

A META-ANALYSIS OF THE RELATIONSHIP BETWEEN THE PSYCHOLOGICAL CAPITAL OF THE EMPLOYEES IN TURKEY AND THEIR ORGANIZATIONAL CYNICISM LEVELS

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ABSTRACT: In this study, a meta-analysis was conducted on the studies conducted on the psychological capitals and cynicism levels of the employees working in the public and private sector in Turkey between the years 2012-2020. In this framework, it was aimed to reveal the general direction and effect size of the relationship by synthesizing individual studies in the Turkey sample via meta-analysis. The meta-analysis was conducted using correlation values and sample sizes of 14 studies with a sample size of 4265 in total which met the criteria created to identify the studies to be included in the analysis. As a result of the meta-analysis on the relationship between psychological capital levels and organizational cynicism of the employees in Turkey, the hypothesis that there would be a negative correlation between psychological capital and organizational cynicism levels was accepted. It was determined that effect sizes under the random effect model (-0,246) were weak.

Key Words: Psychological Capital, Organisational Cynicism, Meta-Analysis, Positive Organizational Behaviour, Research Synthesis Method.

Jel Classification: L20, M12, M10

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TÜRKİYE'DEKİ ÇALIŞANLARIN PSİKOLOJİK SERMAYELERİ İLE ÖRGÜTSEL SINIZM DÜZEYLERİ ARASINDAKİ İLİŞKİ ÜZERİNE BİR META-ANALİZİ

ÖZ: Bu çalışmada Türkiye’de 2012-2020 yılları arasında kamu ve özel sektörde çalışanların psikolojik sermayeleri ile örgütsel sinizm düzeyleri arasındaki ilişkiye yönelik yapılan çalışmaların bir meta analizi yapılmıştır. Bu kapsamda Türkiye örnekleminde yapılan bireysel çalışmaları meta analiz yöntemi ile sentezleyerek ilişkinin genel yön ve etki büyüklüğü ortaya çıkarılmaya çalışılmıştır. Analize dahil edilecek yayınları belirlemek amacıyla oluşturulan kriterlere uyan toplamda 4265 örneklem büyüklüğüne sahip 14 çalışmanın korelasyon değerleri ve örneklem büyüklükleri kullanılarak meta analizi gerçekleştirilmiştir. Türkiye’de çalışanların psikolojik sermaye ve örgütsel sinizm düzeyleri arasındaki ilişkiye yönelik yapılan meta analizi sonucunda çalışanların psikolojik sermayelerinin sinizm düzeyleri ile negatif yönde ilişkili olduğuna dair hipotez kabul edilmiştir. Rastgele etkiler modeli altındaki etki büyüklüklerinin (Psikolojik Sermaye-Örgütsel Sinizm=-0,246) zayıf düzeyde olduğu belirlenmiştir.

Anahtar Kelimeler: Psikolojik Sermaye, Örgütsel Sinizm, Meta-Analiz, Pozitif Örgütsel Davranış, Araştırma Sentezi Yöntemi.

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1. INTRODUCTION

Administrative successes of organizations are evaluated by their achievement levels to their objectives and aims and the key point to ensure this is to manage human resources most effectively. It is seen that in the last years, determining the needs and requirements of the workforce to get organizational effectiveness to its highest level and make organizational existence sustainable, is an accepted approach. Studies which were conducted to ensure employees' showing the expected performance in line with the organizational goals, determine the ways to prevent employees to quit organization by reducing the circulation of the workforce and absenteeism show that psychological capital is related to many work attitudes such as organizational commitment, job satisfaction, burnout, performance, organizational cynicism, and the intention of quitting. Positive organizational behavior, which is the reflection of positive psychology in organizational life, is a positively oriented set of studies and applications which are measurable, improvable, and manageable in a productive way on strong sides of human resources and psychological capacities (Luthans, 2002: 59). According to Goldsmith psychological capital are characteristic properties that constitute an individual's opinions about himself, his attitude towards his job, his ethical accordance, and his attitudes towards life. (Goldsmith et al. 1997: 815). The positive organizational behavior approach focuses on improving managers' positive psychological capitals which consist of measurable components such as the hope of their personnel, their optimism and self-efficacy, and evaluating their employees with a positive approach. On the other hand, organizational Cynicism, which is a negative organizational attitude, is described as the negative attitude which personnel has about the organization that they work in (Dean et al., 1998: 345). Abraham describes organizational cynicism as a person's having negative emotions towards the organization that they work in and reflecting these negative emotions critically (Abraham, 2000: 269). In the international and national literature, there are a lot of studies that focus on the relationship between the psychological capitals of employees and their sub-dimensions with cynicism levels which cause unwanted organizational attitudes and behaviors. However, a study that focuses on the synthesis of the studies on the relationship between the variables is not seen in the literature. In this study, to reveal the effect of self-efficacy, hope, optimism, and strength, which are psychological capital factors, on avoiding organizational cynicism, the related literature is taken into consideration and the results of individual studies on psychological capital and organizational cynicism variables in Turkey sample between 2012-2020 are statistically analyzed via meta-analysis method to identify the strength of the relationship between variables and reach a common verdict about the relationship between these variables.

