



THE CORRELATIONS BETWEEN SERVANT LEADERSHIP PERCEPTIONS AND ORGANIZATIONAL CYNICISM AND BURNOUT LEVELS OF ANKARA DIRECTORATE OF PROVINCIAL AGRICULTURE AND FORESTRY EMPLOYEES

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Abstract:

The purpose of this study is to determine the correlations between servant leadership perceptions and organizational cynicism and burnout levels of the personnel of Ankara Directorate of Provincial Agriculture and Forestry. In March 2019, 300 employees had taken a survey within this context. The data from the research had been analyzed via SPSS program. In this study, t-test analysis was used to examine servant leadership, burnout and cynicism levels according to the sex, marital status, age, income levels, and position levels of the employees. Analysis of variance was used to examine employees by their profession. Sidak dual comparison test was used to determine the groups which were different. Correlation analysis was used to determine the relations between servant leadership, burnout and cynicism levels. It was determined that servant leadership levels did not change by the sex or marital status of the participants. According to the marital status of the participants, burnout changed to a level of desensitization, a sub - dimension of burnout. In the study, it was seen that participants' servant leadership perception levels and cognitive, affective and behavioral cynicism levels had a negative, significant correlation. Furthermore, it was observed in the study that the participants' servant leadership perception levels and affective burnout and desensitization; the sub dimensions of burnout, had a negative, significant correlation. However, between servant leadership perception levels and individual achievement, a very low, positive significant correlation was seen.

Keywords: Servant leadership, Organizational cynicism, Burnout

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1. Introduction

Burnout is a long-term reaction to chronic affective and interpersonal stressors at work and burnout is defined by three dimensions of cynicism and inefficiency (Maslach et al., 2001). The term servant leadership was created by Greenleaf (1977) stated in his essay that every leader is a servant. To Greenleaf (1977), a servant leader is emphatical with people and listens to people. He/she understands them and supports them emotionally and has unusual power. In Bedeian (2007), defines organizational cynicism as a negative attitude towards the organization the individual works for. Even though organizational behavior studies are known to be important, the fewness of its research in agricultural enterprises draws attention. There are studies about servant leadership and burnout by; Jerry and Grace (2013), Kaya et al. (2016) and Divya and Suganthi (2018). Similarly, there are studies about servant leadership and organizational cynicism by; Ye and Min (2014) and Aziz et al. (2017). Lastly, Simha et al. (2014) and Özler and Atalay (2011) have studied about burnout

and organizational cynicism. As a result of the research they did on healthcare personnel, Chi and Chi (2013) have found out that managers with servant spirits reduced the physical and mental sufferings, in other words, the burnouts of all hospital employees. With the studies they did, Kaya et al. (2016) looked at servant leadership's effects on burnout from organizational politics. They surveyed 401 employees from 49 different institutions. The results showed that burnout was not caused by servant leadership through organizational politics. Divya and Suganthi (2018) showed the indirect effect of servant leadership on employee burnout. With the studies they did on teachers in kindergarten and daycare centers, Ye and Min (2014) found out that servant leadership abilities of managers determine teachers' organizational cynicism levels directly. Aziz et al. (2017) showed the importance of organizational cynicism as a mediator for servant leadership and organizational individual behavior. Simha et al. (2014) stated that the relation between burnout and organizational cynicism exists and trusting a coworker,



perceived justice and role conflict affect that relation negatively.

With this study, the correlations between servant leadership perceptions and organizational cynicism and burnout levels of the personnel of Ankara Directorate of Provincial Agriculture and Forestry were examined. For this purpose, answers to the following research questions were sought.

H1a: According to the sexes of the employees, do the servant leadership perception levels differ?

H1b: According to the sexes of the employees, do the organizational cynicism levels differ?

H1c: According to the sexes of the employees, do the burnout levels differ?

H2a: According to the marital status of the employees, do the servant leadership perception levels differ?

H2b: According to the marital status of the employees, do the organizational cynicism levels differ?

H2c: According to the marital status of the employees, do the burnout levels differ?

H3a: According to the ages of the employees, do the servant leadership perception levels differ?

H3b: According to the ages of the employees, do the organizational cynicism levels differ?

H3c: According to the ages of the employees, do the burnout levels differ?

