EXAMINING THE RELATIONSHIP BETWEEN ORGANIZATIONAL COMMITMENT AND ORGANIZATIONAL CYNICISM OF PRIVATE SECTOR EMPLOYEES IN NORTHERN CYPRUS

Su EVSAL
209609398@std.akun.edu.tr

Assoc. Prof. Dr. Azmiye YINAL
azmiye.yinal@akun.edu.tr

ABSTRACT

The purpose of this study is to examine the relationship between organizational cynicism and organizational commitment levels of private sector employees in the Turkish Republic of Northern Cyprus (TRNC). The research was designed as a quantitative study and conducted with the relational survey method. The population of the study consisted of private sector employees residing in TRNC, and the sample group was determined by simple random sampling method. The sample group consisting of 386 participants selected by this method ensured the representativeness of the research. Within the scope of the research, two different scales were used to measure the organizational cynicism and organizational commitment levels of white-collar employees working in the sports sector. Data analysis was carried out using SPSS Statistics 22.0 program (IBM, 2022).

As a result of the analyses, while there was no significant difference between organizational cynicism and its sub-dimensions in terms of marital status, it was determined that the cognitive cynicism levels of married participants were higher than single participants. According to professional experience, especially the cynicism levels of employees with 6-10 years of experience are significantly different from the other groups. In the analysis according to the length of service, significant differences were found between certain groups in cognitive cynicism and emotional commitment dimensions. Correlation analyses revealed that cynicism and commitment dimensions showed positive relationships among themselves, but there was no significant relationship between cynicism and commitment. According to regression analysis, organizational cynicism had no significant effect on organizational commitment.

Key Words: Cynicism, Organizational Cynicism, Commitment, Organizational Commitment.

1. INTRODUCTION

1.1. Problem Status

Organizational cynicism is an attitude shaped by employees' negative feelings, thoughts and behaviors towards the organization (Kalağan and Güzeller, 2010). This concept usually stems from distrust towards the organization's values, policies and leadership style. As a result of injustices, lack of communication, inconsistent practices or unethical behaviors within the organization, employees may perceive the organization as insincere and prioritize their personal interests (Aslan and Terzi, 2023). Over time, this perception leads employees to lose faith in the organization's goals and processes. Organizational cynicism is generally addressed in three dimensions: cognitive dimension (negative thoughts towards the organization), emotional dimension (feelings such as anger and disappointment towards the organization) and behavioral dimension (criticizing the organization, passive resistance or alienation from work). This attitude negatively affects employees' job satisfaction, motivation and organizational commitment, while also endangering the organization's efficiency and long-term success (Balay et al., 2013).

Organizational commitment refers to the level of emotional, cognitive and behavioral commitment of employees to the organization they work for. This concept is associated with the employee's identification with the organization, adoption of the organization's values, and desire to contribute to the organization's achievement of its goals (Tamer & Bük, 2020). Organizational commitment is generally addressed in three dimensions: emotional commitment (feeling of love and belonging to the organization), continuance commitment (commitment sustained due to the material and moral benefits of staying in the organization), and normative commitment (seeing staying in the organization as a responsibility or moral obligation). A high level of organizational commitment increases employees' job satisfaction, reduces absenteeism and turnover rates, and positively affects the overall performance of the organization (Boz et al., 2021).

There is generally an inverse relationship between organizational cynicism and organizational commitment. As employees' distrust of the organization, perception of injustice, and insincerity increase, organizational cynicism increases, which negatively affects organizational commitment. The feeling of cynicism reduces employees' emotional attachment to the organization, their desire to contribute to the organization's goals, and their sense of responsibility (Aslan & Terzi, 2023). In particular, emotional commitment is the dimension most affected by organizational cynicism, reducing employees' level of identification with the organization. However, continuance and normative commitment dimensions may also weaken under the influence of cynicism, because employees may see staying in the organization as an obligation or habit, but their motivation and job satisfaction may decrease.

Therefore, reducing organizational cynicism is critical to strengthening employees' commitment and supporting the organization's sustainable success (Yücel & Çetinkaya, 2015).

1.2. Purpose of the Research

The purpose of this research is to examine the relationship between organizational cynicism and organizational commitment levels of private sector employees. In the research, the effects of cognitive, affective and behavioral dimensions of organizational cynicism on the emotional, continuation and normative sub-dimensions of organizational commitment were evaluated. The relationships between the demographic characteristics of the employees (gender, age, marital status, education, professional experience, position in the sector and working hours) and these two concepts were discussed.

1.3. Importance of the Research

Organizational cynicism and commitment are critical concepts that directly affect employee motivation, workforce productivity, and organizational success. High levels of organizational cynicism can negatively affect employee commitment and threaten the performance and sustainability of businesses. In this context, the research aims to both understand the emotions and behaviors of employees and contribute to the development of organizational strategies. With its focus on private sector employees in the TRNC, it will fill an important gap by providing a new perspective to the limited literature. The results are thought to be a valuable guide for human resources management and organizational practices .

1.4. Hypotheses

H1: There is no significant relationship between the marital status of the participants and organizational cynicism and its sub-dimensions.

H2: There is a significant relationship between the professional experience of the participants and organizational cynicism and its sub-dimensions.

H3: There is a significant relationship between the participants' working duration and organizational cynicism and its sub-dimensions.