2. PSYCHOLOGICAL CAPITAL

The definition of positive psychology concept, which emerged as a reaction to the psychology's approach focused on evaluation and rehabilitation of negative sides of human behavior and first appeared in "Towards Positive Psychology" chapter in Maslow's work "Motivation and Personality", was done in 1999 by Prof. Martin Seligman who once said "Life presents the same tragedies and misfortune to both positive and negative people, but positive people cope with them better.". Seligman, basing on the idea that psychology should try to understand strong and positive aspects of individuals as well as studying their negative behaviors, is the first researcher who raised Positive Psychology concept by defining it as "Positive emotions, positive personality characteristics and positive

organization science” (Seligman and Chikszentmihalyi, 2000: 5). Positive psychology is also defined as the science of conditions and processes which contribute to the improvement and ideal procession of individuals, groups, and organizations (Gable and Haidt, 2005:104). Reflection of positive psychology on organizational behavior science led to the creation of “Positive Organizational Scholarship”, which is the basis of “Positive Organizational Psychology” and “Positive Organizational Behavior” movements. Positive Organizational Scholarship is a scientific movement that focuses on developing the strengths of organizations, working on positive elements such as virtue, trust, flexibility, resilience, cooperation, compassion, and it was initiated by the University of Michigan researchers with the idea that organizations would gain competitive advantage and achieve new success by addressing the positive behavior elements in organizations (Cameron et al., 2003). Positive Organizational Behavior which has a significant effect on improvement and sustainability of workforce performance that will maximize organizational efficiency was first discussed by Fred Luthans and his friends, and it is described as a study and application conducted on strong aspects and psychological capacities of a measurable, improvable and effectively manageable positively oriented human resources for the improvement of today’s work-life (Luthans, 2002: 59). The Positive Organizational Behavior approach focuses on revealing and improving the positive qualifications of personnel instead of focusing on their lacking qualifications. Measurable, improvable and manageable components fell as capital types under the “psychological capital” roof in addition to human capital and social capital - types of traditional tangible capital and nontangible capital – which are reflections of positive psychology on organizational behavior, and which also provide a competitive advantage on positive organizational behavior. While traditional economic capital focuses on economic assets of the organization by answering the question “What do I own?”, human capital focuses on knowledge, ability, and capabilities of employees by answering the question “What do I know?”, Social Capital describes communication skills by answering the question “Who do I know?”, Psychological Capital focuses on answering the question “Who am I?” (Luthans, 2004: 46). It is described as positive psychological improvement of an individual and starting from the question “Who am I?”, it is interested in the question “What can I become thanks to improvement?” (Luthans, Youssef & Avolio, 2006: 2). In addition to the “human capital”, which is a combination of the education and the experience they have, the productivity level of personnel is also related to their positive psychology which define the quality and the quantity of the work they do and which form the direction of their characters (Goldsmith, Darity and Weum, 1998: 15). Luthans defines psychological capital as a measurable and improvable capital that is effective on an individual’s belief that he can trust his abilities to reach his goals, his adapting a positive approach while describing events and enabling him to be consistent and to make an effort to direct his problems and failures to a positive direction, and also on his performance (Luthans and Yousseff, 2004: 152). Some characteristics that separate psychological capital, which defines a situation that goes beyond human and social capital for the organizations to achieve a competitive advantage, from other capital types are as follows (Nelson and Cooper, 2007: 11);

- Psychological capital means more than human capital.
- Psychological capital means more than social capital.
- Psychological capital is positive.
- Psychological capital is unique.
- Psychological capital is based on theory and research.

- Psychological capital is based on situations, that's why it can be improved.
- Psychological capital affects work performance. It has four basic components (self-efficacy, hope, optimism, and resiliency) all of which should be measured and improved based on how the personnel defines themselves (Çetin and Basım, 2012).

According to Luthans and Yousseff (2007: 3) definitions of psychological capital's components are as follows;

- Self-efficacy describes making enough effort to complete difficult tasks successfully and having the self-confidence to take responsibility.
- Hope, defined as showing determination to achieve goals and discovering new ways when necessary to achieve these goals.
- Resiliency, as pulling oneself together to achieve success when surrounded by problems and difficulties.
- Optimism, as developing a positive attitude towards being successful now or in the future.

