EXAMINATION OF ORGANIZATIONAL CYNICISM LEVELS OF PROVINCIAL DIRECTORATE OF YOUTH SERVICES AND SPORTS EMPLOYEES IN TERMS OF DIFFERENT VARIABLES 1

Ubeydullah YILDIRM1, Hakan KOLAYİŞ2, Bekir AYDIN3

1 Institute of Social Sciences, Physical Social and Sports, Sakarya University, Sakarya / Turkey
2 Faculty of Physical Education and Sports, Sakarya University, Sakarya / Turkey
3 Institute of Educational Sciences, Physical Education and Sports, Sakarya University, Sakarya / Turkey

ORCID ID: 0000-0001-5036-38601, 0000-0001-9448-14632, 0000-0003-1493-14583

Abstract: Aim: The purpose of this research is examining Cognitive, Affective and Behavioral dimensions, which are sub-dimensions of Organizational cynicism, of the civil servants working in the Provincial Directorate of Youth Services and Sports (PDYSS) in Marmara region in terms of different variables. Method: Convenience sampling model which is one of the descriptive research methods was used in the research. The sample of the research is composed of 605 civil servants working in 11 PDYSSs in the Marmara Region. The “Organizational Cynicism Scale” developed by Brandes, Dhalwadkar and Dean (1999) and adapted to Turkish by Gamze Kalağan (2009) was used as data collection tool in the research. Independent t-test was used to determine whether there was any difference according to the levels of gender and marital status and organizational cynicism sub-dimensions in the analysis of data, and Variance Analysis (ANOVA) was used according to educational status scores. One of the Post Hoc tests, the Tukey test, was used in order to determine among which groups was that significant difference observed among the levels of education levels. Finally, Pearson correlation analysis was performed to determine the linear relationship among the variables. Findings: According to the results of the research, it was found that there was difference between organizational cynicism sub-dimensions and educational status of PDYSS civil servants; however there was no significant difference between gender and marital status. Conclusion: When research findings are evaluated, the perceptions of PDYSS employees on organizational cynicism sub-dimensions do not show any significant difference according to gender variable and marital status. However, this difference, which differs to the education level, is in the positive direction with the education level, that is, as the level of education increases, the cynicism also increases.

Key Words: Cynicism, Organizational Cynicism, Cognitive Dimension, Affective Attachment, Behavioral Dimension

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(1) Corresponding Author: Ubeydullah YILDIRIM, Institute of Social Sciences, Physical Social and Sports, Sakarya University, Sakarya / Turkey ubeydullahyildirim@hotmail.com Received: 11.09.2017 Accepted: 26.12.2017 Type of article (Research and Application) Conflict of Interest: None Ethics Committee: None
INTRODUCTION

In our modern business world, the pressure and stress stemming from social and business life has been felt much more severely by the individuals day by day and this causes the exhibition of some undesirable and negative behaviors. This pressure and stress lead to prioritizing a relationship based on self-interest as well as mistrust, prejudiced and suspicious attitudes towards other individuals with the heavy competition environment of social life. The concept of cynicism is used for expressing these negative feelings and the individuals experiencing these feelings are defined as cynic (Akdemir, et al. 2016: 115-130).

Cynicism was first observed in Ancient Greek period as a life philosophy and way of thinking which goes back to B.C. 5th century (Brandes, 1997:7). Although the word “Cynic”, which is thought to take its name from the word “kyon” meaning dog in Greek or from the school of cynics in “Cynosarges” town, has been referred as “cynic” or “cynical” for years, it has been referred to as “cynicism” in foreign sources (Dean, et al. 1998). The word “cynic” is used for defining individuals keeping their self-interest more superior than others and the concept defining this thought is referred to as “cynicism” (James, 2005: 1).

The studies regarding organizational cynicism made process in the late 1980s and right the beginning of 1990s (Tokgöz and Yıldırım, 2008: 286). This negative thought system defined as organizational cynicism can be expressed as an organization’s overall condescending and critical behaviors and attitudes stemming from a strong negative affectional reaction triggered with the thought of being unaware of honesty, sincerity, confidence and integrity which are the basic moral values of an organization (Abraham, 2000: 269).

Most of the researches examining organizational cynicism assert that cynicism has perpetual negative results on individuals and organizations (Rubin et al., 2009: 680). It is seen that the important factors caused by organizational cynicism are disagreements stemming from duty confusion, heavy work responsibilities and broken promises which are the significant premises and organizational cynicism causes insufficient effort, loss of motivation and dissatisfaction of job (Kutaniş and Çetinel, 2010: 189).

