features. They found that there was a significant correlation between organizational cynicism and age. (Fındık and Eryeşil 2012) studied the effects of cynic behaviours on organizational

commitment among the employees of iron and steel plants in the province of Konya, in their study titled "A Research on Defining the Effect of Organizational Cynicism on Organizational Commitment". According to their findings, organizational cynicism levels are higher among older employees.

The perception of business life is an important variable effecting the expectations from business life. With higher levels of education, the meaning of and expectations from business life vary (Çakır, 2001). Previous studies have shown that educational background is a variable effecting organizational cynicism attitude. There is a significant and positive correlation between educational level and organizational cynicism. In other words, organizational cynicism levels are higher among individuals with higher educational levels (Fero, 2005). (Tokgöz and Yılmaz 2008) found in their research that this difference was highest between primary school graduates and university graduates. Another study with similar findings showed that employees with post-graduate degrees presented more cynic behaviours than the ones with associate's degree; and individuals with higher educational levels had higher levels of organizational cynicism as they were more equipped in academic terms and because of their personality traits (Güzeller and Kalağan, 2008). (Fero 2005) states that an employee with high level of education is more cynic than one with lower educational degree. This results from the fact that individuals with higher educational degrees have more difficulty in accepting the present situation in their organizations. Researchers have found that individuals with lower educational degrees and incomes can accept the reality easily and therefore have lower levels of organizational cynicism. Another study on

police cynicism have similar findings; and found that there was a negative correlation between level of education and cynicism (Lobnika and Pagon, 2004). On the other hand, there also some studies which found no significant correlations between organizational cynicism and educational background (Andersson and Bateman, 1996). (Altınöz, Çöp and Sığındı 2011) tried to find the relationship between organizational commitment and organizational cynicism; and whether organizational commitment and organizational cynicism varied by some demographic features in their research titled "The Relationship between Organizational Commitment and Organizational Cynicism: A Research on Four and Five Star Accommodation Businesses in Ankara". They found a significant correlation between organizational cynicism and educational background. In their research titled "Defining the Organizational Cynicism Levels of Primary School Teachers (Sample of Uşak Province)" (Helvacı and Çetin 2012) aimed at defining the organizational cynicism levels of teachers. Within the scope of this study, a survey was conducted on 311 teachers. According to the findings, there is a significant relationship between educational level and organizational cynicism. In the research titled "Examination of the Organizational Cynicism Levels of Teachers", (Kalağan and Güzeller 2010) examined whether teachers' organizational cynicism levels varied by some demographic features, such as gender, marital status, branch, age, length of service, educational background, the type of school they work at, and the reasons for choosing teaching profession. According to their findings, there is a significant difference between teachers'

organizational cynicism levels in terms of educational degrees.

Some studies in the literature have studied whether organization cynicism levels of employees varied by some demographic variables. According to the findings of the present research, organizational cynicism levels of employees are low, while their general cynicism levels are medium. (Turan 2011) found that employees with associate's degree presented more cynicism behaviours than employees with graduate degree. In their research titled "The Relations between Cynicism, Burnout and Personality: A Study on IT Industry Employees", (Alan and Fidanboy 2012) aimed at revealing the effects of personality traits on cynic attitudes and burnout levels. According to the study conducted on 45 employees of IT Industry in Ankara, there are significant differences between organizational cynicism dimensions in terms of educational background. (Fındık and Eryeşil 2012) studied the effects of cynic attitudes towards change on organizational commitment on employees of iron and steel plants in the province of Konya, in their study titled "A Research on Defining the Effects of Organizational Cynicism on Organizational Commitment". According to their findings, organizational cynicism levels are higher among employees with higher levels of education. According to the findings of the present research, there is a strong positive correlation between general cynicism levels and educational levels of Provincial Directorate of Youth Service and Sports personnel. General cynicism levels are higher among personnel with higher educational degree. There isn't a significant correlation between organizational cynicism and educational background. There is a weak and positive correlation between

cognitive cynicism and educational background. Cognitive cynicism levels are higher among personnel with higher educational degree. There is a weak and positive correlation between behavioural cynicism level and educational background. Behavioural cynicism levels are higher among personnel with higher educational degree. The finding of the present research that, highest cynic behaviours are presented by personnel with associate's degree, is in agreement with the findings of the study conducted by (Turan,2011)

Previous studies have found that professional cynicism was resulted from burnout and personal role conflict; and personal cynicism was resulted from inborn personality traits. (Naus 2007), who studied professional cynicism stated that employees first tried to get to know the working environment when they started working, then they exhibit cynic behaviours in time. Studies on the subject were mostly conducted on employees of health services, social services and police force. (O'Connell et al. 1986) found a curvilinear relation between length of service and organizational cynicism; and employees who worked less than nine years or more than five years were less cynic towards their organizations. (Altınöz, Çöp and Sığındı 2011) tried to find the relationship between organizational commitment and organizational cynicism; and whether organizational commitment and organizational cynicism varied by some demographic features in their research titled "The Relationship between Organizational Commitment and Organizational Cynicism: A Research on Four and Five Star Accommodation Businesses in Ankara". They found a significant correlation between organizational cynicism and length of