It is suggested that the components of psychological capital interact with each other and the effect of the total psychological capital that results from this interaction on the individual's performance and behaviors is more than each component's effect separately (Çalışkan and Pekkan, 2017). The fact that these components of the personnel have been studied in terms of organizational behavior and they are accepted as competitive advantage sources resulted from components' being open to improvement and change with little intervention and training and their huge effects on personnel's performance (Luthans and Youssef, 2007b).

3. ORGANIZATIONAL CYNICISM

The concept of cynicism, which was first mentioned in Ancient Greek philosophy in 500 BC by Antisthenes, one of the students of Socrates, with the phrase "The only thing to be desired is a virtue, the only thing to avoid is vice" and that people can reach happiness only through virtue, mindividual'seant an individual leading a virtuous life by liberating himself against society and being self-sufficient. Today, however, it has evolved into a way of thinking which explains individuals' looking after only their interests and describes other individuals as selfish. It is also not a lifestyle anymore and it started to be described as distrust of values. Failures in organizations' management, conflicts and crisis within organizations caused the personnel's developing attitudes and behaviors against their organizations. As a result, cynicism, which took place in philosophy, policy sciences, and psychology before, has become a concept that is also used in management. Abraham describes cynicism as putting strong negative feelings and emotional elements such as contempt, anger, embarrassment, and distress into action (Abraham 2000: 269). Dean and others (1998: 345) describe organizational cynicism as personnel's underestimating the organization's management as they believe management is not fair and it is selfish, and their despising and humiliating other personnel as they think others are dishonest and insincere, and as a result of these feelings and thoughts having highly negative attitudes and behaviors against their organization. According to this definition, organizational cynicism is a negative reaction that personnel develops against their organization with a belief that their organization lacks organizational integrity and their humiliating and critical behavior tendencies (Dean et al., 1998: 345). According to another definition that is made in the same direction, personnel believes that for the sake of organizational interest justice, honesty and

sincerity are ignored and their organization and co-workers are devoid of moral integrity (Bernierth et al., 2007: 311). In the light of these descriptions, organizational cynicism can be described as the total sum of an acquired reaction, attitudes, and behaviors that are formed with disappointment, mistrust, and hopelessness a worker feels against his/her organization and co-workers which result from his/her experiences. Organizational cynicism has three sub-dimensions: Cognitive, affective, and behavioral (Dean et al., 1998: 345). Cognitive Dimension (Belief) is defined as personnel's disbelief in organizational decisions and mistrust in these decisions' intentions, and their belief that the managers do not show their real personalities (Helvacı and Çetin, 2012: 3). Affective Dimension (Affect), along with the thoughts in the cognitive dimension, involves a worker's strong negative emotional reactions such as disrespect and towards his/her organization, and his being ashamed of his organization (Abraham, 2000: 269). Behavioral Dimension (Behavior) is composed of personnel's negative and contemptuous reactions that are resulted from negative beliefs and emotions which came through cognitive and affective dimensions. These reactions generally emerge as mocking the goals of the management with an ironic sense of humour and behaving to humiliate the management and other employees (İraz et al., 2012: 447). There are a lot of factors that cause organizational cynicism. Gender, age, title, marital status, income, level of education, and length of service are counted as personal causes. On the other hand, the workload that comes with mismanaged structuring processes in organizations, the inadequacy of wages and social rights, role conflicts, competition and inconsistencies in promotion levels, stress, the job's being meaningless, organizational injustice are listed as organizational causes of employees' adopting negative behaviors (Reichers et al., 1997: 11). Some studies evaluated organizational factors that affect organizational cynicism in the framework of violations of psychological contracts;

- Regarding the work environment; inconsistencies between organizational policies and applications, unethical behavior and attitudes, inadequate wage policies, and inadequate social responsibility in organizations.
- Regarding the organization; poor communication with personnel, lack of participation, lack of management during the process of change.
- Role ambiguity or role conflict caused by the assignment, increasing workload (Cartwright and Holmes, 2006: 200-202).

Related literature review reveals that along with psychological, physical, or behavioral individualistic results of organizational cynicism on an employee, it also has some organizational results such as job satisfaction, organizational trust, organizational commitment, organizational citizenship, burnout, organizational justice, and alienation from work. Mirvis and Kanter (1989: 78) list negative results of organizational cynicism as follows;

- Lack of confidence in the workplace,
- Not feeling committed to the organization,
- Alienation from the work,
- Low performance,
- Increase in resigns,
- Lack of self-confidence,
- Feeling worthless,
- Burnout,
- Not abiding by the rules,

- Decrease in efforts for organizational improvement,
- Prioritizing individual interests,
- Lack of taking initiative among employees,
- Communication problems,
- Increase in dismissals,
- Increase in absence at work,
- Lack of attention.