Dean et al. (1998) put forth three dimensions of organizational cynicism. These are cognitive (belief), affective (affection) and behavioral (behavior) dimensions.

Cognitive dimension which is seen as the first dimension of organizational cynicism is the
impression that the organization is not frank coming with the negative feelings such as contempt, humiliation, spite and hatred (Eryeşil and Fındık, 2011: 106-107), the opinion that the employees’ thought of absence of honesty (straightforward, sincere, frank) in their organization (Özkalp and Kırel, 2001: 538) and the belief that organization is far from integrity Dean et al., 1998: 345).

Affective reactions towards a situation, behavior or object and cognitive dimension in terms of negative feelings of the employees towards their organizations cause strong affective reactions in individuals such as blast, impertinence and uneasiness (Abraham, 2000: 271) with the cynic thought and belief and in this respect, cynicism can be associated with every kind of negative feeling (Brandes, 1997: 31).

Behavioral dimension which is the third and final dimension of organizational cynicism means inclination to negative behaviors. Important aspects of this behavior are criticisms towards works and practices of the organization and its fairness as well as black propaganda. This dimension embodies scorn, critical discourses and amusing features (Özgener et al., 2008: 56, Kutanis and Çetinel, 2010: 188, Efeoğlu and İplik, 2011: 349).

The study which was performed in order to contribute to the purpose of examining organizational cynicism as a different area with the help of different researches is pretty important in terms of revealing the effect of Organizational Cynicism Sub-Dimensions of PDYSS civil servants regarding different variables, comprising all the provinces taking place in Marmara Region and possessing the feature of being the most extensive study for the first time when the fact that Marmara region is getting immigrants from all regions is taken into consideration and in terms of generalizability to the population.

MATERIAL and METHOD

Research Model

Cross-sectional screening model which is one of the descriptive research methods was used due to the fact that it was aimed at observing the change of Organizational Cynicism Levels of PDYSS Employees depending on time in terms of Different Variables.

Population and Sample

Cluster sampling which is one of the probability techniques was used in the research. The population of the research is composed of the civil servants working in PDYSSs in 81 provinces of Turkey. The sample of the research is composed of 605 civil servants.
working in 11 PDYSSs in the Marmara Region.

Data Collection Tools and Methods

The “Organizational Cynicism Scale” developed by Brandes, Dhalwadkar and Dean (1999), adapted to Turkish by Gamze Kalağan (2009) and composed of 13 items was used as data collection tool in order to collect data about Organizational Cynicism. It was benefitted from translation–retranslation technique in scale adaptation process. This scale is the reviewed version of organizational cynicism scale composed of 14 items and developed by Brandes (1997). In this version, an item taking place in behavioral dimension was excluded. There are three dimensions namely cognitive, affective and behavioral dimensions in organizational cynicism scale. There are five items in cognitive dimension, four items in affective dimension and four items in behavioral dimension. Branders et al. (1999) calculated the variation of factor loads of the items in cognitive dimension as between 0.63 and 0.81, in affective dimension as between 0.75 and 0.80 and in behavioral dimension as between 0.54 and 0.80. Furthermore, Cronbach Alpha Internal Consistency Co-efficient of the dimensions were calculated as 0.86, 0.80 and 0.78, respectively (Kalağan, 2009). Five point Likert rating scale was used in the scale ranging as “Strongly Agree” (5), “Agree” (4), “Neither Agree nor Disagree” (3), “Disagree” (2), “Strongly Disagree” (1). The highest score that can be acquired from this scale is 65 and the lowest score is 13. Data regarding the research was collected by using organizational cynicism scale. After the attendees were informed about the purpose and importance of the research, the surveys were distributed and then collected with face-to-face method.

Analysis of the Data

In the analysis of the data, in addition to descriptive statistical techniques (minimum, maximum, arithmetic average and standard deviation) Independent Group t-test was used in order to determine whether there was difference according to gender and marital status and Variance Analysis (ANOVA) was used so as to determine whether there was difference according to educational status. When testing whether there is a statistically significant difference between at least two averages belonging to more than independent groups, variance analysis does not show by which group or groups the difference is caused. In order to determine between which groups this difference is, it is needed to conduct multiple comparison test (Post-Hoc). In the event of equality in the number of samples in the
groups, Tukey was used which is a frequently used Post-Hoc type (cited from Tukey, Kayri, 2009). SPSS 22 packet program was used in the analysis of the data.

