

INVESTIGATION OF EMPLOYEES' PERCEPTION LEVELS TOWARDS THE STRATEGIC MANAGEMENT PROCESS AND ORGANIZATIONAL CYNISM

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ABSTRACT

The main purpose of this study is to examine the perception levels of employees residing in the Turkish Republic of Northern Cyprus (TRNC) towards strategic management process and organizational cynicism. The population of the study consists of all employees residing in TRNC. The size of the sample consists of 393 people. The data collection tools used in the study include demographic information form, Organizational Cynicism Scale and Strategic Management Scale. SPSS 28 program was used to analyze the data. The findings show that the participants are generally moderately involved in the strategic management process. In the resource dimension, the level of involvement was found to be moderate, while in the environment dimension, this involvement was slightly higher. The general perception of strategic management is distributed in a wide range among the participants and is at a medium level on average. In terms of organizational cynicism perceptions, it was determined that the participants' cognitive, affective, and behavioral cynicism perceptions ranged from low to medium. It was determined that cognitive cynicism and behavioral cynicism perceptions were between low and medium, while affective cynicism perception was at lower levels. The perception of general organizational cynicism is similarly distributed in a wide range and is at a medium level on average.

Key Words: Management, Strategic management, Cynicism, Organizational cynicism.

1. INTRODUCTION

Strategic management is a systematic process developed and implemented to achieve the long-term goals of an organization. This process begins with a comprehensive analysis of the organization's internal and external environment (Özgür, 2004). Internal environmental factors include the organization's resources, capabilities, and cultural dynamics, while external environmental factors include economic, technological, social, and competitive elements. Strategic management determines the vision and mission of the organization in line with these environmental analyses. Then, strategies are developed to achieve the determined long-term goals (Sarvan et al., 2003). Creating strategies helps the organization achieve competitive advantage and determine sustainable growth strategies. In the strategic planning phase, timelines are created, resources are allocated, and the necessary steps to achieve the organization's strategic goals are determined (İlk, 2021). During the implementation process, strategic plans are implemented, the process is managed, and performance is monitored. Finally, feedback is received to evaluate the success of the strategic management process and strategies are revised when necessary. This process allows organizations to adapt to changing conditions and achieve long-term sustainable success (Bayraktar et al., 2020).

Organizational cynicism is the development of a negative, suspicious, or distrustful attitude by employees in an organization about the goals, values or behaviors shown by the leadership within the organization (Kayaalp and Özdemir, 2020). This attitude can often impact issues such as fairness in the workplace, transparency, trust, and the overall management of the workplace. It occurs when employees question certain policies, management decisions or leadership style of the organization and have doubts about these issues. This can often lead to negative consequences within the organization, such as low morale, lack of motivation, and intention to quit. It can reduce employees' perceptual and emotional commitment to their organizations and negatively affect positive work environment factors such as collaboration and innovation. Therefore, it is important to prevent and manage organizational cynicism by understanding the causes of organizational cynicism by management and leadership (Kılıç and Toker, 2020).

Strategic management and organizational cynicism constitute an important research area that has profound effects on the management and employee relations of organizations. The strategic management process includes the planning, implementation, and evaluation process that organizations develop to achieve their long-term goals (Güçlü et al., 2017). This process is directly related to factors such as how much employees embrace the mission and goals of the organization, the extent to which they participate in strategic decision-making processes, and how strategic plans are communicated and implemented. On the other hand, organizational cynicism refers to a situation in which employees develop negative perceptions about elements such as justice, transparency, and trust in leadership within the organization (Aktaş, 2015). Organizational cynicism occurs when employees question workplace policies, management decisions and leadership style, have doubts about these issues, and show negative

emotional reactions resulting from this situation (Özler et al., 2010). In this context, understanding the relationship between employees' perceptions of the strategic management process and their perceptions of organizational cynicism is important to improve organizations' management strategies and employee relations. By examining the relationships between these two factors in depth, research can help organizations develop effective strategies for sustainable success and employee satisfaction.