4. RELATIONSHIP BETWEEN THE VARIABLES & HYPOTHESIS

While psychological capital definitions describe self-efficacy, optimism, hope, and resiliency components, which enables an employee to make an effort to turn his problems and failures to a positive direction, as the total of positively oriented attitudes, organizational cynicism is defined as an employee's negative feelings and beliefs towards the organization and his negative attitudes that become integrated with his tendency to be critical. The literature review also helps us reach both national and international studies that support the idea that there is an opposite relationship between psychological capital, a positive notion, and organizational cynicism, a negative notion. One of these studies, which was conducted by Avey, Luthans, and Youssef. (2010), is titled "Added Value of Positive Psychology Capital on Making Work Attitudes and Behaviors Better". It was conducted on a scale of 336-employee-sample and it focused on the relationship between psychological capital, cynicism, and intention to resign. Another comprehensive study was Avey and his colleagues' meta-analysis study on the effects of psychological capital's effects on some organizational attitudes and behaviors conducted on 51 different sample groups which included 12567 employees in total (Avey et al., 2011: 127–152). In this study, a meta-analysis was conducted on research results collected from different sample groups (918 people in total). Along with these studies, several other studies were conducted in different countries to analyze the relationship between psychological capital and cynicism levels. For instance, Stratman and Youssef-Morgan (2019) with 130 workers in Nebraska, USA, Melodia and Vashisht (2019) with 250 participants from 5 selected sectors in India, Nafei (2015) with 382 healthcare workers working at Menoufa University Hospital in Egypt, Wang (2012) with 1332 participants in China, studied the relationship between the psychological capital and cynicism levels. All of these studies concluded that there is a negative and significant relationship between psychological capital and cynicism levels of employees. Negative and significant relationships between the psychological capitals of employees and their cynicism levels were identified in studies conducted in Turkey as well (Table-1).

Considering the negative consequences of organizational cynicism, which causes employees to condescend and criticize their organizations by not trusting their organization, and which is an attitude that employees want to avoid, preventing cynicism and managing the existing cynicism is the primary purpose of organizations. From this point of view, as a result of the literature review, the hypothesis of the study was developed as follows;

H1: There is a significant and negative relationship between the psychological capitals of employees in Turkey and their cynicism levels.

5. METHODOLOGY

A meta-analysis, which is a quantitative method that is used in our study, is a research technique where previous studies on the topic of the analysis are analyzed instead of focusing on the research focusing on individuals. Meta-Analysis technique, which was first

defined as “Analysis of the results of the statistical analyses to acquire general results” by Gene Glass, an American researcher who has studied educational psychology and social sciences, in 1976, is used mostly in medicine and health sciences, and also in many different fields such as, social sciences, physical sciences, and educational sciences. It is a method that makes a statistical analysis by combining the quantitative results of different but similar studies. With this research strategy, a new research result is achieved by synthesizing the results of a set of studies that are accepted in the current literature. It is also possible to make the size of the sample bigger and to achieve a new study result statistical power of which is stronger. Glass (2006) summarised the main steps of meta-analysis as determining the research question, literature review, coding the studies which the study is based on, converting analysis results into a joint scale and statistically analyzing them. In this study, a meta-analysis is conducted about research variables on the results of the studies conducted in Turkey between the years 2012 and 2020 by using the Comprehensive Meta-Analysis (CMA) program.

It was tried to reach all published and unpublished research in domestic or foreign sources on the relationship between Psychological Capital and Organizational Cynicism in the Turkey sample. In this respect, literature research was conducted by typing the keywords “Psychological Capital” and “Organizational Cynicism” in Google and Yandex search engines, Thesis Database of the Council of Higher Education, and in Sobiad, Idealonline, Directory of Open Access Journals, Business Source Ultimate, Academic Search Ultimate, OpenAIRE, eBook Collection (EBSCOhost), DergiPark, Central & Eastern European Academic Source, TR Dizin, The Belt and Road Initiative Reference Source, Scopus®, Complementary Index electronic databases. Moreover, proceedings books of Organizational Behavioral Conferences which were held between the years 2013 and 2019, and proceedings books of Management and Organization Conferences held between the years 2012 and 2019 were also reviewed. Results of the review were put into the coding process which could cover all the information needed in the meta-analysis. Name of the study, year of publishing, type of publishing, sample size, variables, type of scale, averages of variables, and correlation coefficient were processed.