**FINDINGS**

**Table 1. Average Scores of Organizational Cynicism Sub-Dimensions (Cognitive Dimension, Affective Dimension, Behavioral Dimension) of PDYSS Civil Servants Attending the Research**

<table>
<thead>
<tr>
<th></th>
<th>N</th>
<th>Min.</th>
<th>Max.</th>
<th>( \bar{x} )</th>
<th>S.s</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cognitive Dimension</td>
<td>605</td>
<td>5</td>
<td>31</td>
<td>14,04 ± 4,527</td>
<td>4,527</td>
</tr>
<tr>
<td>Affective Dimension</td>
<td>605</td>
<td>4</td>
<td>20</td>
<td>9,20 ± 4,33</td>
<td>4,329</td>
</tr>
<tr>
<td>Behavioral Dimension</td>
<td>605</td>
<td>4</td>
<td>20</td>
<td>10,70 ± 3,857</td>
<td>3,857</td>
</tr>
</tbody>
</table>

As shown in **Table 1**, the attendees’ Cognitive dimension score is \( \bar{x} = 14,04 \pm 4,53 \), Affective dimension score is \( \bar{x} = 9,20 \pm 4,33 \) which are the sub-dimensions of Organizational cynicism.

**Table 2. The Comparison of Organizational Cynicism Sub-Dimension Levels (Cognitive Dimension, Affective Dimension, Behavioral Dimension) of PDYSS Civil Servants Attending the Research According to Gender Variable**

<table>
<thead>
<tr>
<th>Gender</th>
<th>n</th>
<th>( \bar{x} )</th>
<th>Ss</th>
<th>Sd</th>
<th>t</th>
<th>Sig(p)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cognitive Dimension</td>
<td>Male</td>
<td>366</td>
<td>13,88</td>
<td>4,57</td>
<td>603</td>
<td>-1,046</td>
</tr>
<tr>
<td></td>
<td>Female</td>
<td>239</td>
<td>14,28</td>
<td>4,46</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Affective Dimension</td>
<td>Male</td>
<td>366</td>
<td>9,07</td>
<td>4,37</td>
<td>603</td>
<td>-.911</td>
</tr>
<tr>
<td></td>
<td>Female</td>
<td>239</td>
<td>9,40</td>
<td>4,26</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Behavioral Dimension</td>
<td>Male</td>
<td>366</td>
<td>10,50</td>
<td>3,90</td>
<td>603</td>
<td>-1,565</td>
</tr>
<tr>
<td></td>
<td>Female</td>
<td>239</td>
<td>11,00</td>
<td>3,78</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

In Table 2, it was benefitted from the significance test (t-test) of the difference between two averages in examining whether there was a difference according to gender in the
Sub-Dimensions of Organizational Cynicism (Cognitive Dimension, Affective Dimension, Behavioral Dimension) averages of 605 PDYSS Civil Servants attending the research and 366 of whom were male while 239 of whom were female; it was not found statistically significant difference in cognitive, affective and behavioral dimension in terms of gender in the confidence level of 0.05 among male and female personnel (p>0.05).

Table 3. The Comparison of Organizational Cynicism Sub-Dimension Levels (Cognitive Dimension, Affective Dimension, Behavioral Dimension) of PDYSS Civil Servants Attending the Research According to Marital Status Variable

<table>
<thead>
<tr>
<th>Marital Status</th>
<th>n</th>
<th>X</th>
<th>Ss</th>
<th>t</th>
<th>Sig(p)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cognitive Dimension</td>
<td>Married</td>
<td>395</td>
<td>14.27</td>
<td>4.51</td>
<td>1.757</td>
</tr>
<tr>
<td></td>
<td>Single</td>
<td>210</td>
<td>13.60</td>
<td>4.54</td>
<td></td>
</tr>
<tr>
<td>Affective Dimension</td>
<td>Married</td>
<td>395</td>
<td>9.35</td>
<td>4.27</td>
<td>1.178</td>
</tr>
<tr>
<td></td>
<td>Single</td>
<td>210</td>
<td>8.92</td>
<td>4.44</td>
<td></td>
</tr>
<tr>
<td>Behavioral Dimension</td>
<td>Married</td>
<td>395</td>
<td>10.93</td>
<td>3.81</td>
<td>1.984</td>
</tr>
<tr>
<td></td>
<td>Single</td>
<td>210</td>
<td>10.27</td>
<td>3.92</td>
<td></td>
</tr>
</tbody>
</table>

As shown in Table 3, when the differences of the attendees among the research variables are examined according to their marital status, the attendees’ Cognitive dimension score is married x= 14.27 ± 4.51, single x= 13.60 ± 4.54 affective dimension score is married x= 9.35 ± 4.27, single x= 9.92 ± 4.44 and behavioral dimension score is married x= 10.93 ± 3.81, single x= 10.27 ± 3.92 which are the sub-dimensions of Organizational cynicism.