H4: There is a significant relationship between the participants' working duration and organizational commitment and its sub-dimensions.

H5: There is a positive relationship between organizational cynicism dimensions.

H6: There is a positive relationship between organizational commitment dimensions.

H7: There is no significant relationship between organizational cynicism dimensions and organizational commitment dimensions.

H8: Organizational cynicism has no effect on organizational commitment.

1.5. Definitions

Organizational Cynicism: Negative attitudes and beliefs of employees towards their organizations. This concept consists of cognitive, emotional and behavioral dimensions (Balay et al., 2013) .

Organizational Commitment: It is the level of commitment and identification that employees feel towards the organization they work for. This commitment is addressed through emotional, continuance and normative commitment dimensions (Yücel and Çetinkaya, 2015) .

Emotional Cynicism: Negative emotions and prejudices that employees feel towards their organizations (Treadway et al., 2015) .

Cognitive Cynicism: Negative beliefs and thoughts of employees towards their organizations (Brockner, 2002).

Behavioral Cynicism: The way employees put their negative attitudes towards the organization into action (e.g. sarcastic behavior, passive resistance) (Abraham, 2000).

Emotional Commitment: Employees' emotional attachment to the organization and feeling that they are a part of the organization (Tamer & Bük, 2020) .

Continuance Commitment: The level of commitment that emerges as a result of employees' evaluation of the cost of leaving their organization (Meyer and Allen, 1997) .

Normative Commitment: It is the moral responsibility and commitment that employees feel towards their organizations (Boz et al., 2021) .

2. CONCEPTUAL FRAMEWORK

2.1. Organizational Commitment

Organizational commitment is a concept that describes the psychological attachment and loyalty an employee feels toward an organization. It is a reflection of the internal bond employees feel toward the organization's goals, values, and culture. Organizational commitment is not only about an employee's love of their job, but also their commitment to their job, workplace relationships, and alignment with organizational values. An employee's level of organizational commitment can affect their sense of belonging to the organization, their performance at work,

and their overall motivation. High organizational commitment enables employees to work with greater motivation, contribute voluntarily to their jobs, and reduce turnover rates (Meyer & Allen, 1997).

Organizational commitment is usually examined in three main dimensions: affective commitment, continuance commitment, and normative commitment. Affective commitment is the emotional bond that an employee feels towards his/her organization. The employee feels a deep connection to the organization's goals, values, and culture. Affective commitment is directly related to job satisfaction and positive experiences at work. An emotionally committed employee approaches his/her job with high motivation and voluntarily contributes to the organization's success. Continuance commitment is the employee's decision to stay with the organization, usually in order to prevent economic and personal losses. This type of commitment occurs when the employee's departure from the organization is costly or when other alternative job opportunities are limited. Continuance commitment can make organizational loyalty feel like an obligation. Normative commitment is related to employees' sense of ethical and moral responsibility towards their organization. This dimension develops with the employee's sense of gratitude and responsibility towards the organization and is usually linked to the resources and support provided by the organization (Allen and Meyer, 1990). Organizational commitment is of great importance for organizations. Employees with high levels of commitment increase their performance at work, show less absenteeism at work, and have lower turnover rates. Organizational commitment allows employees to focus on the long-term goals and vision of the organization. When employees work in harmony with the values of the organization, they can achieve more effective and productive results (Porter et al., 1974).

The concept of organizational commitment was first defined by Mowday, Steers, and Porter (1979). In this definition, organizational commitment includes individuals' loyalty to the organization, their identification with the organization, and their commitment to organizational goals. Allen and Meyer (1990) discussed the concept of organizational commitment in three different dimensions: affective commitment, continuing commitment, and normative commitment. While affective commitment refers to individuals' emotional ties to the organization, continuing commitment stems from individuals' perceptions of the cost of leaving the organization. Normative commitment is a type of commitment in which employees consider staying in the organization as a social and ethical obligation. Many studies conducted on these theoretical foundations have shown that organizational commitment leads to important business outcomes. Organizational commitment can increase job performance, increase employee satisfaction, and reduce rates of leaving the organization. Allen and Meyer (1990) developed a comprehensive model on organizational commitment. In this model, organizational commitment consists of three different components: affective commitment, continuing commitment, and normative commitment. According to their studies, affective commitment is associated with stronger job satisfaction and job performance, while continual commitment is associated with greater rates of leaving the organization.

Meyer and Herscovitch (2001), in their study on organizational commitment, examined how commitment plays a role in organizational change processes. This study examined how employees respond to changes in their organizations and how their commitment affects these processes. The findings of the study revealed that emotional commitment has a significant effect on employees' adaptation to changes in change processes.

Solinger, van Olffen, and Roe (2008) investigated the effects of organizational commitment on workplace behaviors. In this study, it was emphasized that organizational commitment levels are an important factor in increasing employees' participation in their jobs and job satisfaction. It was stated that organizational commitment reduces employees' intentions to leave the organization and increases cooperation within the organization. The results of the study show that organizational commitment has a strong effect on workplace behaviors and that organizations should develop various strategies to increase employee commitment. Riketta (2008) conducted a meta-analysis study examining the effect of organizational commitment on employees' job performance. The study shows that emotional commitment has a positive effect on employees' job performance. It was found that there is a negative relationship between emotional commitment and turnover rates, and as the level of organizational commitment increases, employees' loyalty to their organizations also strengthens. Kuvaas and Buch (2016) examined the relationship between organizational commitment and employee motivation. The study found that employees' emotional commitment to the organization is a factor that increases their job motivation. It has been observed that employees' commitment to the organization contributes to their higher job performance and their staying in the organization for longer periods of time.

