A Research for Determining the Relationship between the Organizational Cynicism and the Organizational Commitment

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Abstract

Organizational cynicism expresses negative attitudes and behaviors against the enterprise while organizational commitment expresses commitment to the enterprise. Consequently, these two concepts are among the significant factors effective in success/failure of the enterprises. Due to this importance, determining the relation between organizational cynicism and organizational commitment is intended in the research. For this purpose, a research is conducted on the staff of Kafkas University Research and Application Hospital. Data required for the research is collected by survey. As a result of the analyses performed, organizational cynicism and organizational commitment levels are determined high. Besides, it is observed that there are meaningful relations between these two concepts.

Keywords: *cynicism; organizational cynicism; organizational commitment*

1. Introduction

Recently, organizational commitment and organizational cynicism subjects are widely discussed in researches. The purpose for discussing these subjects in researches is eliminating the effects causing performance decrease of the organizations and increasing the employee productivity.

Organizations are social structures coming together to realize specific purposes. One of the significant roles in these structures is provided to employees. Continuity of the activities of an Organization depends on the existence of its employees (Okçu et al., 2015:300). It is observed that employees also have an important part when means of gaining profit is being searched for the organization by competing with other organizations while struggling to survive in the increasing competition environment. At this point, the concept of organizational commitment becomes important. Organizational commitment is the employee's behavior with the desire of continuing his membership in the organization he is a member of by gathering around the same goal with the organization he is a part of or by adopting the goal of the organization as it is his own goal, and his working for the organization with this desire with an effort beyond the expectations. It is obvious that the commitment a person feels against the corporation he is working at has an increasing effect on the performance of the organization. However, what is important is not only searching the effects increasing the employees' performance but also determining the effects decreasing the employees' performance. In other words, not only the positive attitudes and manners of the employees against the organization but also the negative attitudes and manners are worth researching topics. In this context, the concept of organizational cynicism defined as a negative attitude a person creates towards the corporation he is working at has become an interesting topic as it has a decreasing effect on the organization's performance. Due to their importance, both subjects have been handled as research subjects and determining the relation between organizational cynicism and organizational commitment is intended in the study.

2. Organizational Cynicism

Cynicism has become a subject attracting attention since the cynic school was established in Ancient Greece in the

5th Century BC. Although the meaning of cynicism has changed in time, cynics are still expressed by separating from different ways of immoralities including beliefs they have at the business place. Cynicism is studied traditionally by individual and social focus (Neves, 2012:965). Scharmer (2007) has expressed cynicism as all emotional actions disabling employees as it blocks out the employees from their creativity and hinder development (Arslan, 2012:14). Basic belief on cynicism is created as faithfulness, honesty and sincerity are sacrificed for personal interests (Polatcan and Titrek, 2014:1292).

When the meaning of organizational cynicism is searched, it is seen that Andersson (1996) has defined organizational cynicism as a special and general attitude involving unreliability, disappointment and negative feelings against a person, group, ideology, social subject or corporation (Kalağan and Aksu, 2010:4820). Dean and his colleagues (1998) have defined organizational cynicism as a negative attitude against the organization being worked at including three dimensions as (1) belief on lack of integrity of the organization, (2) negative attitude against the organization and (3) critical behaviors and tendency for mobbing against the organization as a result of this belief and attitude (Çınar et al., 2014:431). Employees developing a negative attitude against the corporation they work at would not like to relay their knowledge and experiences to the corporation fully and their negative attitudes and behaviors against the corporation shall continue to increase. This situation may cause undesirable results for the corporations.

Organizational cynicism is a manner assumed about the organization being worked at. This manner is comprised of beliefs, effect and behavior tendencies against an object. In cynicism; it is believed that there is lack of honesty, faithfulness and justice and drifting from truth in decision making process within the organization (Davis and Gatner, 2004:442). In other words, organizational cynicism is the whole of attitudes including contempt for the organization, disappointment and unreliability (Rubin et al., 2009:680) and may cause the employees to drift away from the corporation.

For Dean and his colleagues (1998), organizational cynicism includes three dimensions. These dimensions are as the following (Yıldız, 2013:857).

Cognitive Dimension: When relation between cognitive dimension and organizational cynicism is reviewed, it is observed that individuals in the organizations having cynic attitude are lack of principles and rules, not taking official works and rules serious, display inconsistent behaviors full of lie and tricks, experience problem in trusting others and prioritize personal interests. In this dimension, the emphasized belief on that organizational cynicism is lack of honesty.