1.1. Purpose and Importance of the Research

The main purpose of this study is to examine employees' perception levels of the strategic management process and organizational cynicism. It aims to evaluate the effects of the resource dimension, environmental dimension and general strategic management perception, which are different dimensions of the strategic management process, on employees' cognitive, affective and behavioral cynicism and general organizational cynicism levels. Additionally, by analyzing the effects of demographic variables such as gender, marital status, age, education level and professional seniority on strategic management perception and organizational cynicism levels, it aims to reveal what role these factors play in the workplace. This research addresses important issues in the workplace by focusing on the strategic management process and perceptions of organizational cynicism. In terms of Management and Leadership Practices, the effectiveness of the strategic management process can directly impact overall management and leadership practices in the workplace. The research can guide managers on how to manage strategic management processes more effectively.

1.2. hypotheses

In this research, answers were sought to the following questions:

H1 : There is a relationship between the strategic management process and organizational cynicism

H2 : Strategic management process has an effect on the perception of organizational cynicism

1.3. Assumptions

It is assumed that research participants give their answers to the scale questions sincerely.

1.4. Limitations

Research:

- With research participants,
- With the scale questions used in the research,
- Restricted to employees residing in TRNC.

1.5. Definitions

Management: It is the process of planning, organizing, directing, coordinating, and controlling the resources of an organization or a business (Çelik and Şimşek, 2013).

Strategic management: It is the process of determining the long-term goals of an organization, developing strategies to achieve these goals, implementing these strategies, and evaluating the results (Aktaş, 2015).

Cynicism: It is a term used to express a negative and critical attitude or way of thinking within an organization (Balay et al., 2013).

Organizational cynicism: It refers to the situation in which employees in an organization develop and express a negative attitude towards their institution (Özler et al., 2010).

2. Conceptual Framework

2.1. Strategic Management

Strategic management is a management approach used to determine the long-term goals of an organization, develop, and implement the strategies necessary to achieve these goals, and monitor and evaluate these processes. This process aims to enable the organization to gain competitive advantage and achieve sustainable growth by analyzing its internal and external environment. Strategic management ensures the creation of strategic plans in line with the vision and mission of the organization and the effective implementation of these plans (Kaygın and Kavak, 2017).

The main purpose of strategic management is to ensure that an organization is successful in a competitive and dynamic business environment and to support it in achieving its long-term goals. The main purpose of strategic management is to play a guiding role by using the strategic management process to ensure and maintain the long-term success of an organization (Kerse and Karabey, 2017):

Environmental Analysis: Analyzes the internal and external environment of the organization and determines its strengths, weaknesses, opportunities, and threats. Environmental analysis is one of the basic stages of strategic management and helps an organization make strategic decisions by evaluating both its internal and external environment. This process aims to identify the strengths, weaknesses, opportunities, and threats of the

organization. In external environmental analysis, comprehensive elements such as economic, political, social, technological, environmental, and legal factors (PESTEL analysis) are examined (Gökyer and Türkoğlu, 2018).

Goal Setting: Determines long-term goals in accordance with the vision and mission of the organization. Goal setting is a critical phase of strategic management and plays a guiding role in the long-term success of the organization. In this process, concrete and achievable goals are defined in line with the vision and mission of the organization. Goals clearly reveal which direction the organization wants to go and what it aims to achieve (Dağyar and Kasalak, 2018).

Strategy Development: Creates the necessary strategies and plans to achieve the determined goals. Strategy development is one of the central stages of strategic management and involves creating the strategies necessary to achieve the goals set by the organization (Yahyaoğlu and Yinal, 2024). This process analyzes the organization's internal and external environment, enabling it to make the best use of its strengths, improve its weaknesses, evaluate opportunities, and take precautions against threats (Büyükoztürk et al., 2018).

Implementation: Allocates resources and implements action plans to implement strategies. Implementation refers to the process of implementing strategic management and implementing strategies in the real world. This stage determines how the predetermined strategies will be implemented in practice and what the results will be. The implementation process includes allocating the organization's resources correctly, focusing the staff on strategic goals, and managing operational processes in accordance with these goals (Bağcı, 2018).

Evaluation and Control: Monitors the effectiveness of strategies, evaluates performance, and takes corrective measures when necessary. Evaluation and control constitute the final stage of strategic management and evaluate the extent to which the organization has achieved its strategic goals and the effectiveness of the strategies. It is achieved by using predetermined performance criteria and determines how close the strategic goals are (Yücel and Çetinkaya, 2017).