H4a: According to the positions of the employees, do the servant leadership perception levels differ?

H4b: According to the positions of the employees, do the organizational cynicism levels differ?

H4c: According to the positions of the employees, do the burnout levels differ?

H5a: According to the professions of the employees, do the servant leadership perception levels differ?

H5b: According to the professions of the employees, do the organizational cynicism levels differ?

H5c: According to the professions of the employees, do the burnout levels differ?

H6a: According to the income levels of the employees, do the servant leadership perception levels differ?

H6b: According to the income levels of the employees, do the organizational cynicism levels differ?

H6c: According to the income levels of the employees, do the burnout levels differ?

H7: Is there a statistically significant difference between the employees' servant leadership perceptions and organizational cynicism levels?

H8: Is there a statistically significant difference between the employees' servant leadership perceptions and burnout levels?

H9: Is there a statistically significant difference between the employees' organizational cynicism levels and burnout levels?

2. Material and Methods

2.1. Research Model

Regarding the analysis of the data; definitive statistics are presented with frequency, percentage, average and

standard deviation. Exploratory factor analysis was used to determine the factor structure of the question groups. Cronbach Alpha Reliability Analysis was used to test the internal consistency of the dimensions. In this study, t test analysis was used to examine servant leadership, burnout and cynicism levels according to the sex, marital status, age, income levels, and positions of the employees. Analysis of variance (ANOVA) was used to examine employees by their profession. Sidak dual comparison test was used to determine the groups which were different. Correlation analysis was used to determine the relations between servant leadership, burnout and cynicism levels. In this study, p values smaller than 0.05 were considered statistically significant. The analysis was made with SPSS 22.0 package program.

2.2. Population and Sample

This research was applied to the employees with different titles, working in Ankara Directorate of Provincial Agriculture and Forestry in March 2019. In the scope of this research, every person working in the organization were tried to be worked with. From the volunteer-based surveys, 305 returned. Since there were deficient data from 5 of these, those were eliminated and this study was done with the data of 300 surveys. The complete count method was used in this study.

2.3. Data Collecting Tools

In the scope of this research, servant leadership, organizational cynicism and burnout scales were used. The short form of the scale consisting of 7 items and 1 dimension, which was renewed by Liden et al. (2013), was used to measure servant leadership. The organizational cynicism scale, which was developed by Brandes et al. (1999), was used to measure employees' levels of cynicism. The scale has 3 dimensions and 13 items. The validity and reliability analysis of this scale has been done by Karacaoğlu and İnce (2012). The burnout syndrome scale consisting of 3 dimensions and 22 items was developed by Maslach and Jackson in 1981 and it was translated to Turkish by Ergin (1992).

2.4. The Evaluation of the Burnout Scale

Correlation analysis was used to determine the reliability levels. As a result of the analysis, the Cronbach alpha coefficient was determined to be 0.92. The coefficient shows that the scale is highly reliable. Consequently, it is seen that there is not a need to eliminate any questions. After the reliability analysis, the scale with 22 items was analyzed to test the construct validity (Table 1).

As a result of this factor analysis, 3 sub-dimensions were determined. These are emotional burnout, desensitization and individual achievement sub dimensions. With this factor analysis, the calculated Kaiser-Meyer-Olkin (KMO) sample sufficiency coefficient was 0.88. This coefficient is an indication that these 300 surveys are sufficient to determine the factor structure. Furthermore, because of Barlet's test, which tests significance ($P = 0.01$, $P < 0.05$), the obtained dimensions are structurally significant. The emotional burnout sub-dimension was calculated to have 0.84 internal

consistencies and had 22% announced variance. Desensitization sub-dimension was calculated to have 0.81 internal consistencies and 21% announced variance. Individual achievement sub-dimension was calculated to

have 0.78 internal consistencies and 18% announced variance. The total rate of announced variance was determined to be 59%.

Table 1. Burnout scale

Dimensions	Announced Variance	Internal Consistency	Reliability	KMO
Emotional Burnout	22%	0.84		
Desensitization	21%	0.81	0.92	0.88
Individual Achievement	18%	0.78		

2.5. The Evaluation of the Servant Leadership Scale

Correlation analysis was used to determine the reliability levels of the Servant Leadership scale. As a result of the analysis, the alpha coefficient was determined to be 0.88. The coefficient shows that the scale is highly reliable.