There are some criteria related to the variables in determining the studies spotted on databases and search engines. To calculate the effect size of the publications used in the study in the meta-analysis, the correlation coefficient of these studies must be reported. For this reason, studies that focused on the relationship between psychological capital and organizational cynicism but did not publish this data could not be included in this study. The second criteria for the analyses to be included in this meta-analysis are that they must be published in the period starting from the beginning of 2012 and ending in August 2020, must be master’s theses and doctoral dissertation including Turkey samples, and articles and papers published in national/international peer-reviewed journals. The third criteria is that correlations of the main variables of the studies included in the analysis must include the correlation between sub-dimensions of non-existent studies and the sample size of the studies must be indicated.

As a result of the coding, 14 studies (consisting of 4265 employees), all of which are based on research variables and meet the criteria for inclusion in the meta-analysis were included in the study. As shown in Table 1, the distribution by publication type of 14 studies, which were conducted on organizations operating in the public and private sectors, is as

follows: 6 master's thesis (43%), 2 doctoral dissertations (14%), and 6 articles (43%). According to the statistics of labour announced on November 10, 2020, the number of people joined in the labour force in the public and private sector is 31 million and 53 thousand. Therefore, in the scope of 0,95 reliability and 0,05 sample error and according to Barlett, Kotrlik, and Higgins's (2001: 46) sample formula ($4265 > 384$) the sample number was evaluated to be able to represent the population of the sample.

Table 1: Description of Studies Including Psychological Capital – Organizational Cynicism Variables Included in the Meta-Analysis

No.	Authors	Type	Year	Sample Size	Correlation Value
1	Karacaoğlu, K., İnce F.	Article	2013	300	-0,374
2	Turgut, T., Agun H.	Article	2016	205	-0,200
3	Kıran, E.	Master's Thesis	2017	402	0,101
4	Özçalık, F.	Doctoral Dissertation	2017	312	-0,213
5	Erdoğan, P.	Doctoral Dissertation	2018	300	-0,273
6	Akçay, V. H.	Article	2018	227	-0,200
7	Akçay, V. H.	Article	2018	202	-0,230
8	Uygungil, S., İşcan Ö. F.	Article	2018	493	-0,196
9	Şen C., Mert İ. S.	Article	2019	295	-0,227
10	Okur, A.	Master's Thesis	2019	201	-0,450
11	Yılmaz, Y.	Master's Thesis	2019	389	-0,176
12	İşçimen, E. T.	Master's Thesis	2019	262	-0,530
13	Kahraman, S.	Master's Thesis	2019	280	-0,140
14	Elçiçek Boyalı, G. A.	Master's Thesis	2019	397	-0,280
Total Sample Size				4265	

6. FINDINGS

To combine the significance of the results of different studies and to be able to calculate the effect size of each study, Pearson correlations were transformed into Fisher-Z statistics by using the CMA program and they are presented in Table 2.

Table 2. Correlation Coefficient, Standard Error and Fisher Z Values of Studies Including Psychological Capital – Organizational Cynicism Variables Included in the Meta-Analysis

No	Authors	Correlation Value	Standard Error	Fisher Z Coefficient	Standard Error
1	Karacaoğlu, K., İnce F.	-0,374	0,050	-0,393	0,058
2	Turgut, T., Agun H.	-0,200	0,068	-0,203	0,070
3	Kıran, E.	0,101	0,050	0,101	0,050
4	Özçalık, F.	-0,213	0,054	-0,216	0,057
5	Erdoğan, P.	-0,273	0,054	-0,280	0,058
6	Akçay, V. H.	-0,200	0,064	-0,203	0,067
7	Akçay, V. H.	-0,230	0,067	-0,234	0,071
8	Uygungil, S., İşcan Ö. F.	-0,196	0,043	-0,199	0,045
9	Şen C., Mert İ. S.	-0,227	0,056	-0,231	0,059
10	Okur, A.	-0,450	0,057	-0,485	0,071
11	Yılmaz, Y.	-0,176	0,049	-0,178	0,051
12	İşçimen, E. T.	-0,530	0,045	-0,590	0,062
13	Kahraman, S.	-0,140	0,059	-0,141	0,060
14	Elçiçek Boyalı, G. A.	-0,280	0,046	-0,288	0,050

After the calculation of effect size of each study, heterogeneity of the studies included in the study were evaluated by using the Q Test defined by Cochran (1954) to decide if “fixed effect model” or “random effect model”, both of which are statistical models in a meta-analysis would be used to calculate the general effect. On Q value 0,05 significance level, if Chi-square is bigger than the table value, nonhomogeneous (Random Effects) model if it is smaller, homogeneous (Fixed Effect) model is used. General effect sizes and homogeneity test results of the studies included in the analysis that examined the relationship between Psychological Capital and Cynicism according to fixed and random effect models are presented in Table 3.

Table 3. General Size Effects and Homogeneity Tests Results of Studies Including Psychological Capital – Organizational Cynicism Variables Included in the Meta-Analysis according to Fixed and Random Effect Models.