2.2. Organizational Cynicism

Organizational cynicism is a concept that refers to the negative, sarcastic, and skeptical attitudes of individuals and groups toward the organizational environment. This concept is closely related to the dissatisfaction and distrust that employees feel toward managers, organizational policies, and work processes. The level of cynicism employees have toward the organization can affect the general atmosphere of the organization, work efficiency, and employee commitment. Organizational cynicism can generally result from organizational injustice, leadership errors, inadequate communication, and organizational change processes. In an environment where cynicism is high, employees negatively shape their expectations from management and other coworkers, and can weaken cooperation and communication within the organization (Dean et al., 1998). Organizational cynicism means that

employees have negative feelings toward the institution and management they work for, exhibit skeptical attitudes, and express these feelings both verbally and behaviorally (Dean et al., 1998). This concept is increasingly gaining interest in the organizational behavior literature. Particularly global competition, change management and the decrease in the commitment of employees to the organization make the causes and results of organizational cynicism important. According to the definition made by Dean, Brandes and Dharwadkar (1998), organizational cynicism is a negative general attitude of an individual towards his/her organization. This attitude consists of three components: cognitive, emotional and behavioral components. While the cognitive component includes negative beliefs towards the organization, the emotional component includes negative emotional reactions. The behavioral component refers to the reflection of these negative attitudes on behaviors (Abraham, 2000).

Many factors can be effective in the emergence of organizational cynicism. Among these, organizational injustice, poor leadership practices, and low organizational support are prominent. When organizations feel that their employees are evaluated fairly and are provided with equal opportunities, they contribute to the prevention of cynicism. Negative factors such as unfair practices and discrimination undermine employees' sense of trust and can increase the level of cynicism. Poor management and leadership styles can be counted among the factors that undermine employees' trust in the organization and create cynicism. Employees' perception of their managers' decisions and behaviors as manipulative or self-interested can feed organizational cynicism (Scott and Judge, 2009). There are various reasons that lead to the formation of organizational cynicism. These include factors such as the perception of injustice, lack of leadership, communication problems, workload, and job security concerns (James, 2005). In particular, the perception of injustice undermines employees' trust in their organizations and leads to cynicism. The decrease in employees' trust in managers and the institution causes these negative feelings to increase (Andersson & Bateman, 1997).

Organizational cynicism has many negative effects on individuals and organizations. At the individual level, organizational cynicism reduces employees' job satisfaction and motivation, and increases feelings of burnout (Chiaburu, Peng, Oh, Banks, & Lomeli, 2013). At the organizational level, it increases employee turnover, decreases productivity, and reduces organizational commitment (Reichers, Wanous, & Austin, 1997). Reducing organizational cynicism is possible by creating a positive work environment in organizations. Effective leadership, open and honest communication, fair management practices, and employee participation in decision-making processes play an important role in reducing cynicism (Gouldner, 1960).

Responding to employees' emotional needs and appreciating them are effective strategies to prevent cynicism (Wilkerson, Evans, & Davis, 2008). Organizational cynicism is not only dependent on individual and organizational factors, but is also affected by cultural and social dimensions. In particular, social norms can shape employees' attitudes and behaviors at work. In some societies, a skeptical and critical attitude is more widely accepted at work, while in other societies such behaviors are not welcomed (Erdogan, Liden, & Kraimer, 2006). Cultural differences are an important factor in understanding the causes and consequences of organizational cynicism.

Today, digitalization has greatly changed the communication and management processes in organizations. It has also had an impact on organizational cynicism. In particular, the widespread use of digital communication tools allows employees to express their complaints more easily and quickly (Tarafdar, Cooper, & Stich, 2019). It is also stated that digitalization can increase the sense of distance and alienation among employees and foster organizational cynicism. Organizational cynicism has significant effects on organizational performance. Cynicism can negatively affect employee motivation because cynicism is often associated with alienation from the organization. This can weaken employees' commitment to their duties and their attitudes toward their jobs. Employees often ignore the values and goals within the organization, causing them to be less productive in their work processes. Organizational cynicism can also lead to conflicts and lack of cooperation among employees. An organization with a high level of cynicism may have difficulty creating a healthy communication and teamwork environment (Treadway et al., 2015).

Managing organizational cynicism is a process that requires a careful approach from leaders and managers. In order to prevent and reduce cynicism, it is important for organizations to develop transparency, fair management, and effective communication strategies. When employees are provided with fair evaluation processes and equal opportunities, they trust their organizations more. Sincere and open communication by leaders can reinforce employees' sense of trust. Another important element in managing organizational cynicism is to respect employees' psychological needs and support their personal development. When employees feel valued, they can more easily overcome their feelings of organizational cynicism (Brockner, 2002).

3. METHOD OF THE RESEARCH
3.1. Research Model
This research was designed as a quantitative study and was conducted using the relational screening method. The relational screening method is a research design that aims to examine the level and direction of the relationship between variables. In this context, data were collected systematically and possible relationships between variables were evaluated with statistical analyzes (Karasar, 2012).