Consequently, it is seen that there is not a need to eliminate any questions. After the reliability analysis, the servant leadership scale with 7 items was factor analyzed to test the construct validity (Table 2).

Table 2. Servant leadership scale

Dimensions	Announced Variance	Reliability	KMO
Servant Leadership Scale	46%	0.88	0.85

In this study, the scale related to Servant Leadership was seen to have 1 dimension, with an announced variance rate of 46%. The obtained dimension was named Servant Leadership. With this factor analysis, the calculated KMO sample sufficiency coefficient was 0.85. This coefficient shows that these 300 surveys are sufficient to determine the factor structure. Furthermore, as a result of Barlet’s test which tests significance ($P = 0.01$, $P < 0.05$), the obtained dimensions are structurally significant.

2.6. The Evaluation of the Organizational Cynicism Scale

Correlation analysis was used to determine the reliability levels of Organizational Cynicism. As a result of the analysis the alpha coefficient was determined to be 0.95. The coefficient shows that the scale is highly reliable. Consequently, it is seen that there is not a need to eliminate any questions. After the reliability analysis, to test the construct validity the Organizational Cynicism was factor analyzed (Table 3).

Table 3. Organizational cynicism scale

Dimensions	Announced Variance	Internal Consistency	Reliability	KMO
Affective	24%	0.86		
Cognitive	22%	0.84	0.95	0.93
Behavior	20%	0.82		

As a result of the Organizational Cynicism scale factor analysis, 3 sub-dimensions were determined. These are effective, cognitive and behavior sub-dimensions. With this factor analysis, the calculated KMO sample sufficiency coefficient was 0.93. This coefficient shows that these 300 surveys are sufficient to determine the factor structure. Furthermore, as a result of Barlet’s test which tests significance ($P = 0.01$, $P < 0.05$), the obtained dimensions are structurally significant.

Effective sub-dimension was calculated to have 0.86 internal consistencies and had 24% announced variance. Cognitive sub dimension was calculated to have 0.84 internal consistencies and 22% announced variance. Behavior sub dimension was calculated to have 0.82 internal consistencies and 20% announced variance. The total rate of announced variance was determined to be 68%.

3. Results and Discussion

3.1. Demographic Attributes of the Participants

Demographic attributes of the participants are present Table 4. It was determined that 55% of the participants were male and 45% of the participants were female. It was determined that 38% of the participants were married and 72% of the participants were unmarried. It was seen that 12% of the participants were workers, 16% were government officials, 42% were engineers, 14% were technicians and 16% were veterinarian surgeons. It was observed that 5% of the participants had primary, 9% had secondary, 13% had upper secondary, 52% had bachelor’s and 21% had master’s level of education. It was determined that 40% of the participants were under 40 years old and 55% were 41 years old and older. It was determined that 21% of the participants’ monthly income was 5000 Turkish liras and lower, 79% was 5001 Turkish liras and higher.

Table 4. Demographic attributes of the participants

Attributes of the Participants		n	%
Sex	Male	166	55.3
	Female	134	44.7
Marital Status	Married	235	78.3
	Unmarried	65	21.7
Profession	Worker	35	11.7
	Government Official	49	16.3
	Engineer	125	41.7
	Technician	43	14.3
	Veterinarian Surgeon	48	16.0
Level of Education	Primary	16	5.3
	Secondary	26	8.7
	Upper Secondary	38	12.7
Age Group	Bachelor's	156	52.0
	Master's	64	21.3
	40 years old and younger	134	44.7
Year of Seniority	41 years old and older	166	55.3
	10 years and less	135	45.0
Level of Income	11 years and more	165	55.0
	Below 5000 Turkish liras	64	21.3
	5001 Turkish liras and above	236	78.7

3.2. The Examination of the Scale Dimensions According to the Participants Attributes

In this study, the examination results of whether the

participants' servant leadership, organizational cynicism and emotional burnout levels are affected by their demographic attributes will be given (Table 5).