2.2. Organizational Cynicism

Organizational cynicism can be defined as the lack of trust, discontent, and negative attitudes of employees within an organization towards the organization. This situation has various importance for both individuals and organizations. First, organizational cynicism can negatively affect employees' motivation and job performance. Cynical thoughts and attitudes can reduce employees' commitment to their jobs and therefore reduce job satisfaction. Decreased job satisfaction can lead to decreases in productivity and work quality. Organizational cynicism can also negatively affect intra-organizational communication and collaboration. As employees' trust in the organization decreases, collaboration and teamwork may become difficult. This situation may prevent the organization from achieving its goals and negatively affect its overall performance (Sezgin, Tolay, & Sürgevil, 2016).

Organizational cynicism has three dimensions.

1. Cognitive Dimension: The cognitive dimension constitutes the first dimension of organizational cynicism. This dimension reflects employees' opinions about their own organizations and generally expresses an approach that their organizations are dishonest. Honesty refers to the soundness and integrity of ethical principles (Kalağan, 2009):

2. Emotional Dimension: The emotional dimension constitutes the second dimension of organizational cynicism. In this dimension, the ways in which employees respond emotionally to their organizational experiences and relationships are examined. The emotional dimension of organizational cynicism includes the positive or negative emotions that employees feel in their relationships with their organizations. (Özkalp and Kirel, 2005).

3. Behavioral Dimension: The behavioral dimension constitutes the third dimension of organizational cynicism. In this dimension, employees exhibit negative behavior towards the organization and transform their attitudes into concrete actions. This dimension of organizational cynicism involves employees displaying a critical and cynical attitude towards their organizations (Dean et al., 1998).

3. RESEARCH METHODS AND FINDINGS

3.1. Research Method

This study is quantitative research. Quantitative research is research conducted through the collection, analysis, and interpretation of numerical data. This type of research is used to obtain numerical data on a particular topic, understand relationships, discover patterns, or test hypotheses. Quantitative research usually begins with data collection using large samples. Data can be collected through methods such as surveys, scales, observations, or existing databases. The collected data is analyzed with statistical methods and the results are expressed numerically. These results often allow generalizations to be made and research questions or hypotheses to be tested (Çaparlar and Dönmez, 2016).

3.1.1. Population and Sample

The population of the research consists of employees residing in TRNC. The sample was selected by easily accessible sampling method. In this method, individuals or units included in the sample are not selected randomly;

instead, individuals or groups that the researcher can easily access, reach, or contact are included in the study. The easily accessible sampling method is generally preferred because it is less demanding in terms of time and cost. For example, a researcher can collect samples from people in his own environment or employees in an organization (Baltacı, 2018). In this context, it was planned to include 400 people in the study, but 393 of the distributed surveys were put into practice.

3.1.2. Data Collection Tools

Data in the research are demographic information form; It was collected with the Organizational Cynicism Scale and the Strategic Management Scale.

In the demographic information form, participants were asked about gender, age, marital status, and education level.

Strategic Management Scale, developed by Kayar Çelik (2019), is an important tool used to measure and evaluate the strategic management process in businesses. The scale is designed for participants to evaluate the understanding, practices, and effects of strategic management in the business. The third part of the scale consists of 22 questions in total. The first 11 questions are aimed at measuring the internal dynamics of the business and the effects of strategic management. Through these questions, the capacity of strategic management to identify strengths and weaknesses within the business, produce solutions to problems and ensure effectiveness/increase is evaluated. The other questions 12-22 of the scale aim to analyze the external environment of the business, market conditions and competitive environment.

Organizational Cynicism Scale (OSS) was developed by Brandes, Dhalwadkar and Dean and adapted into Turkish by Kalağan. This scale was used to determine the organizational cynicism levels of white-collar employees in the sports sector. The validity and reliability of the scale were determined as $\alpha = 0.93$. The scale consists of three sub-dimensions: cognitive, affective, and behavioral. The cognitive dimension contains 5 items (1, 2, 3, 4, 5), the affective dimension contains 4 items (6, 7, 8, 9), and the behavioral dimension contains 4 items (10, 11, 12, 13). Each item was scaled on a 5-point Likert type to determine the participant's level of organizational cynicism: (1) "Strongly Disagree", (2) "Disagree", (3) "Somewhat Agree", (4) "Agree", and (5) "I Completely Agree". The highest score in this scale is 65 and the lowest score is 13, and it is used to determine the participants' perception of organizational cynicism. In the study, the Cronbach Alpha internal consistency coefficient of the scale was calculated as $\alpha = 0.95$, which shows that the internal consistency of the scale is high and there is a strong relationship between the items.