In line with the main purpose of the research, the relationships between organizational cynicism, perception of justice and organizational commitment were examined in detail using data obtained from private sector employees residing in the TRNC. This method used allowed for a comprehensive analysis of the connections between the variables and increased the scientific accuracy and reliability of the research. In this way, the results obtained provided significant contributions in both theoretical and practical contexts.

3.2. Universe and Sample

The universe of this study consisted of private sector employees residing in the Turkish Republic of Northern Cyprus (TRNC). Simple random sampling method was used to determine the sample group of the study. This method aimed to increase the representativeness of the study by ensuring that each individual in the universe has an equal chance of being included in the sample (Kılıç, 2013) .

Within the scope of the research, a sample group of 386 people selected with the specified method was created. This sample size provides sufficient data for statistical analyses and allows for generalizable results. In the selection of the sample group, priority was given to achieving comprehensive results that are appropriate to the objectives of the study. The data obtained made significant contributions to understanding the organizational cynicism, perception of justice and organizational commitment levels of TRNC private sector employees.

3.3. Data Collection Tools

In this study, two different scales were used to measure the organizational cynicism and organizational commitment levels of white-collar employees in the sports sector:

Organizational Cynicism Scale (OCS)

The Organizational Cynicism Scale was developed by Brandes, Dhalwadkar, and Dean (1999) and adapted to Turkish by Kalağan (2009). The scale consists of a total of 13 items consisting of three sub-dimensions: cognitive (5 items), affective (4 items), and behavioral (4 items). The measurement was made with a 5-point Likert-type rating system, and the responses ranged from "Strongly Disagree" (1) to "Strongly Agree" (5). The total score range that can be obtained from the scale is 13-65. In this study, the Cronbach Alpha reliability coefficient of the scale was calculated as $\alpha=0.95$, and it was determined that the scale had high reliability.

Organizational Commitment Scale (OCS)

The Organizational Commitment Scale was developed by Meyer, Allen, and Smith (1993) and adapted to Turkish by Dağlı et al. (2018). The scale contains a total of 18 items consisting of three sub-dimensions:

- Emotional Attachment (6 items)
- Continuity Commitment (6 items)
- Normative Commitment (6 items)

The scale used a 5-point Likert-type rating and responses ranged from "Strongly Disagree" (1) to "Strongly Agree" (5). The total score that can be obtained from the scale varies between 18-90, while the score range for each sub-dimension is 6-30. In the study, the Cronbach Alpha reliability coefficient of the scale was determined as $\alpha=0.93$ and it was determined that the reliability of the scale was quite high.

According to the reliability analysis results, Cronbach's Alpha reliability coefficients of the scales used in the study were determined as follows: Cronbach's Alpha value for Organizational Cynicism Scale (OCS) was calculated as 0.804. This value shows that the scale has a high reliability. The scale consists of a total of 13 items. Cronbach's Alpha value for Organizational Commitment Scale (OCS) was found as 0.722. This value indicates that the scale has an acceptable reliability. Organizational Commitment Scale contains a total of 18 items. Both scales were evaluated as reliable tools in measuring the variables used in the study.

3.4. Analysis of Data

The research data were analyzed using the SPSS Statistics 22.0 (IBM, 2022) program. First of all, the conformity of the data to normal distribution was examined and the skewness and kurtosis values were evaluated accordingly. In this study, nonparametric tests were preferred because it was determined that the data did not conform to normal distribution. Mann-Whitney U Test was applied to examine the differences between two independent groups. This test was used, for example, to compare the organizational commitment levels of men and women. Kruskal-Wallis H Test was used to evaluate the differences between three or more independent groups. With this test, for example, the differences between the organizational cynicism levels of age groups were examined. Spearman's Rho Correlation Analysis was applied to determine the relationships between the variables. With this analysis, the direction and strength of the relationship between organizational cynicism and organizational commitment were evaluated.

4. FINDINGS
Tablo 1. Demographic Characteristics

		n	%
Gender	Male	209	54.1
	Woman	177	45.9
Age	18-25 years old	49	12.7
	26-35 years old	77	19.9
	36-45 years old	95	24.6
	46-55 years old	88	22.8
	56 and above	77	19.9
Marital status	Married	215	55.7
	Single	171	44.3
Education Status	Primary/Secondary Education	35	9.1
	High school	88	22.8
	Associate Degree	81	21.0
	Licence	114	29.5
	Master's Degree and above	68	17.6
Professional experience	Less than 1 year	38	9.8
	1-5 years	71	18.4
	6-10 years	103	26.7
	11-15 years	91	23.6
	16 years and above	83	21.5
Working hours	Less than 1 year	59	15.3
	1-3 years	68	17.6
	4-6 years	86	22.3
	7-10 years	80	20.7
	11 years and above	93	24.1
	Total	386	100.0

In terms of gender distribution, 54.1% (n=209) of the participants were male and 45.9% (n=177) were female. Looking at the age groups, 12.7% (n=49) of the participants were 18-25 years old, 19.9% (n=77) were 26-35 years old, 24.6% (n=95) were 36-45 years old, 22.8% (n=88) were 46-55 years old and 20% (n=77) were 56 years old and over. In terms of marital status, 44.3% (n=171) of the participants were single and 55.7% (n=215) were married. In terms of education status, 9.1% (n=35) were primary/secondary school graduates, 21.0% (n=81) were high school graduates, 51.3% (n=198) were bachelor's graduates, and 17.6% (n=68) had a master's degree or higher. When their professional experience was evaluated, 15.3% (n=59) had less than 1 year, 25.4% (n=98) 1-5 years, 20.7% (n=80) 6-10 years, 13.7% (n=53) 11-15 years, and 24.9% (n=96) 16 years or more of experience. In terms of working duration, 15.3% (n=59) had less than 1 year, 20.7% (n=80) had 1-3 years, 27.2% (n=105) had 4-10 years, and 36.8% (n=142) had 11 years or more.