Table 5. Gender and dimensions

Dimensions	Sex	n	X	ds	t	P
Servant Leadership	Male	166	3.80	0.81	0.58	0.56
	Female	134	3.75	0.86		
Cognitive	Male	166	2.52	0.83	0.07	0.94
	Female	134	2.51	0.86		
Affective	Male	166	2.02	0.89	0.65	0.51
	Female	134	1.95	0.92		
Behavioral	Male	166	2.38	0.89	0.36	0.72
	Female	134	2.35	0.84		
Emotional Burnout	Male	166	2.42	0.69	-0.06	0.95
	Female	134	2.43	0.66		
Desensitization	Male	166	2.29	0.80	1.36	0.17
	Female	134	2.17	0.71		
Individual Achievement	Male	166	3.60	0.67	0.89	0.37
	Female	134	3.54	0.58		

It was determined that the servant leadership levels of the personnel who constituted the study were not different according to their gender. It can be said that the servant leadership levels of male and female personnel are similar (t = 0.58, P = 0.56). It was determined that cognitive cynicism levels of the personnel were not different according to their gender. It can be said that the

cognitive cynicism levels of male and female personnel are similar (t = 0.07, P = 0.94). It was determined that effective cynicism levels of the participants were not different according to their gender. It can be said that the effective cynicism levels of male and female participants are similar (t = 0.65, P = 0.51). It was determined that behavioral cynicism levels of the personnel who

participated in the survey were not different according to their gender. It can be said that the behavioral cynicism levels of male and female personnel are similar ($t = 0.36$, $P = 0.72$). It was determined that emotional burnout levels of the personnel were not different according to their gender. It can be said that the emotional burnout levels of male and female personnel are similar ($t = -0.06$, $P = 0.95$). It was determined that desensitization levels

were not different according to gender. It can be said that the desensitization levels of male and female personnel are similar ($t = 1.36$, $P = 0.17$). It was determined that personal success levels of the personnel were not different according to their gender. It can be said that the personal success levels of male and female personnel are similar ($t = 0.89$, $P = 0.37$) (Table 6).

Table 6. Marital status and dimensions (n=300)

Dimensions	Marital Status	n	X	ds	t	P
Servant Leadership	Married	235	3.79	0.83	0.54	0.59
	Unmarried	65	3.73	0.85		
Cognitive	Married	235	2.54	0.84	0.99	0.32
	Unmarried	65	2.43	0.85		
Affective	Married	235	1.99	0.93	0.03	0.98
	Unmarried	65	1.98	0.82		
Behavioral	Married	235	2.40	0.87	1.20	0.23
	Unmarried	65	2.25	0.86		
Emotional Burnout	Married	235	2.39	0.65	-1.67	0.10
	Unmarried	65	2.55	0.76		
Desensitization	Married	235	2.18	0.76	-2.48	0.01*
	Unmarried	65	2.44	0.76		
Individual Achievement	Married	235	3.54	0.64	-1.53	0.13
	Unmarried	65	3.68	0.60		

* $P < 0,05$

It was determined that the servant leadership levels of the participants were not different according to their marital status. It can be said that the servant leadership levels of married and unmarried personnel are similar ($t = 0.54$, $P = 0.59$). It was determined that cognitive cynicism levels of the personnel who constituted the study were not different according to their marital status. It can be said that the cognitive cynicism levels of married and unmarried personnel are similar ($t = 0.99$, $P = 0.32$). It was determined that effective cynicism levels of the personnel were not different according to their marital status. It can be said that the effective cynicism levels of married and unmarried personnel are similar ($t = 0.03$, $P = 0.98$). It was determined that behavioral cynicism levels of the personnel who participated in the survey were not different according to their marital status. It can be said that the behavioral cynicism levels of married and unmarried personnel are similar ($t = 1.20$, $P = 0.23$).

It was determined that emotional burnout levels of the personnel were not different according to their marital status. It can be said that the emotional burnout levels of married and unmarried personnel are similar ($t = 1.67$, $P = 0.10$). It was determined that desensitization levels of the personnel were different according to their marital status. It can be said that the desensitization levels of unmarried personnel are higher than personnel ($t = -2.48$, $P = 0.01$). It was determined that personal success levels of the personnel were not different according to their marital status. It can be said that the personal success levels of married and unmarried personnel are

similar ($t = -1.53$, $P = 0.13$) (Table 7).