Affective Dimension: Emotional dimension of organizational cynicism includes strong emotional reactions as disrespect, anger, distress and embarrassment. In this dimension, negative emotions as disrespect, underestimating others, anger, fury, hate towards others, arrogance, moral corruption, disappointment and unreliability take place.

Behavioral Dimension: In this dimension, it is observed that employees displaying cynic behavior make pessimistic forecasts for the future events in the organization, have ironic sense of humor, have the feeling of contempt towards the organization and use strong critical expressions.

There are two main factors causing organizational cynicism: These are personal and organizational factors. While properties as gender, age, marital status, seniority, income and educational levels constitute personal factors, organizational justice, break of the agreement, individual role wars starting cynicism are organizational factors (Polatcan and Titrek, 2014:1292).

Many negative results may arise in organizational cynicism. Some of these results are as the following (Chiaburu et al., 2013:181; Mete, 2013:477; Yetim and Ceylan, 2011:683):

- Decrease in performance levels of the employees,
- Increase in intention of leaving the job,
- Decreasing promotions in competition environment,
- Lack of social supports,
- Not being effective in decision making,
- Fall in personal and organizational expectations,
- Drifting away from the values the Organization owns,
- Disharmony experienced with the Organization,

- Losing the feeling of integrity with the Organization,
- Decreasing citizenship behaviors,
- Decreasing job satisfaction and organizational commitment.

2. Organizational Commitment

Organizational commitment is an important concept in the corporation. Researchers specifically review organization concept in organizational psychology and organizational behavior. Commitment of the employees is important because the employees have to join their interests, goals and needs with the organization to reach their goal and obtain their needs (Devece et al., 2015:1) because the employees joining their goals with the goals of the corporation can reveal a higher level of performance than the performance expected from them.

Kanter (1968) has defined commitment as an effort making case of the loyal social actors to social system (Utami et al., 2014:380). Organizational commitment may be defined as an emotional commitment the employees feel towards their organizations (Holagh et al., 2014:214). Organizational commitment is the state of willing of an employee to be in cooperation with a specific organization and its goals and maintain his membership in the organization (Masrek, et al., 2015:240). Organizational commitment is seen as increased effort and motivation, higher job satisfaction, decreased absence at work, less deficiency and more protective messenger (Nagele and Neuenschwander, 2014:386). Accordingly, it is possible to say that organizational commitment contributes to healthy and consistent growth of the corporation.

Allen and Meyer (1990) have asserted that organizational commitment is a psychological state constituted of three components. These components are emotional commitment, normative commitment and continuance commitment. Emotional commitment is related with being committed to an organization with individual identity and emotionally. Emotional commitment includes acting generally with positive feelings about the organization. Normative commitment reflects a commitment feeling based on obligation perceived for being loyal towards the organization. Acting with moral liability is the basis in normative commitment. Continuance commitment is a tendency to continue the organization membership of someone determining leaving cost (Ng, 2015:155; Scrima et al., 2015: 433). Relation of the employees with the organization reflects changing degrees of all these commitment types (Duarte, 2015:2).

Organizational commitment is a behavior based on recognizing the organization and commitment to organization (McCunn and Gifford, 2014:20). When positive perceptions are led, it is observed that the employees show more intention to commit to the organization, are volunteered to undertake tasks and business roles, are enthusiastic about performing the necessary role behaviors and also avoid from negative behaviors as being late, inefficient performance, absenteeism and plan for quitting work (Antonakia and Trivellas, 2014:356). In short, organizational commitment performance is a situation the employees are wished to be in to increase business volume, decrease absence and realize organizational purposes.

It is a multi-dimensional structure having the possibility of estimating organizational results (Top et al., 2015:15).

Mowday and his colleagues (1982) asserted that there are three stages in development of organizational commitment: Introduction (waiting), early assignment (starting), the mid of the final career (settlement). The first stage; is leading to behaviors for the purpose of finding introduction information on career, professions and organizations. In this stage, the basic shape of organizational commitment is formed. The second stage tests the new comers on organizational reality and they are tested for individual expectations, feeling necessity of organizational rules, values and roles and reducing uncertainty. In the last stage, new comers adjust the norm and values of the organization in long term and satisfactorily, and take roles and responsibility in tasks. One of the keys of success is commitment to organization at one higher level. (Yozgat and Güngörmez 2015: 465). Corporations moving the organizational commitment to a higher level obtains the opportunity to realize their goals more effectively and easily.