In this study, Cronbach's Alpha values of both scales are quite high, meaning the internal consistency of the scales is strong. In particular, the Strategic Management Scale's Cronbach's Alpha value of 0.95 shows that the item contents of the scale are compatible with each other and that this scale can be used reliably. The value of 0.89 of the Organizational Cynicism Scale also provides a very high level of reliability.

3.1.3. Analysis of Data

SPSS 28 program was used to analyze the data collected in the study and normality analysis was first performed. Skewness (0.267) and kurtosis (-0.856) values for the Strategic Management Scale are within the accepted limits for skewness ($0.267 < 1.5$), but close to the limit for kurtosis but not exceeding the limits ($-0.856 > -1.5$). In this case, although there is a limited deviation in terms of kurtosis, it can be said that it is generally close to normal distribution. In this case, although a significant deviation is observed for the scale in terms of skewness, it can be said that it is closer to the normal distribution in terms of kurtosis. Parametric tests were used in the study because they give more reliable results when the data has a normal distribution or is close to a normal distribution. These tests; They are listed as t-test, ANOVA, Pearson correlation analysis.

3.2. Findings of the Research

Table 1. Demographic Information

		n	%
Gender	Woman	206	52.4
	Male	187	47.6
marital status	Married	178	45.3
	Single	215	54.7
Age	22-30 years old	72	18.3
	31-45 years old	127	32.3
	46 -55 years old	96	24.4
	56 and above	98	24.9

education level	High school	159	40.5
	Licence	174	44.3
	Master's Thesis/PhD	60	15.3
professional seniority	less than 2 years	72	18.3
	3-5 years	21	5.3
	6-10 years	176	44.8
	11-15 years	91	23.2
	more than 16 years	33	8.4
Total		393	100.0

When the gender distribution of the participants was examined, it was seen that 52.4% of the participants were women compared to 47.6% of the men. In terms of marital status, 45.3% of the participants are married while 54.7% are single. The age distribution is considered in four different categories: 18.3% between 22-30 years old, 32.3% between 31-45 years old, 24.4% between 46-55 years old and 24.9% is aged 56 and over. According to education level, 40.5% of the participants are high school graduates, 44.3% are undergraduate graduates, and 15.3% are master's or doctoral level. In terms of professional seniority, the participants were divided into different groups: 18.3% with less than 2 years of seniority, 5.3% with 3-5 years, 44.8% with 6-10 years, 23.2% with 11-15 years of seniority. 15 years and 8.4% have more than 16 years of professional seniority.

Table 2. Employees' Perception Levels towards the Strategic Management Process and Organizational Cynicism

	Min.	Max.	Cover.	Ss.
Source size	10.00	39.00	21.7837	7.70314
Perimeter size	12.00	48.00	24.2723	9.91750
strategic management	22.00	86.00	46.0560	17.10612
Cognitive Cynicism	5.00	21.00	11.1501	4.38462
Affective Cynicism	4.00	18.00	8.3690	3.58764
Behavioral Cynicism	4.00	20.00	10.6005	3.47156
Organizational Cynicism	13.00	57.00	30.1196	10.78540

Strategic Management Process:

- Source dimension: The participation level varies between 10 and 39, and the average participation level was found to be 21.7837 (Sd = 7.70314). This shows that the level of participation of employees in the strategic management process in the resource dimension is generally at a medium level.
- Environmental dimension: The participation level varies between 12 and 48, and the average participation level was determined as 24.2723 (Sd = 9.91750). This shows that participation in the strategic management process in the environmental dimension is slightly higher than in the resource dimension.
- General Strategic Management: The participation level varies between 22 and 86, and the average participation level is determined as 46.0560 (Sd = 17.10612). This shows that participation in the overall strategic management process is widely dispersed and, on average, moderate.