It was determined that the servant leadership levels of the personnel who constituted the study were not different according to their ages. It can be said that the servant leadership levels of the personnel who are under 40 and over 41 years old are similar ($t = 1.80$, $P = 0.07$). It was determined that cognitive cynicism levels of the personnel were not different according to their ages. It can be said that the cognitive cynicism levels of the personnel who are under 40 and over 41 years old are similar ($t = -0.23$, $P = 0.81$).

It was determined that effective cynicism levels of the personnel were not different according to their ages. It can be said that the effective cynicism levels of the personnel who are under 40 and over 41 years old are similar ($t = -1.14$, $P = 0.51$). It was determined that behavioral cynicism levels of the personnel were not different according to their ages. It can be said that the behavioral cynicism levels of the personnel who are under 40 and over 41 years old are similar ($t = 1.34$, $P = 0.18$). It was determined that emotional burnout levels of the personnel were not different according to their ages. It can be said that the emotional burnout levels of the personnel who are under 40 and over 41 years old are similar ($t = 0.57$, $P = 0.57$).

It was determined that desensitization levels of the personnel who participated in the survey were not different according to their ages. It can be said that the desensitization levels of the personnel who are under 40 and over 41 years old are similar ($t = -0.78$, $P = 0.43$). It was determined that personal success levels of the

personnel were not different according to their ages. It can be said that the personal success levels of the

personnel who are under 40 and over 41 years old are similar ($t = -0.48, P = 0.63$) (Table 8).

Table 7. Age and dimensions (n=300)

Dimensions	Age Group	n	X	ds	t	P
Servant Leadership	40 years old and younger	134	3.87	0.88	1.80	0.07
	41 years old and older	166	3.70	0.79		
Cognitive	40 years old and younger	134	2.51	0.88	-0.23	0.81
	41 years old and older	166	2.53	0.81		
Affective	40 years old and younger	134	1.92	0.99	-1.14	0.26
	41 years old and older	166	2.04	0.83		
Behavioral	40 years old and younger	134	2.44	0.91	1.34	0.18
	41 years old and older	166	2.31	0.83		
Emotional Burnout	40 years old and younger	134	2.45	0.72	0.57	0.57
	41 years old and older	166	2.40	0.64		
Desensitization	40 years old and younger	134	2.20	0.76	-0.78	0.43
	41 years old and older	166	2.27	0.77		
Individual Achievement	40 years old and younger	134	3.55	0.65	-0.48	0.63
	41 years old and older	166	3.59	0.62		

Table 8. Seniority and dimensions (n=300)

Dimensions	Year of Seniority	n	X	ds	t	P
Servant Leadership	10 years and less	135	3.84	0.78	1.20	0.23
	11 years and more	165	3.72	0.87		
Cognitive	10 years and less	135	2.52	0.85	-0.06	0.95
	11 years and more	165	2.52	0.83		
Affective	10 years and less	135	1.94	0.88	-0.84	0.40
	11 years and more	165	2.03	0.92		
Behavioral	10 years and less	135	2.43	0.90	1.16	0.25
	11 years and more	165	2.31	0.84		
Emotional Burnout	10 years and less	135	2.45	0.70	0.52	0.61
	11 years and more	165	2.41	0.66		
Desensitization	10 years and less	135	2.27	0.81	0.82	0.41
	11 years and more	165	2.20	0.73		
Individual Achievement	10 years and less	135	3.59	0.58	0.36	0.72
	11 years and more	165	3.56	0.67		

It was determined that the servant leadership levels of the personnel who constituted the study were not different according to their seniority. It can be said that the servant leadership levels of the personnel with a working time less than 10 years and those with more than 11 years are similar. ($t = 1.20, P = 0.23$). It was

determined that the cognitive cynicism levels of the participants were not different according to their seniority. It can be said that the cognitive cynicism levels of the participants with a working time less than 10 years and those with more than 11 years are similar ($t = -0.06, P = 0.95$). It was determined that effective cynicism levels

of the participants were not different according to their seniority. It can be said that the effective cynicism levels of the personnel with a working time less than 10 years and those with more than 11 years are similar ($t = -0.84, P = 0.40$). It was determined that behavioral cynicism levels of the personnel who participated in the survey were not different according to their seniority. It can be said that the behavioral cynicism levels of the personnel with a working time less than 10 years and those with more than 11 years are similar ($t = 1.16, P = 0.25$). It was determined that emotional burnout levels of the personnel were not different according to their seniority. It can be said that the emotional burnout levels of the