Tablo 2. Mann-Whitney U Test Results on Organizational Cynicism and Its Sub-Dimensions According to Participants' Marital Status

		n	Average Ranking	Total Rankings	Mann Whitney University	Z	p.
Affective Cynicism	Married	215	198.63	42705.50	17279,500	-1,026	0.305
	Single	171	187.05	31985.50			
	Married	215	202.82	43607.00	16378,000	-1,864	**0.032**

Cognitive Cynicism	Single	171	181.78	31084.00			
Behavioral Cynicism	Married	215	196.50	42246.50	17738,500	-0.595	0.552
	Single	171	189.73	32444.50			
Organizational Cynicism	Married	215	200.05	43010.00	16975,000	-1,293	0.196
	Single	171	185.27	31681,00			

p<0,05

As a result of the analysis, no significant difference was found between married and single participants in terms of emotional cynicism, behavioral cynicism and general organizational cynicism levels (p > 0.05). In the emotional cynicism dimension, the average rank of married participants was calculated as 198.63 and that of single participants was 187.05, but this difference was not found to be statistically significant (p = 0.305). Similarly, no significant difference was found between the groups in behavioral cynicism (p = 0.552). In the general organizational cynicism level, the average rank of married participants was 200.05 and that of single participants was 185.27, but this difference was not statistically significant (p = 0.196). However, in the cognitive cynicism dimension, the average rank of married participants was calculated as 202.82 and that of single participants was 181.78, and this difference was found to be significant (p = 0.032; p < 0.05). This result shows that the cognitive cynicism levels of married participants are significantly higher than single participants.

Tablo 3. Participants Results of Kruskal-Wallis H Test and Post-Hoc Analysis on Organizational Cynicism and Its Sub-Dimensions According to Professional Experience

		n	Average Ranking	Kruskal-Wallis H	Median	Chi-Square	p.
Affective Cynicism	Less than 1 year	38	211.11	4,070	4,0000	6,418 [b]	0.397
	1-5 years	71	175.80				
	6-10 years	103	199.96				
	11-15 years	91	200.67				
	16 years and above	83	184.70				
Cognitive Cynicism	Less than 1 year	38	216.16	2,794	4,4000	8,208c	0.593
	1-5 years	71	183.96				
	6-10 years	103	186.35				
	11-15 years	91	198.87				
	16 years and above	83	194.27				
Behavioral Cynicism	Less than 1 year	38	203.25	11,127	3,7500	10,723d	**0.025** **3 > 4**
	1-5 years	71	192.42				
	6-10 years	103	164.88				
	11-15 years	91	215.34				
	16 years and above	83	201.54				
Organizational Cynicism	Less than 1 year	38	216.57	13,502	5,2000	10,409 [e]	**0.009** **3> 1-4-5**
	1-5 years	71	187.97				
	6-10 years	103	162.49				
	11-15 years	91	213.81				
	16 years and above	83	203.88				

p<0.05

In Table 9, organizational cynicism and its sub-dimensions were examined according to professional experience and significant differences were found between professional experience groups in terms of behavioral cynicism and organizational cynicism total level (p < 0.05). According to the post-hoc analysis results, a significant

difference was found between employees with 6-10 years of experience and employees with 11-15 years of experience in the behavioral cynicism dimension (Test statistic = -50.462; Adj. Sig. = 0.028). In terms of total organizational cynicism, significant differences were observed between employees with 6-10 years of experience and three different groups: employees with 16 years and above (Test statistic = -41.389; Adj. Sig. = 0.012), employees with 11-15 years (Test statistic = -51.323; Adj. Sig. = 0.001), and employees with less than 1 year (Test statistic = 54.075; Adj. Sig. = 0.011). These findings show that especially employees with 6-10 years of experience are significantly different from other experience groups in both behavioral cynicism and organizational cynicism levels and that professional experience may affect the perception of organizational cynicism.