Effect Size and 95% Confidence Interval					Heterogeneity		
Model	Point Estimate	Number of Studies	Limit Inferior	Limit Superior	Q Value	D(f)	p-value
Fixed	-0,231	14	-0,259	-0,202	104,187	13	0,000
Random	-0,246	14	-0,324	-0,163			

As shown in Table 3, the Q value of the studies conducted on the relationship between Psychological Capital – Organizational Cynicism is 104 for 13 degrees of freedom and $p < 0,05$. The value attained from the Chi-Square table for $p=0,05$ and $df=13$ is 22,362 and since $104,187 > 22,362$, it was decided that the studies included in the analysis are heterogeneous and the general effect size calculated in the scope of the random effect model was taken into consideration in evaluations.

According to Cohen, Manion and Morrison (2007:521) in the interpretation of the effect size values based on correlation, the following classification is accepted;

- 0,00 ≤ effect value size < 0,10 → Very small effect
- 0,10 ≤ effect value size < 0,30 → Small effect
- 0,30 ≤ effect value size < 0,50 → Medium effect
- 0,50 ≤ effect value size < 0,80 → Large effect
- 0,80 ≤ effect value size → Huge effect

According to the result of the meta-analysis conducted on 14 studies, which researched the relationship between psychological capital and organizational cynicism of the employees in Turkey between the years 2012 – 2020, the general effect size (between the range of -0,163 and -0,324) was calculated as -0,246 and in this framework, it was concluded that there is a weak and negative correlation between the levels of psychological capital and organizational cynicism. Therefore, the H1 hypothesis was accepted. The weight of individual studies included in the analysis on the general effect size according to the random effects model is presented in Table 4.

Table 4. Effect Sizes and Weight on General Effect Findings of the Studies Including Psychological Capital – Organizational Cynicism Variables according to Random Effect Model

No	Correlation Value	Limit Inferior	Limit Superior	Z Value	p-Value	Weight (%)
1	-0,374	-0,467	-0,272	-6,774	0,000	7,19
2	-0,200	-0,328	-0,065	-2,881	0,004	6,79
3	0,101	0,003	0,197	2,024	0,043	7,43
4	-0,213	-0,317	-0,104	-3,802	0,000	7,22
5	-0,273	-0,375	-0,165	-4,827	0,000	7,19
6	-0,200	-0,322	-0,072	-3,034	0,002	6,91
7	-0,230	-0,357	-0,095	-3,304	0,001	6,77
8	-0,196	-0,279	-0,110	-4,396	0,000	7,56
9	-0,227	-0,333	-0,116	-3,948	0,000	7,17
10	-0,450	-0,554	-0,332	-6,820	0,000	6,76
11	-0,176	-0,271	-0,078	-3,494	0,000	7,40
12	-0,530	-0,612	-0,437	-9,497	0,000	7,06
13	-0,140	-0,253	-0,023	-2,345	0,019	7,12
14	-0,280	-0,368	-0,187	-5,710	0,000	7,42
Random	-0,246	-0,324	-0,163	-5,715	0,000	

One of the most important problems that would affect the results in Meta-Analysis is publication bias which results from the publication of positive and statistically significant studies. A publication bias rate over a certain level affects the average calculated effect size by representing it higher than it actually is (Borenstein et al., 2013). To check this publication bias, after the calculation of effect sizes under the fixed effect and random effect models, to determine whether there is a publication bias or not, fail-safe number the actual effect size was calculated through Tau b coefficient, funnel plot graphics, and Classic fail-safe N statistics, and the results are summarised in Table 5. When there is no publication bias, the calculated Tau b coefficient is expected to be close to 1 and the p-value is expected to be insignificant ($p > 0,05$). As presented in Table 5 according to the result calculated in these statistics, in the studies on Psychological Capital and Organizational Cynicism, included in the meta-analysis, there were no publication biases (Tau b=-0,28; $p > 0,05$).

Table 5. Tau b Coefficient Results of Studies Including Psychological Capital – Organizational Cynicism Variables

Kendall's S Statistics (P-Q)	-26,00
Kendall's tau coefficient without continuity correction	-0,28571
The z value for tau	1,42337
P-value (one way)	0,07731
P-value (two way)	0,154463