personnel with a working time less than 10 years and those with more than 11 years are similar ($t = 0.52, P = 0.61$). It was determined that desensitization levels of the participants were not different according to seniority. It can be said that the desensitization levels of the personnel with a working time less than 10 years and those with more than 11 years are similar ($t = 0.82, P = 0.41$). It was determined that personal success levels of the personnel were not different according to their seniority. It can be said that the personal success levels of the personnel with a working time less than 10 years and those with more than 11 years are similar ($t = 0.36, P = 0.72$) (Table 9).

Table 9. Profession and dimensions

Dimensions	Position	n	X	ds	F	P	Gap
Servant Leadership	Worker (1)	35	3.66	0.96	2.34	0.06	-
	Government Official (2)	49	3.89	0.67			
	Engineer (3)	125	3.90	0.79			
	Technician (4)	43	3.62	0.91			
	Veterinary Surgeon (5)	48	3.56	0.87			
Cognitive	Worker (1)	35	2.41	0.87	0.71	0.58	-
	Government Official (2)	49	2.55	0.79			
	Engineer (3)	125	2.50	0.86			
	Technician (4)	43	2.45	0.75			
	Veterinary Surgeon (5)	48	2.68	0.91			
Affective	Worker (1)	35	1.80	0.76	3.13	0.02*	5.2>1,3,4
	Government Official (2)	49	2.14	0.98			
	Engineer (3)	125	1.86	0.78			
	Technician (4)	43	1.95	0.98			
	Veterinary Surgeon (5)	48	2.33	1.07			
Behavioral	Worker (1)	35	2.14	0.83	2.39	0.05	-
	Government Official (2)	49	2.54	0.90			
	Engineer (3)	125	2.25	0.82			
	Technician (4)	43	2.47	0.93			
	Veterinary Surgeon (5)	48	2.56	0.88			
Emotional Burnout	Worker (1)	35	2.41	0.74	3.54	0.01*	5.2>1,3,4
	Government Official (2)	49	2.54	0.71			
	Engineer (3)	125	2.32	0.59			
	Technician (4)	43	2.29	0.70			
	Veterinary Surgeon (5)	48	2.70	0.74			
Desensitization	Worker (1)	35	2.49	1.09	4.72	0.01*	1.5>3.4
	Government Official (2)	49	2.28	0.76			
	Engineer (3)	125	2.07	0.62			
	Technician (4)	43	2.12	0.70			
	Veterinary Surgeon (5)	48	2.53	0.76			
Individual Achievement	Worker (1)	35	3.35	0.59	1.72	0.21	
	Government Official (2)	49	3.54	0.66			
	Engineer (3)	125	3.62	0.60			
	Technician (4)	43	3.64	0.72			
	Veterinary Surgeon (5)	48	3.59	0.60			

It was determined that the servant leadership levels of the personnel who constituted the study were not different according to their titles. It can be said that the servant leadership levels of the personnel with different titles are similar ($F=2.34, P = 0.06$). It was determined that cognitive cynicism levels of the personnel were not

different according to their titles. It can be said that the cognitive cynicism levels of the personnel with different titles are similar ($F=0.71, P = 0.58$). It was determined that effective cynicism levels of the personnel were different according to their titles. It can be said that the effective cynicism levels of Veterinary Surgeons and

government officials are higher than others ($F=3.13$, $P = 0.01$). It was determined that behavioral cynicism levels of the personnel who participated in the survey were not different according to their titles. It can be said that the behavioral cynicism levels of the personnel with different titles are similar ($F=2.39$, $P = 0.05$). It was determined that the emotional burnout levels of the participants were different according to their titles. It can be said that the emotional burnout levels of Veterinary Surgeons and government officials are higher than others ($F=3.54$, $P =$

0.01). It was determined that desensitization levels of the personnel who participated in the surveys were different according to titles. It can be said that the desensitization levels of Veterinary Surgeons and government officials are higher than others ($F=4.42$, $P = 0.01$). It was determined that personal success levels of the personnel were not different according to their titles. It can be said that the personal success levels of the personnel with different titles are similar ($F=1.72$, $P = 0.21$) (Table 10).