Organizational Cynicism:

- Cognitive Cynicism: The perception level varies between 5 and 21, and the average perception level was found to be 11.1501 (Sd = 4.38462). This suggests that the perception of cognitive cynicism is low to moderate.
- Affective Cynicism: The perception level varies between 4 and 18, and the average perception level was found to be 8.3690 (Sd = 3.58764). This shows that the perception of affective cynicism is generally low.
- Behavioral Cynicism: The perception level varies between 4 and 20, and the average perception level is determined as 10.6005 (Ss = 3.47156). This suggests that the perception of behavioral cynicism is low to moderate.
- General Organizational Cynicism: The perception level varies between 13 and 57, and the average perception level was found to be 30.1196 (Sd = 10.78540). This shows that the general perception of organizational cynicism is distributed over a wide spectrum and is at a moderate level on average.

The results show that employees' participation levels in the strategic management process are generally at a medium level and their perception of organizational cynicism varies between low and medium. These data can help organizations identify potential areas of intervention to improve strategic management processes and perceptions of cynicism.

The results of the Correlation Analysis conducted in the study to test the hypothesis "H₁: There is a relationship between the strategic management process and organizational cynicism" are given in Table 15.

Table 3. Relationship Between Strategic Management Process and Organizational Cynicism (Correlation Analysis)

		Cognitive Cynicism	Affective Cynicism	Behavioral Cynicism	Organizational Cynicism
Source size	r	.625 **	.515 **	.316 **	.527 **
	p.	0.000	0.000	0.000	0.000
Perimeter size	r	.712 **	.667 **	.412 **	.644 **
	p.	0.000	0.000	0.000	0.000
strategic management	r	.694 **	.619 **	.381 **	.611 **
	p.	0.000	0.000	0.000	0.000

The relationships between employees' perceptions of the strategic management process and their perceptions of organizational cynicism were examined. In this context, the strategic management process was discussed in three dimensions and the correlations of each dimension with the four sub-dimensions of organizational cynicism were evaluated. The findings are as follows:

The Relationship Between Resource Dimension and Organizational Cynicism:

- Cognitive Cynicism: $r = 0.625$, $p = 0.000$. This indicates a positive and strong relationship between source size and cognitive cynicism.
- Affective Cynicism: $r = 0.515$, $p = 0.000$. There is a positive and moderately strong relationship between resource dimension and affective cynicism.
- Behavioral Cynicism: $r = 0.316$, $p = 0.000$. There is a positive and weak relationship between resource size and behavioral cynicism.
- Organizational Cynicism: $r = 0.527$, $p = 0.000$. In general, there is a positive and moderately strong relationship between resource dimension and organizational cynicism.

The Relationship Between the Environmental Dimension and Organizational Cynicism:

- Cognitive Cynicism: $r = 0.712$, $p = 0.000$. This shows that there is a positive and very strong relationship between the environmental dimension and cognitive cynicism.
- Affective Cynicism: $r = 0.667$, $p = 0.000$. There is a positive and strong relationship between the environmental dimension and affective cynicism.
- Behavioral Cynicism: $r = 0.412$, $p = 0.000$. There is a positive and moderately strong relationship between the environmental dimension and behavioral cynicism.
- Organizational Cynicism: $r = 0.644$, $p = 0.000$. In general, there is a positive and strong relationship between the environmental dimension and organizational cynicism.

The Relationship Between General Strategic Management and Organizational Cynicism:

- Cognitive Cynicism: $r = 0.694$, $p = 0.000$. This indicates a positive and very strong relationship between overall strategic management and cognitive cynicism.
- Affective Cynicism: $r = 0.619$, $p = 0.000$. There is a positive and strong relationship between general strategic management and affective cynicism.
- Behavioral Cynicism: $r = 0.381$, $p = 0.000$. There is a positive and moderately strong relationship between general strategic management and behavioral cynicism.
- Organizational Cynicism: $r = 0.611$, $p = 0.000$. In general, there is a positive and strong relationship between strategic management and organizational cynicism.

These results show that the way the strategic management process is perceived is significantly related to levels of organizational cynicism. It appears that both the resource and environmental dimensions of the strategic management process are effective on the cognitive, affective and behavioral dimensions of organizational cynicism. These findings suggest that improving strategic management processes may play an important role in reducing organizational cynicism.

In the study, the results of the Regression Analysis performed to test the hypothesis "H₂: Strategic management process has an effect on the perception of organizational cynicism" are given in Table 16.