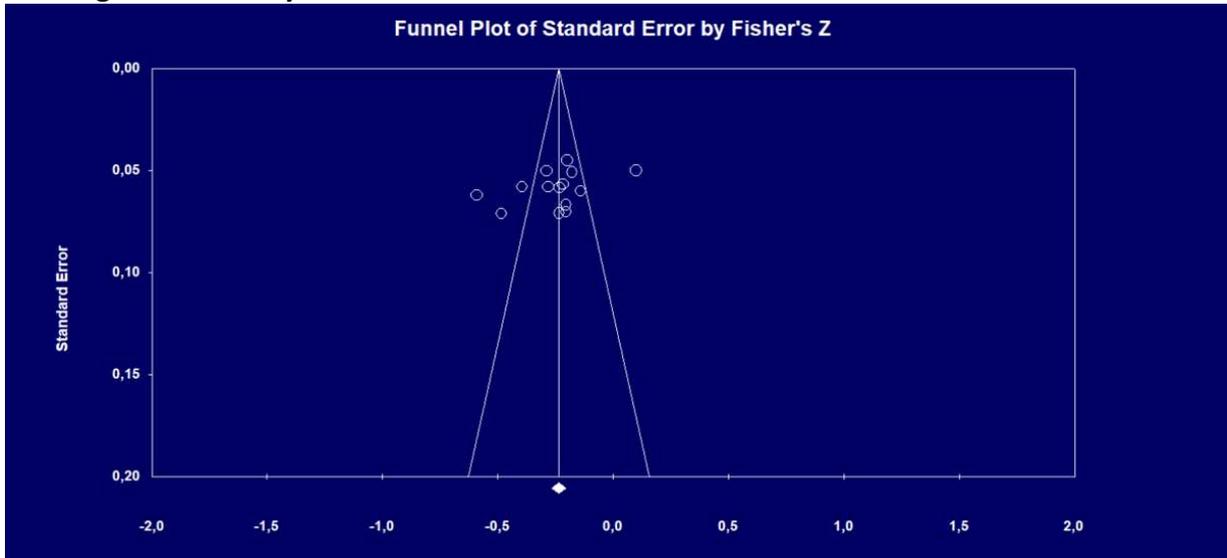
Along with the Tau coefficient, the fail-safe number was calculated through the Classic fail-safe N statistic. As a result of the Fail-Safe Number statistic, the strength of the study and the minimum number of studies that must be included in the analysis for p-value can be bigger than alfa value are attained. (Dinçer, 2014)

Table 6. Fail-Safe Number Values of Studies Including Psychological Capital – Organizational Cynicism Variables as a Result of Classic fail-safe N Statistic.

Z-Value for observed studies	-15,71752
P-Value for observed studies	0,00000
Alpha	0,05000
Tails	2,00000
Z for Alpha	1,95996
Number of observed studies	14,00000
Number of missing studies that would bring p value>alpha (Fail safe number)	887,00000

According to the results presented in Table 6, in the meta-analysis of the studies on the relationship between Psychological Capital and Organizational Cynicism, the p-value is higher than 0,05, and the number of the studies that can make the general effect insignificant is calculated as 887. The impossibility of reaching this number of studies that include the variables of this study, that is to say, the statistical result's having been calculated higher than the number of the studies included in the analysis can also be considered as an indicator that there is no publication bias.

Figure 1. Funnel Chart of the Studies on the Relationship between Psychological Capital and Organizational Cynicism.



Lastly, publication bias was evaluated with a funnel chart that shows the effect size distribution of the studies included in the analysis according to their sample sizes levels, and the results are presented in Figure 1. In funnel chart evaluation, when there is no publication bias, the studies are expected to be scattered symmetrically on both sides of the vertical line that represents the combined effect size of the studies. (Borenstein et al., 2013). As a result

of the evaluation of the funnel chart, it was seen that 14 studies on the relationship between the psychological capital and organizational cynicism were on the upper side of the graphic and close to the combined effect size, and it was concluded that according to the evaluations of Tau b coefficient, fail-safe number and funnel chart statistics the meta-analysis was valid.

7. DISCUSSION

In today's competitive business world, where economic, social, cultural, and technological changes are experienced at a great speed, organizations must be able to maintain their existence by positioning themselves at a level that will distinguish them from their competitors. And to be able to do that, they should be effective in internal processes and make efficient decisions, and as an extension of this understanding, the importance of investing in human resources is increasing day by day. In this respect, the number of studies conducted on the positive organizational behavior approach which is about strengthening the powerful aspects of human resources instead of focusing on its weak spots is increasing. In this study which researched the connection between positive psychological capital situations and organizational cynicism levels of the employees, after the inclusion of positive psychological capital and organization cynicism conceptually, a common conclusion on the relationship of the variables was tried to be drawn by statistically analyzing the results of the studies conducted in Turkey sample between the years 2010 and 2020 through meta-analysis method.

For this purpose, as a result of the literature search carried out with the words Psychological Capital and Organizational Cynicism in Google, Yandex search engines, and electronic databases, 14 studies that match the criteria of inclusion in the analysis were put in meta-analysis process. 6 of these studies are master's thesis (43 %), 2 of them are doctoral dissertations (14 %) and 6 of them are articles (43 %) and their total sample size is 4265 employees.