Tablo 4. Participants Results of Kruskal-Wallis H Test and Post-Hoc Analysis on Organizational Cynicism and Its Sub-Dimensions According to Working Time

		n	Average Ranking	Kruskal-Wallis H	Median	Chi Square	p.
Affective Cynicism	Less than 1 year	59	174.83				
	1-3 years	68	192.15				
	4-6 years	86	189.85	9,486	4,0000	4,825 [b]	0.060
	7-10 years	80	178.99				
	11 years and above	93	222.18				
Cognitive Cynicism	Less than 1 year	59	170.80				
	1-3 years	68	187.17				
	4-6 years	86	194.66	10,663	4,4000	14,705c	**0.031 1>3**
	7-10 years	80	179.96				
	11 years and above	93	223.10				
Behavioral Cynicism	Less than 1 year	59	164.95				
	1-3 years	68	187.04				
	4-6 years	86	208.79	8,993	3,7500	9,520d	0.061
	7-10 years	80	213.68				
	11 years and above	93	184.83				
Organizational Cynicism	Less than 1 year	59	158.67				
	1-3 years	68	187.83				
	4-6 years	86	208.05	8,521	5,2000	9,005 [e]	0.074
	7-10 years	80	206.64				
	11 years and above	93	194.99				

p<0.05

Although no significant difference was found in the affective cynicism dimension according to the length of service (p = 0.060), it was observed that the average rank of the participants with 11 years and more working time (222.18) was higher than the other groups. A significant difference was found in the cognitive cynicism dimension according to the length of service (p = 0.031). According to the post-hoc analysis results, a significant difference was found between the group with less than 1 year of service and the group with 4-6 years of service, and it was determined that the cognitive cynicism levels of those working less than 1 year were significantly different from those working for 4-6 years (Test statistic = -28.506; Adj. Sig. = 0.043; p < 0.05). In addition, it was noted that the cognitive cynicism levels of those working for 11 years and more were the highest (223.10). Although no significant difference was found in the total level of behavioral cynicism and organizational cynicism according to the length of service (p = 0.061 and p = 0.074), it was observed that the behavioral cynicism (213.68) levels of those working for 7-10 years and the organizational cynicism (206.64) levels of those working for 4-6 years were higher than the other groups. As a result, it was determined that the length of service created significant differences especially in the perception of cognitive cynicism, but there was no statistically significant difference for the other dimensions.

In Table 5, the differences in organizational commitment and its sub-dimensions according to the working period of the participants were analyzed with the Kruskal-Wallis H Test .

Tablo 5. Participants Results of Kruskal-Wallis H Test and Post-Hoc Analysis on Organizational Commitment and Its Sub-Dimensions According to Working Time

		n	Average Ranking	Kruskal-Wallis H	Median	Chi Square	p.
Emotional attachment	Less than 1 year	59	223.05				
	1-3 years	68	190.93				
	4-6 years	86	191.30	16,396	4.3333	6,031 [b]	**0.001**
	7-10 years	80	195.57				1> 4-5
	11 years and above	93	176.88				
Continuity commitment	Less than 1 year	59	199.46				
	1-3 years	68	190.76				
	4-6 years	86	191.86	0.627	3.8333	2,109c	0.960
	7-10 years	80	187.63				
	11 years and above	93	198.29				
Normative commitment	Less than 1 year	59	189.42				
	1-3 years	68	172.83				
	4-6 years	86	201.60	5,954	3,6667	3,903d	0.203
	7-10 years	80	213.83				
	11 years and above	93	186.23				
Organizational commitment	Less than 1 year	59	206.55				
	1-3 years	68	184.52				
	4-6 years	86	199.12	3,412	3.8333	4,535 [e]	0.491
	7-10 years	80	201.88				
	11 years and above	93	179.38				

p<0.05

emotional commitment dimension according to tenure (p = 0.001). According to the post-hoc analysis results, a significant difference was found between the group with less than 1 year of work and the group with 4-6 years of work ; the average rank of those working less than 1 year (223.05) was significantly higher than those working for 4-6 years (191.30). No significant difference was found in the continuance commitment dimension according to tenure (p = 0.960), and the highest average rank was observed in the group with 11 years and above tenure (198.29). No significant difference was found in the normative commitment dimension according to tenure (p = 0.093), however, the average rank of participants with 7-10 years of work (213.83) was higher than the other groups. There was no significant difference in the general organizational commitment level according to the length of service (p = 0.491), but it was observed that the average ranking of those working less than 1 year (206.55) was higher than the other groups. As a result, a significant difference was found only in the emotional commitment dimension between those working less than 1 year and those working 4-6 years.

In Table 6, the relationships between organizational cynicism and commitment dimensions were analyzed with Spearman's rho correlation test.

Table 6. Relationships Between Organizational Cynicism and Organizational Commitment Dimensions (Spearman's rho Correlation Analysis Results)

		1	2	3	4	5	6	7	8
Affective Cynicism 1	r	1,000	,532 **	,429 **	,563 **	-0.047	-0.073	-0.079	-0.082
	p.		0,000	0,000	0,000	0.354	0.155	0.120	0.108
Cognitive Cynicism 2	r		1,000	,179 **	,605 **	-0.035	0.047	0.090	0.041
	p.			0,000	0,000	0.494	0.360	0.078	0.422
Behavioral Cynicism 3	r			1,000	,871**	-0,019	-0,025	-0,062	-0,044
	p.				0,000	0,711	0,626	0,224	0,391
Örgütsel Sinizm 4	r				1,000	-0,030	0,001	-0,011	-0,018
	p.					0.561	0.985	0.836	0.724
Emotional attachment 5	r					1,000	,338 **	0.065	,620 **
	p.						0,000	0.203	0,000
Continuity commitment 6	r						1,000	,169 **	,747 **
	p.							0.001	0,000
Normative commitment 7	r							1,000	,605 **
	p.								0,000
Organizational commitment 8	r								1,000
	p.								