3. Method

3.1 Purpose of the Research

Purpose of this study is determining the relation between the organizational cynicism and organizational commitment. In connection to this main goal, determining the relation between the organizational cynicism and organizational commitment levels constitutes another goal of the study.

3.2 The Scope and the Method of the Research

Employees of Kafkas University Research and Application Hospital comprise the universe of this study. Number of the health care personnel working at Kafkas University is 292. The size of the sample which shall be determined by projecting 5% margin of error within the reliability limits of 95% of this universe is calculated as 166. (http://www.surveysystem.com/sscalc.htm). For the purpose of obtaining a higher level of survey, 225 surveys are distributed. Total number of returned surveys is 220. 6 surveys are not evaluated for mistakes and deficiencies in filling and 214 surveys are taken for evaluation.

Survey form is used as a data collection method in the research. The survey is comprised of three sections. There are questions on demographic variables in the first section. Organizational cynicism scale takes place in the second section of the survey. Brandes has used a scale comprised of 14 statements in total which he has conceptualized as cognitive, affective and behavioral factors for measuring organizational cynicism levels. The third section of the survey is organizational commitment scale developed by Meyer and Allen. This scale is comprised of 18 statements. Emotional commitment, continuance commitment and normative commitment sub dimensions take place in the scale.

Reliability analyses of sub scales of both scales used in research are made by calculating internal consistency Cronbach Alpha coefficients. In the result of the reliability analysis applied, it is seen that Cronbach's Alpha value is 0.85, cognitive cynicism sub dimension is 0.78, affective cynicism sub dimension is 0.83 and behavioral cynicism sub dimension is 0.64 of the organizational cynicism scale comprised of 14 articles.

In the result of the reliability analysis applied for organizational scale, it is seen that Cronbach's Alpha value of the scale constituted of 18 articles is 0.70, emotional commitment sub dimension is 0.73, continuance commitment sub dimension is 0.71 and normative commitment sub dimension is 0.70. It is possible to say that these values revealed are at acceptable level.

Confirmatory factor analysis is applied in the research. In the result of the confirmatory factor analysis performed, values of the goodness of fit statistics obtained in model 1 column is determined to be slightly weak. For this reason, as a result of modifications made between articles 33-34, 18-17 and 33-35 in AMOS program, goodness of fit indices in model 2 column are obtained. These values are generally considered as "good fit" and "acceptable fit" in the academic studies performed.

Table 1. Fit Statistics and Values on Structural Equation Modeling

Goodness of Fit Statistics	Model 1	Model 2
X^2/df	1,483	1,392[*]
RMR	0,08	0,08[*]
GFI	0,85	0,86[**]
AGFI	0,82	0,83[**]
CFI	0,88	0,91[*]
IFI	0,89	0,91
TLI	0,87	0,90[*]
RMSEA	0,048	0,043[**]
PCLOSE	0,69	0,92[**]
*. Good fit, ******: Acceptable fit.		

3.3 Findings of the Research

3.3.1 Findings on the Research Example

As it may be followed from Table 1, 41.1% of the respondents of the research is male while 58.9% is female. While 54.2% of the respondents are in the ages between 18 and 25, 32.2% is 26-35, 9.8% is 36-45 and 3.7% is 46-55. In terms of educational level, 22% is high school graduate, 41.1% is associate's degree, 26.6% is at bachelor's level, 6.1% is post graduate and 4.2% is doctoral degree. 10.7% of the respondents in the research is doctor, 36.4% is nurse, 43.9% is health technician and 8.9% is working as officer. In terms of term of employment, 28% has stated that they have been working for less than 1 year.

50.9% has been working for 1-5 years, and 11.7% has been working for 6-10 years, 3.3% has been working for 11-15 years and 6.1% has been working for more than 16 years. In terms of marital status, while 36.4% is married, 63.6% is bachelor.