service. Balay, (Kaya and Cülha 2013) conducted a survey on 330 teachers working in Şanlıurfa in their study title "the relationship between organizational culture and organizational cynicism" in order to define the relationship between organizational culture and organizational cynicism, and found that organizational cynicism varied by length of service. (Kılıç 2013) aimed at finding out whether general and organizational cynicism levels of primary school teachers varied by some demographic variables in the study titled "Cynicism at Primary Schools: Sample of Şanlıurfa". This study was conducted on 132 teachers. According to the findings, there isn't a significant correlation between length of service and organizational cynicism. In their research titled "Examining the Organizational Cynicism Levels of Teachers", (Kalağan and Güzeller 2010) studied whether organizational cynicism levels varied by some demographic features, such as gender, marital status, branch, age, length of service, educational background, the type of school they work at, and reasons for choosing the profession of teaching. According to their findings, there is a significant correlation between organizational cynicism and length of service. (Topkaya, Altinkurt, Yılmaz and Dilek 2013) tried to define the relationship between teachers' anxiety for disgrace and their opinions about the organizational cynicism, in their research titled "The relationship between anxiety for disgrace and organizational cynicism". According to the analysis of data collected from the survey they conducted on 329 teachers, there is a significant relationship between length of service and organizational cynicism (James, 2005). (O'Connell, Holzman and Armandi 1986) also found a significant relationship between length of



service and organizational cynicism; and employees who had worked for less than 9 years or more than 15 years exhibited less cynic attitudes. (Brandes, 2006) also found a significant relationship between cynicism towards police profession and the length of service. Police who have longer experience in the profession are more cynic than the ones with shorter experience (Lobnika and Pagon, 2004). Another study conducted on hotel businesses found that employees who had worked for more than eight years in the organization had high levels of general cynicism; while there were no significant differences in organizational cynicism levels (Tokgöz and Yılmaz, 2008). In their study titled "A Research on Defining the Effects of Organizational Cynicism on Organizational Commitment" (Fındık and Eryeşil 2012) studied the effects of cynic attitudes towards change on organizational commitment on employees of iron and steel plants in the province of Konya. According to their findings, organizational cynicism levels are higher among employees who have worked for longer. (Alan and Fidanboy ,2012) aimed at revealing the effects of personality traits on cynic attitudes and burnout levels in their research titled "The Relations between Cynicism, Burnout and Personality: A Study on IT Industry Employees". According to the study conducted on 45 employees of IT Industry in Ankara organizational cynicism dimensions vary by length of service at a significant level. Within the scope of the research titled "The Effect of Effective Communication Within the Organization of Organizational Cynicism", (Tınaztepe 2012) conducted a survey on 121 participants and studied the effect of effective communication within the organization on organizational cynicism. According to the findings, there is a significant different

between organizational cynicism levels in terms of length of service. According to the findings of the present research, there isn't a significant difference in organizational cynicism behaviours of İstanbul Provincial Directorate of Youth Services and Sports in terms of length of service. However, there is a weak and negative correlation between general cynicism behaviours and length of service. There is also a positive correlation between organizational cynicism and length of service. Though, this is a weak correlation. The cynicism levels of the participants of the present research don't vary by length of service, but there is a negative and weak correlation between their length of service and general cynicism levels. General cynicism levels are lower among personnel who have been working for longer. There is a weak and positive correlation between length of service and organizational cynicism levels of the personnel. Organizational cynicism is higher among the personnel who have been working for longer.

Organizational cynicism is known to be effected from the title as well. Accordingly, (Kanter and Mirvis,1989), stated that employees who worked at higher ranks within the organizational hierarchy experience less organizational cynicism than the ones who work at lower ranks. The reason for this is that high level responsibility is related with high level satisfaction. Therefore, employees with more responsibilities experience organizational cynicism less than the others (Delken, 2004). According to the findings of the present research, cynicism level average of the personnel varies by title. Employees who work at sport expert and chief positions have higher levels of cynicism than the others. The lowest cynicism level within the organization was

observed among the personnel who work at District Director position.

## SUGGESTIONS

According to the findings of the present research, general cynicism level of participants is higher than organizational cynicism. Therefore, we can claim that the personnel who participated in the present research is at meeting social needs level, according to the hierarchy of needs. Negative cognitive, affective and behavioural attitudes, such as wasting organizational sources, damaging organizational structure and image, and develop negative attitudes towards other organization members can be observed among employees with higher cynicism. In order to remove all these negativities, the employees should be trained in affective, behavioural and cognitive terms, justice principles should be structured within the organization, the organization should be transparent and most importantly

awareness should be raised among employees.

Considering that organizational cynicism is related with many other concepts, such as organizational commitment, organizational citizenship, organizational volunteering, and psychological contract, cynic behaviours within the organization should be prevented, and for this purpose organization managers should attach importance to strengthening organizational justice perception without paying too much effort and wasting sources. The employees will be more motivated, and develop commitment to the organization and their jobs more within an organization providing higher justice perception.

In order to realize all these in a short period of time the level of Altruism=Diagram level should be determined. And, in-service training programs should be developed and applied accordingly.

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