According to the results:

- There is a strong and positive relationship between Emotional Cynicism and Cognitive Cynicism (r = 0.532; p < 0.001). Similarly, a positive relationship was found between Emotional Cynicism and Behavioral Cynicism (r = 0.429; p < 0.001). A stronger positive relationship was found between Emotional Cynicism and Organizational Cynicism (r = 0.563; p < 0.001). However, no significant relationship was found between emotional cynicism and commitment dimensions (p > 0.05).
- There is a positive relationship between Cognitive Cynicism and Behavioral Cynicism (r = 0.605; p < 0.001). In addition, no significant relationship was found between cognitive cynicism and organizational cynicism (p > 0.05). Also, no significant relationship was found between cognitive cynicism and commitment dimensions (p > 0.05).
- Behavioral Cynicism and other dimensions of cynicism, no significant relationships were found with commitment dimensions (p > 0.05).
- No significant relationship was observed between Organizational Cynicism and commitment dimensions (p > 0.05).
- There is a positive relationship between Affective Commitment and Continuance Commitment (r = 0.338; p < 0.001). Similarly, a positive relationship was observed between Affective Commitment and Normative Commitment (r = 0.620; p < 0.001).
- There is a positive relationship between Continuance Commitment and Normative Commitment (r = 0.605; p < 0.001).

As a result, it was found that cynicism dimensions were positively correlated with each other and commitment dimensions were positively correlated with each other. However, no significant relationship was found between cynicism dimensions and commitment dimensions.

Table 7. Regression Analysis Results on the Effect of Organizational Cynicism on Organizational Commitment

	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	p.
Still	3,954	0.312		12,666	0,000
Örgütsel Sinizm	-0,022	0,060	-0,018	-0,360	0,719
	F 0,130	p. ,719[b]	R ,018[a]	R^2 0,000	

According to the results of the regression analysis, the effect of organizational cynicism on organizational commitment is not found to be statistically significant (p = 0.719; p > 0.05). The unstandardized coefficient (B = -0.022) and standardized coefficient (Beta = -0.018) of organizational cynicism show a very low effect, which reveals that organizational cynicism has a weak and insignificant effect on organizational commitment. The result of the F test conducted for the general significance of the model is also not significant (F = 0.130; p = 0.719; p > 0.05), which shows that the model is insufficient to explain the change in organizational commitment. In addition, R^2 = 0.000 , which expresses the explanatory power of the model , reveals that the change observed in organizational commitment is not explained by organizational cynicism. As a result, no statistically significant relationship was found between organizational cynicism and organizational commitment in this analysis.

4. CONCLUSION

In this study, the relationship between organizational cynicism and organizational commitment levels of private sector employees was examined.

According to the analysis results, no significant difference was found between married and single participants in terms of emotional cynicism, behavioral cynicism and general organizational cynicism levels. However, in the cognitive cynicism dimension, it was determined that the cognitive cynicism levels of married participants were significantly higher than those of single participants. In the analysis made according to professional experience, significant differences were found between professional experience groups in terms of behavioral cynicism and organizational cynicism total levels. It was seen that especially employees with 6-10 years of experience were significantly different from other experience groups in both behavioral cynicism and organizational cynicism levels and that professional experience may affect the perception of organizational cynicism. In the analysis made according to the length of service, a significant difference was found in the cognitive cynicism dimension according to the length of service and a difference was found between participants with less than 1 year of service and those who had been working for 4-6 years. In addition, a significant difference was found between those who had been working for less than 1 year and those who had been working for 4-6 years in the emotional commitment dimension. According to the correlation analysis, it was seen that the cynicism dimensions were positively correlated with each other and the commitment dimensions showed positive relationships among themselves. However, no significant relationship was found between the dimensions of cynicism and commitment. The regression analysis results showed that the effect of organizational cynicism on organizational commitment was not statistically significant and the change observed in organizational commitment was not explained by organizational cynicism. Based on the results of this study, the following suggestions are presented:

1. Training and awareness programs should be organized to reduce the cognitive cynicism levels of employees in organizations. Supportive practices should be developed to reduce the cognitive cynicism experienced by married employees in particular.
2. Taking into account the organizational cynicism perceptions of different professional experience groups, career development plans and incentives should be implemented to increase the motivation of employees, especially those with 6-10 years of experience.
3. Effective orientation and social support mechanisms should be established to increase the commitment of employees with short working hours to the organization. In this way, their emotional commitment can be strengthened.
4. In order to minimize the possible negative effects of cynicism and commitment in organizations, practices that encourage open communication, fair management, and employee participation should be implemented.

REFERENCES

Abraham, R. (2000). Organizational cynicism: Bases and consequences. *Canadian Journal of Administrative Sciences, 17*(4), 269-284. https://doi.org/10.1111/j.1936-4490.2000.tb00224.x

Allen, N. J., & Meyer, J. P. (1990). The measurement and antecedents of affective, continuance and normative commitment to the organization. *Journal of Occupational Psychology*, 63(1), 1-18. https://doi.org/10.1111/j.2044-8325.1990.tb00506.x

Andersson, L. M., & Bateman, T. S. (1997). Cynicism in the workplace: Some causes and effects. *Journal of Organizational Behavior, 18*(5), 449-469. https://doi.org/10.1002/job.4030180507

Aslan, Ö. Ş., & Terzi, R. (2023). Örgütsel bağlılık ve örgütsel sinizm ilişkisi: Bir meta-analiz çalışması. *Anadolu Üniversitesi Sosyal Bilimler Dergisi*, *23*(1), 79-98.