Table 10. Level of income and dimensions

Dimensions	Income Level	n	X	ds	t	P
Servant Leadership	Below 5000 Turkish liras	64	3.81	0.83	0.39	0.69
	5001 Turkish liras and above	236	3.77	0.83		
Cognitive	Below 5000 Turkish liras	64	2.46	0.82	-0.67	0.50
	5001 Turkish liras and above	236	2.54	0.85		
Affective	Below 5000 Turkish liras	64	2.02	0.94	0.28	0.78
	5001 Turkish liras and above	236	1.98	0.89		
Behavioral	Below 5000 Turkish liras	64	2.38	0.90	0.10	0.92
	5001 Turkish liras and above	236	2.36	0.86		
Emotional Burnout	Below 5000 Turkish liras	64	2.51	0.75	1.10	0.27
	5001 Turkish liras and above	236	2.40	0.66		
Desensitization	Below 5000 Turkish liras	64	2.47	0.97	2.80	0.01*
	5001 Turkish liras and above	236	2.17	0.69		
Individual Achievement	Below 5000 Turkish liras	64	3.51	0.65	-0.90	0.37
	5001 Turkish liras and above	236	3.59	0.63		

$P < 0,05^*$

It was determined that the servant leadership levels of the personnel who constituted the study were not different according to their income levels. It can be said that the servant leadership levels of the personnel with a monthly income of less than 5000 Turkish liras and those with an income of more than 5001 Turkish liras are similar ($t = 0.37$, $P = 0.69$). It was determined that cognitive cynicism levels of the personnel were not different according to their income levels. It can be said that the cognitive cynicism levels of the personnel with a monthly income of less than 5000 Turkish liras and those with an income of more than 5001 Turkish liras are similar ($t = -0.67$, $P = 0.50$). It was determined that effective cynicism levels of the participants were not different according to their income levels. It can be said that the effective cynicism levels the personnel with a monthly income of less than 5000 Turkish liras and those with an income of more than 5001 Turkish liras are similar ($t = 0.28$, $P = 0.78$). It was determined that behavioral cynicism levels of the personnel who participated in the study were not different according to their income levels. It can be said that the behavioral cynicism levels of the personnel with a monthly income of less than 5000 Turkish liras and those with an income

of more than 5001 Turkish liras are similar ($t = 0.10$, $P = 0.92$). It was determined that the emotional burnout levels of the personnel were not different according to their income levels. It can be said that the emotional burnout levels of the personnel with a monthly income of less than 5000 Turkish liras and those with an income of more than 5001 Turkish liras are similar ($t = 1.10$, $P = 0.27$). It was determined that desensitization levels were not different according to income levels. It can be said that the desensitization levels of the personnel with a monthly income of less than 5000 Turkish liras are higher than those with an income of more than 5001 Turkish liras ($t = -2.80$, $P = 0.01$). It was determined that the personal success levels of the participants were not different according to their income levels. It can be said that the personal success levels of the personnel with a monthly income of less than 5000 Turkish liras and those with an income of more than 5001 Turkish liras are similar ($t = -0.90$, $P = 0.37$).

3.3. The Examination of the Correlation between Dimensions

As a result of this study, it was seen that servant leadership perception levels and cognitive cynicism levels of the participants have a negative and moderate

significant correlation ($r=-0.46$, $P = 0.01$). It was seen that servant leadership perception levels and affective cynicism levels of the personnel have a negative and moderate significant correlation ($r=-0.43$, $P = 0.01$).

Furthermore, it was seen that servant leadership perception levels and behavioral cynicism levels have a negative and moderate significant correlation ($r=-0.23$, $P = 0.01$) (Table 11 and 12).