Table 4. Effect of Strategic Management Process on the Perception of Organizational Cynicism (Regression Analysis)

	Unstandardized Coefficients		Standardized Coefficients		
	B.	Std. Mistake	Beta	t	p.
Still	21,992	1,860		11,826	0.000
Affective Cynicism	-8.355	1,004	-1.752	-8.323	0.000
Behavioral Cynicism	-7.695	0.609	-1,562	-12,631	0.000
Organizational Cynicism	5,829	0.476	3,675	12,242	0.000
	F	p.	R.	R2	
	168,254	,000b	,752	0.565	

This regression analysis examines how affective, behavioral, and organizational cynicism perceptions affect employees' perceptions of the strategic management process. The findings reveal that strategic management perception is significantly associated with affective cynicism (-1.752), behavioral cynicism (-1.562) and organizational cynicism (3.675). Increases in affective and behavioral cynicism perceptions increase employees' negative perceptions of the strategic management process, while increases in organizational cynicism perceptions increase positive perceptions of the strategic management process. These results emphasize the importance of managers' efforts to reduce the perception of organizational cynicism and make employees evaluate the strategic management process more positively. The high R² value (0.565) obtained in the analysis shows that the model is powerful in explaining strategic management perception and that the independent variables used explain a large part of the total variance. In this context, the necessity of effectively managing strategic management processes in workplaces and supporting employees' perceptions by management comes to the fore.

4. CONCLUSION AND RECOMMENDATIONS

This study reveals that employees' participation levels in the strategic management process are generally at a medium level and their perception of organizational cynicism varies between low and medium. Various levels of variation have been observed among employees in their participation in different aspects of the strategic management process. The level of participation in the resource dimension is at a medium level, and it is seen that this participation is slightly higher in the environmental dimension. Participation in the general strategic management process shows a wide distribution and is at a medium level on average. In terms of organizational cynicism dimensions, it has been determined that cognitive, affective, and behavioral cynicism perceptions vary between low and medium. It was determined that the perceptions of cognitive cynicism and behavioral cynicism were between low and medium, while the perception of affective cynicism was at lower levels. The general perception of organizational cynicism varies in a wide range and is at a medium level on average.

The research examined the strategic management process in terms of the resource dimension, the environmental dimension and in general, and evaluated the relationships between these dimensions and the levels of cognitive, affective, and behavioral cynicism and organizational cynicism in the workplace. Firstly, analyzes between the resource dimension and organizational cynicism revealed that there are positive relationships between the perception of resources and cognitive, affective, and organizational cynicism. A strong perception of the resource dimension contributed to employees developing negative thoughts about the organizational structure. Similarly, in environmental dimension analyses, strong relationships were detected between the perception of environmental conditions and cognitive, affective, and organizational cynicism. Proper understanding of environmental factors has influenced employees' attitudes towards organizational arrangements in the workplace. The general perception of strategic management reflected a significant relationship between cognitive, affective, and behavioral cynicism in the workplace and organizational cynicism. How the strategic management process is generally perceived has been decisive in shaping employees' positive or negative behaviors and thoughts at work.

These findings demonstrate how strategic management processes can influence organizational cynicism in the workplace and therefore how managers can improve strategic management practices. Supporting employees' perceptions of the strategic management process and strengthening communication can play a critical role in reducing organizational cynicism. In conclusion, this study makes an important contribution to understanding how strategic management processes can influence perceptions between management and employees.

At the end of the research, the following recommendations were developed:

- It is important to encourage greater employee participation in strategic management processes. This can be achieved by involving them in strategic planning processes and soliciting their opinions. Managers should encourage employees to evaluate their perspectives and contribute to strategic planning.
- Strategic goals and plans need to be communicated to employees clearly and consistently. Effective use of communication channels will provide employees with access to up-to-date information on strategic processes.
- Training and development opportunities should be provided to ensure that employees understand strategic management processes and develop the skills to contribute to these processes. Strategic planning, analysis and interpretation skills are especially important in this context.
- Open and fair labor policies should be established to reduce organizational cynicism. Maintaining a sense of justice and making transparent and consistent decisions by managers can increase employee motivation and organizational commitment.
- It is important to consider the impact of demographic factors such as gender, marital status, age, education level and professional seniority on strategic management processes. It would be useful to understand the effects of these factors on perceptions in the workplace and develop appropriate policies where necessary.
- Continuous feedback mechanisms should be established to evaluate the effectiveness of strategic management processes. Regularly including employees' experiences and opinions will ensure continuous improvement of processes.

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