Balay, R., Kaya, A., & Cülha, A. (2013). Örgüt kültürü ve örgütsel sinizm ilişkisi. *Cumhuriyet Üniversitesi İktisadi ve İdari Bilimler Dergisi*, *14*(2), 123-144.

Boz, D., Duran, C., & Uğurlu, E. (2021). Örgütsel bağlılığın iş performansına etkisi. *MANAS Sosyal Araştırmalar Dergisi*, *10*(1), 345-355.

Brockner, J. (2002). *The influence of the perceived fairness of the organizational culture on organizational trust*. Journal of Applied Psychology, 87(3), 391-398. https://doi.org/10.1037/0021-9010.87.3.391

Chiaburu, D. S., Peng, A. C., Oh, I. S., Banks, G. C., & Lomeli, L. C. (2013). Antecedents and consequences of employee organizational cynicism: A meta-analysis. *Journal of Vocational Behavior, 83*(2), 181-197. https://doi.org/10.1016/j.jvb.2013.03.007

Dean, J. W., Brandes, P., & Dharwadkar, R. (1998). Organizational cynicism. *Academy of Management Review, 23*(2), 341-352. https://doi.org/10.5465/amr.1998.533230

Erdogan, B., Liden, R. C., & Kraimer, M. L. (2006). Justice and leader-member exchange: The moderating role of organizational culture. *Academy of Management Journal, 49*(2), 395-406. https://doi.org/10.5465/amj.2006.20786086

Gouldner, A. W. (1960). The norm of reciprocity: A preliminary statement. *American Sociological Review, 25*(2), 161-178. https://doi.org/10.2307/2092623

Kalağan, G., & Güzeller, C. O. (2010). Öğretmenlerin örgütsel sinizm düzeylerinin incelenmesi. *Pamukkale Üniversitesi Eğitim Fakültesi Dergisi*, *27*(27), 83-97.

Karasar, N. (2012). Bilimsel araştırma yöntemi. (24. Baskı). Nobel yayıncılık, Ankara.

Kuvaas, B., & Buch, R. (2016). The relationship between perceived supervisor support and employees' organizational commitment. *Journal of Applied Social Psychology*, 46(4), 225-234. https://doi.org/10.1111/jasp.12352

Meyer, J. P., & Allen, N. J. (1997). *Commitment in the workplace: Theory, research, and application*. Sage Publications.

Meyer, J. P., & Herscovitch, L. (2001). Commitment in the workplace: Toward a general model. *Human Resource Management Review*, 11(3), 299-326. https://doi.org/10.1016/S1053-4822(01)00043-X

Mowday, R. T., Steers, R. M., & Porter, L. W. (1979). The measurement of organizational commitment. *Journal of Vocational Behavior*, 14(2), 224-247. https://doi.org/10.1016/0001-8791(79)90072-1

Porter, L. W., Steers, R. M., Mowday, R. T., & Boulian, P. V. (1974). Organizational commitment, job satisfaction, and turnover among psychiatric technicians. *Journal of Applied Psychology*, 59(5), 603-609. https://doi.org/10.1037/h0037335

Riketta, M. (2008). The causal relation between job attitudes and performance: A meta-analysis of panel studies. *Journal of Applied Psychology*, 93(2), 472-481. https://doi.org/10.1037/0021-9010.93.2.472

Scott, B. A., & Judge, T. A. (2009). *The influence of personality on organizational behavior*. Journal of Applied Psychology, 94(2), 389-400. https://doi.org/10.1037/a0014368

Solinger, O. N., van Olffen, W., & Roe, R. A. (2008). Beyond the three-component model of organizational commitment. *Journal of Applied Psychology*, 93(1), 70-83. https://doi.org/10.1037/0021-9010.93.1.70

Tamer, İ., & Bük, T. B. (2020). Algılanan Örgütsel Destek Ve Örgütsel Bağlılık Üzerine Kavramsal Bir İnceleme. *Avrasya Sosyal ve Ekonomi Araştırmaları Dergisi*, *7*(2), 139-147.

Tarafdar, M., Cooper, C. L., & Stich, J. F. (2019). The dark side of information technology: Insights from organizational behavior and management. *Journal of Management, 45*(1), 200-229. https://doi.org/10.1177/0149206318811563

Treadway, D. C., Ferris, G. R., Duke, A. L., & Adams, G. L. (2015). *The role of organizational cynicism in predicting employees' attitudes and behaviors*. Journal of Organizational Behavior, 36(2), 258-279. https://doi.org/10.1002/job.1977

Wilkerson, J. M., Evans, W. R., & Davis, W. D. (2008). A test of coworkers' influence on organizational cynicism, badmouthing, and organizational citizenship behavior. *Journal of Organizational Behavior, 29*(8), 1065-1087. https://doi.org/10.1002/job.507

Yücel, İ., & Çetinkaya, B. (2015). Örgütsel sinizm ile örgütsel bağlılık arasındaki ilişki ve çalışanların yaşının bu ilişki üzerindeki etkisi-"bazen hoşlanmasak da kalmak zorunda olabiliriz!". *Atatürk Üniversitesi Sosyal Bilimler Enstitüsü Dergisi*, *19*(3).