Table 2. Findings on Demographic Variables

GENDER	Frequency	Percentage	PROFESSION	Frequency	Percentage
Male	88	41,1	Doctor	23	10,7
Female	126	58,9	Nurse	78	36,4
Total	214	100	Health	94	43,9
AGE			Officer	19	8,9
18-25	116	54,2	Total	214	100
26-35	69	32,2	**DURATION OF STUDY**		
36-45	21	9,8	Less than 1 year	60	28
46-55	8	3,7	1-5 years	109	50,9
Total	214	100	6-10 years	25	11,7
EDUCATION LEVEL			11-15 years	7	3,3
High School	47	22	More than 16 years	13	6,1
Associate's degree	88	41,1	Total	214	100
Bachelor's Level	57	26,6	**MARITAL STATUS**		
Post graduate Degree	13	6,1	Married	78	36,4
Doctoral Degree	9	4,2	Bachelor	136	63,6
Total	214	100	Total	214	100

3.3.2 Average and Standard Deviation Values of Organizational Cynicism and Organizational Commitment Scales and Sub Dimensions

The average values are considered as the limit when average and standard deviation values of organizational cynicism and organizational commitment scales and sub dimensions are evaluated:

1 – 1.79 very low,

1.80 – 2.59 low,

2.60 – 3.39 average,

3.40 – 4.19 high,

4.20 –5.00 very high.

Table 3. Average and Standard Deviation Values of Organizational Cynicism and Sub Dimensions

Variables	Average	Standard Deviation
Organizational cynicism	3,43	,7359
Cognitive Cynicism	3,34	,9991
Affective Cynicism	3,13	1,0057
Behavioral Cynicism	4,16	,5601

While average of the organizational cynicism scale of the respondents in the research is ($\bar{x}$ =3.43), average of cognitive cynicism sub dimension is ($\bar{x}$ =3.34), average of affective cynicism sub dimension is ($\bar{x}$ =3.13) and average of behavioral cynicism sub dimension is calculated as ($\bar{x}$ =4.16). Consequently, while average of organizational cynicism and behavioral cynicism sub dimensions is at high level, average of cognitive cynicism sub dimension and affective cynicism sub dimension is seen at medium level.

Table 4. Average and Standard Deviation Values of Organizational Commitment and Sub Dimensions

Variables	Average	Standard Deviation
Organizational commitment	3,87	,4379
Emotional commitment	4,25	,4763
Continuance commitment	3,19	,9336
Normative commitment	4,23	,5224

While average of the organizational commitment scale of the respondents in the research is ($\bar{x} = 3.87$), average of the emotional commitment sub dimension is ($\bar{x} = 4.25$), average of the continuance commitment sub dimension is ($\bar{x} = 3.19$) and average of the normative commitment sub dimension is calculated as ($\bar{x} = 4.23$).

It is observed that average of Organizational commitment scale, emotional commitment sub dimension and normative commitment sub dimension is at high level and continuance commitment sub dimension is at medium level.

3.3.3 Examining the Relation between Organizational Cynicism and Organizational Commitment Scales and Sub Dimensions

Correlation analysis is used to determine the relation between organizational cynicism and organizational commitment scales and sub dimensions. The results are summarized in Table 5.

Table 5. Relation between Organizational Cynicism and Organizational Commitment Scales and Sub Dimensions (Correlation Analysis)

Sub Dimensions								
1. Organizational Cynicism	1							
2. Cognitive Cynicism	0,848**	1						
3. Affective Cynicism	0,897**	0,566**	1					
4. Behavioral Cynicism	0,389**	0,192**	0,226**	1				
5. Organizational commitment	0,315**	0,261**	0,229**	0,336**	1			
6. Emotional commitment	0,296**	0,196**	0,240**	0,369**	0,601**	1		
7. Continuance commitment	0,145*	0,195**	0,070	0,057	0,757**	0,018	1	
8. Normative commitment	0,264**	0,111	0,239**	0,433**	0,568**	0,579**	0,006	1

Low Power: r < 0.30, Medium Power: 0.30 < r < 0.70, High Power: r>0.70

*: p<0.05, **: p<0.01

A positively and meaningful relation is determined between organizational cynicism and organizational commitment at medium level. A positively relation is determined between sub dimensions of organizational cynicism and organizational commitment at low level. Besides, a positively relation is revealed between sub dimensions of organizational cynicism and sub dimensions of organizational commitment again at low and medium level.