The following aspects were set as criteria for inclusion in the study;

- Studies must be published between the years 2012 and 2020
- They must be master's thesis and doctoral dissertations that include Turkey samples, or articles and papers published in national/international peer-viewed journals.
- Their sample sizes and the correlation values between main research variables or their subdimensions must be reported.

A heterogeneity test was conducted in the CMA V3 program to determine the model to use in the meta-analysis of the studies that meet the criteria. As a result of this test, the distribution of the effect sizes of studies included in the analysis was heterogeneity and a random effect model was used in the meta-analysis. The fact that the general effect size calculated with a random effect model can be generalized to larger samples makes the data got as a result of the synthesis conducted in this study important in terms of putting forth the relationship between psychological capitals and organizational cynicism levels of the employees representing the sample in the context of Turkey. Publication bias of the studies included in the analysis was tested with Tau b coefficient, funnel chart graphic, and the fail-safe number obtained through Classic fail-safe N statistic, and it was concluded that there was no publication bias in these studies. Results of the studies obtained from the meta-analysis conducted according to the random effect model showed that there is a weak and negative ($r=-0,246$) relationship between psychological capital and organizational cynicism levels of employees in Turkey. Results of the studies conducted in different cultures are presented in Table 7.

Table 7. Correlation Values of Studies on Psychological Capital – Organizational Cynicism Published in International Literature.

USA (Avey et al., 2010)	USA and countries abroad (Avey vd., 2011)	China (Wang et al., 2012)	Egypt (Nafei, 2015)	USA, Nebraska (Stratman and Youssef- Morgan, 2019).	India (Melodia and Vashisht, 2019)
$r = -.44^{**}$	$r = -0,49^{**}$	$r = -0.345^{**}$	$r = -0,531^{**}$	$r = -0,434^{**}$	$r = -0,644^{**}$

As a result of the analysis, it was seen that while the negative and weak relationship between levels of psychological capital and cynicism levels of the employees in Turkey match results of some individual studies conducted in different cultural contexts in the literature, with some studies they differ in terms of the strength of the relationship. When these studies are compared to the 14 studies conducted in Turkey between the years 2012 and 2020, it is seen that in Turkey, the relationship between the psychological capital levels and cynicism levels of the employees is lower (Psychological Capital-Organizational Cynicism= $-0,246$) than in the studies conducted in other countries. While this negative relationship level is weak in Turkey, it is found that this level of relationship is medium in the studies conducted in USA and China, and high in the studies conducted in India and Egypt. It can be argued that this difference is partly due to the fact that the psychological effort and skills of the employees are connected with national cultures, as stated by Rattrie et al. (2020: 177). For this reason, in further studies, it is considered that the results of a meta-analysis conducted on the results of studies on relationships between psychological capital and organizational cynicism levels of employees in the scale of countries would contribute to the clarification of these partial differences. Results obtained from such studies would shed a light on the fact that the psychological capitals of employees are improvable.

On the other hand, it is evaluated that meta-analysis that focuses on the relationship between self-efficacy, optimism, hope, and psychological resilience aspects of psychological capital (Luthans et al. 2006: 388), and cognitive, affective, and behavioral dimensions of organizational cynicism (Dean et al. 1998: 345) would contribute to the

understanding of the relationship between the concepts mentioned on an international level. Undoubtedly, determining the negative and weak relationship levels between psychological capital levels and organizational cynicism levels of the employees in Turkey shows that it is an opportunity for the organizations and directors to create a competitive advantage. It is considered that as suggested by many other researchers (Schunk & Hanson, 1985; Snyder, 1994; Masten & Reed, 2002; Carver & Scheier, 2002; Jackson et al., 2007), psychological capitals of the employees can be used, with the help of different methods, by the organizations and managers to gain competitive advantage through human resources applications such as selection, education, and improvement. In the light of the results obtained, when negative and positive effects of positive psychological capital notion on organizational attitudes are evaluated, it is suggested that the relationship of business processes and working conditions with psychological capital should be evaluated, educational programs should be started to increase positive psychological capitals of employees, and positive feedback approach should be adopted to strengthen the sub-dimensions of psychological capital.

While this meta-analysis study is important for a reinterpretation of the statistical findings obtained about the relationship between psychological capital and organizational cynicism, and reassessment of the findings with a holistic view, it should be considered that there are some limitations of the study when the findings of the study are evaluated. The first limitation of the study is that methodologically this meta-analysis study included only correlational studies and excluded studies in which relationships between different variables are studied but correlation numbers are not reported. Another limitation is that it was not possible to reach the studies on the relationship of different variables but not published yet and that the studies included in the analysis were conducted between the years 2012 and 2020.

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