Table 11. Servant leadership and cynicism (n=300)

Dimensions		Cognitive	Effective	Behavioral
Servant Leadership	r	-0.46*	-0.43*	-0.23*
	p	0.01	0.01	0.01

* $P < 0,05$

Table 12. Servant leadership and burnout (n=300)

		Emotional Burnout	Desensitization	Individual Achievement
Servant Leadership	r	-0.35*	-0.31*	0.17*
	p	0.01	0.01	0.01

* $P < 0,05$

As a result of this study, it was seen that servant leadership perception levels and emotional burnout levels of the personnel have a negative and weak significant correlation ($r=-0.35$, $P = 0.01$). It was seen that servant leadership perception levels and desensitization

levels of the participants have a negative and weak significant correlation ($r=-0.31$, $P = 0.01$). Furthermore, it was seen that servant leadership perception levels and personal success levels have a positive and very weak significant correlation ($r=0.17$, $P = 0.01$) (Table 13).

Table 13. Organizational cynicism and burnout (n=300)

		Cognitive	Effective	Behavioral
Emotional Burnout	r	0.48*	0.52*	0.43**
	p	0.01	0.01	0.01
Desensitization	r	0.40**	0.46**	0.34*
	p	0.01	0.01	0.01
Individual Achievement	r	-0.04	-0.12*	-0.05
	p	0.49	0.04	0.41

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

As a result of this study, it was seen that the emotional burnout levels and cognitive cynicism levels of the personnel who constituted the study, have a positive and moderate significant correlation ($r=0.48$, $P = 0.01$). It was seen that the emotional burnout levels and the effective cynicism levels of the participants have a positive and moderate significant correlation ($r=0.52$, $P = 0.01$). It was seen that, the emotional burnout levels and the behavioral cynicism levels of the personnel have a positive and moderate significant correlation ($r=0.43$, $P = 0.01$). It was seen that the desensitization, the sub-dimension of burnout; and the cognitive cynicism, the sub-dimension of cynicism, levels of the participants have a positive and moderate significant correlation ($r=0.40$, $P = 0.01$). It was seen that, the desensitization and the sub dimension behavioral cynicism levels of the participants have a positive and moderate significant correlation ($r=0.46$, $P = 0.01$). Furthermore, it was seen that, desensitization and behavioral cynicism sub dimension have a positive and moderate significant correlation ($r=0.34$, $P = 0.01$). It was seen that, personal success levels and cognitive cynicism levels of the

personnel do not have a significant correlation ($r=-0.04$, $P = 0.49$). It was seen that, personal success and affective cynicism levels have a negative and very weak significant correlation ($r=-0.12$, $P = 0.04$). Moreover, it was seen that, personal success levels and behavioral cynicism levels of the personnel do not have a significant correlation ($r=-0.05$, $P = 0.41$).

4. Conclusion

It was determined that the participants' servant leadership levels do not differentiate by their sexes or marital status. This shows that male and female employees have similar levels of servant leadership perception. It was determined that desensitization, the sub-dimension of burnout, differentiates by the participants' marital status. In the study, it was seen that participants' levels of servant leadership perception and cognitive, effective and behavioral cynicism levels had a negative significant correlation. This shows that servant leadership is an essential element in order to decrease organizational cynicism, which is an unwanted situation in organizations. Furthermore, in the study it was seen

that the participants' levels of servant relationship perception and emotional burnout and desensitization sub-dimensions had a negative significant correlation. This shows that just like organizational cynicism, the perception of servant leadership is very essential for burnout. These results highlight the importance of servant leadership once more. Between the perception of servant leadership levels and individual achievement, there was a very low and positive correlation. In the study, generally, burnout and cynicism levels were seen to have an inverse correlation with servant leadership levels. On the other hand, burnout and cynicism levels had a positive correlation. In the study, it was observed that participants who had high perceptions of burnout and cynicism had lower perceptions of servant leadership, in other words, participants who had a high perception of servant leadership had lower burnout and cynicism. This study as a whole shows that managers increasing their servant leadership levels will also increase servant leadership perceptions of the employees, and this rise will decrease their levels of organizational cynicism and burnout. Education programs about servant leadership should be given to managers because servant leadership can emerge only by creating a vision and a change. This study being only applied to Ankara Directorate of Provincial Agriculture and Forestry creates its limitations. In the future, spatial studies about this topic will bring different results with them.

Author Contributions

All the authors declare that they have all participated in the design, execution, and analysis of the paper and that they have approved the final version.

Conflict of Interest

The authors declared that there is no conflict of interest.

Ethical Approval

A retrospective ethics permit is not required for the articles, which were produced from used master/doctorate or research studies before 2020.

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