3.3.4 Findings on Regression Analysis

As seen in the correlation table, relation between cynicism and affective and cognitive cynicism is found above 80%. Accordingly, as there is an autocorrelation problem between them, they are not included in regression analysis.

Table 6. Regression Coefficients Table

Dependent Variable	Independent Variables	R	R^2	Corrected R^2	Durbin-Watson
Organizational commitment	Behavioral cynicism and cognitive cynicism	0,391	0,153	0,145	1,797

Behavioral cynicism and cognitive cynicism affect organizational commitment at the rate of 15.3%. According to this result, change of 15.3% in dependent variables is explained by independent variables we have included in the model.

Table 7. ANOVA Analysis Table

Model		Sum of Squares	Df	Mean Square	F	Sig.(p)
Organizational commitment	Explained	6,256	2	3,128	19,087	0,000
	Unexplained	34,58	211	0,164		
	Total	40,836	213			

Table 8. Parameter Coefficients and Regression Models Table

Variables	B	Standard Error	Beta	t	Sig.
Constant term	2,605	0,215		12,134	,000
Behavioral Cynicism	0,232	0,05	0,297	4,604	,000
Cognitive Cynicism	0,089	0,028	0,204	3,158	0,002

The regression model obtained is as the following: O.C.=2.605+(0.232xBehavioral Cynicism)+(0.089xCognitive Cynicism)+ ε

4. Conclusion

The results obtained in this study performed for determining the relation between organizational cynicism and organizational commitment are as the following: Majority of the respondents is between the ages of 18 and 25. It is observed that women have constituted the majority. It is determined that educational level of the majority of the respondents is associate's degree and over graduates.

The results obtained on averages of organizational cynicism, organizational commitment and their sub dimensions are as the following: organizational cynicism is found at high level, behavioral cynicism, the sub dimensions of the organizational cynicism is found at high level and the cognitive and affective cynicism is found at medium level.

Organizational commitment level of the employees is found high. Sub dimensions of organizational commitment, the emotional commitment and normative commitment is found at high level and continuance commitment is found at medium level.

Results of the analysis performed between the organizational cynicism and organizational commitment are as the following: A positively and meaningful relation is determined between the organizational cynicism and organizational commitment at medium level. A positively relation is determined between sub dimensions of organizational cynicism and organizational commitment at low level. Moreover, a positive relation is detected again in low and medium level between the sub dimensions of the organizational cynicism and sub dimensions of the organizational commitment.

Cynicism levels being medium and high level may be expressed as there are problems in the corporation arising from the structure and operation and that as a result of these problems, there shall be negative feelings towards the corporation.

Along with this, organizational commitment levels of the employees is found at high level. Having both cynicism level and organizational commitment level high in a corporation may bring to minds the question "how can it be?" at first sight. However, the employees on one side have negative beliefs as arising unreliability feeling and disappointments and drifting away from the corporation as a result of failing expectations on being much better towards the corporations/institutions. On the other side, making contribution to the corporation to reach its goals by giving more than expected from him and being enthusiastic about it, being remembered with the corporation being worked at and being a part of it or cost of changing the corporation being worked at to be high reveals in the individual the belief for staying at the place being worked at. Accordingly, the question how the employees have both positive and negative feeling finds an answer from the working styles of the corporations we work at along with these thoughts.

Expectations for all defects to be removed in long term, against feelings as expectations not being met, failure of justice which the individuals, societies, corporations, the whole world need, feeling of overweighing pessimism, owing the corporation for whatever the reason is may attach the individual to the corporation more.

Accordingly, organizational cynicism which expresses negative feelings towards corporation and organizational commitment expressing feelings as everything shall settle down in the future and I have to contribute to the corporation for this and I have to stay at the corporation and work much more may exist in most of the individuals at the same time. Considering this thought, it is possible to say that organizational commitment may increase as organizational cynicism increases.

Organizational cynicism level being high and despite this, organizational commitment being also high requires managers to shape the structure and operation of the corporation all over again, build organizational justice, recover employees from negative thoughts and provide a higher level organizational commitment. Managers acting with this conscious may fulfill their responsibilities by making contribution to development of health care corporation which is important in the territory and is an obligation for it to offer a more efficient level of service.

This research is conducted on only the employees working at one university hospital. Today, the subject of organizational justice may be included in these important subjects and researches may be conducted by extending the sample.

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