It was benefitted from significance test (t-test) of the difference between two averages in examining whether there was a difference according to marital status in the Sub-Dimensions of Organizational Cynicism (Cognitive Dimension, Affective Dimension, Behavioral Dimension) averages of 605 PDYSS Civil Servants attending the research and 395 of whom were married while 210 of whom were single; it was not found statistically significant difference in cognitive, affective and behavioral dimension in terms of marital status in the confidence level of 0.05 among married and single personnel (p>0.05).
Table 4. Results of One-Way Variance Analysis (ANOVA) Conducted for Determining whether Organizational Cynicism Sub-Dimension Scores Vary according to the Perceived Educational Status Variable

<table>
<thead>
<tr>
<th>Score</th>
<th>Group</th>
<th>N</th>
<th>X̄</th>
<th>ss</th>
<th>Var.C</th>
<th>K.T</th>
<th>Sd</th>
<th>K.O</th>
<th>F</th>
<th>p</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cognitive</td>
<td>High school and before</td>
<td>101</td>
<td>13,18</td>
<td>4,681</td>
<td>Among</td>
<td>179,593</td>
<td>3</td>
<td>59,864</td>
<td>2,949</td>
<td>.032</td>
</tr>
<tr>
<td></td>
<td>Associate degree</td>
<td>50</td>
<td>15,26</td>
<td>4,184</td>
<td>Within</td>
<td>12198,533</td>
<td>601</td>
<td>20,297</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Bachelor’s degree</td>
<td>410</td>
<td>14,01</td>
<td>4,583</td>
<td>Total</td>
<td>12378,126</td>
<td>604</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Post graduate and after</td>
<td>44</td>
<td>14,86</td>
<td>3,613</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>605</td>
<td>14,04</td>
<td>4,527</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Affective</td>
<td>High school and before</td>
<td>101</td>
<td>8,23</td>
<td>4,233</td>
<td>Among</td>
<td>117,986</td>
<td>3</td>
<td>39,329</td>
<td>2,110</td>
<td>.098</td>
</tr>
<tr>
<td></td>
<td>Associate degree</td>
<td>50</td>
<td>9,56</td>
<td>4,568</td>
<td>Within</td>
<td>11202,007</td>
<td>601</td>
<td>18,639</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Bachelor’s degree</td>
<td>410</td>
<td>9,40</td>
<td>4,267</td>
<td>Total</td>
<td>11319,993</td>
<td>604</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Post graduate and after</td>
<td>44</td>
<td>9,23</td>
<td>4,675</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>605</td>
<td>9,20</td>
<td>4,329</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Behavioral</td>
<td>High school and before</td>
<td>101</td>
<td>9,69</td>
<td>4,093</td>
<td>Among</td>
<td>144,831</td>
<td>3</td>
<td>48,277</td>
<td>3,281</td>
<td>.021</td>
</tr>
<tr>
<td></td>
<td>Associate degree</td>
<td>50</td>
<td>11,02</td>
<td>3,684</td>
<td>Within</td>
<td>8842,018</td>
<td>601</td>
<td>14,712</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Bachelor’s degree</td>
<td>410</td>
<td>10,82</td>
<td>3,841</td>
<td>Total</td>
<td>8986,850</td>
<td>604</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Post graduate and after</td>
<td>44</td>
<td>11,55</td>
<td>3,302</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>605</td>
<td>10,70</td>
<td>3,857</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Anova test was used in order to statistically calculate more than two independent variable scores as One-Way Variance analysis which is a parametric test from the statistical test technique so as to test whether attendees’ Organizational Cynicism sub-dimensions and educational status scores significantly vary on the basis of groups. As a result of one-way variance analysis, statistically significant difference was calculated. One of the Post Hoc Tests, Tukey Test, was used in order to determine source of the difference and when examined according to educational status variable of Cognitive dimension which is one of the sub-dimensions of Organizational Cynicism, statistically significant difference was found between High school and before and Associate degree ($F_{(3,601)} = 2,949; p<0,05$) and the average score of associate degree was higher while it was found that there was not statistically significant difference between them and Affective dimension ($F_{(3,601)} = 2,110; p>0,05$) and when the Behavioral dimension was examined according to educational status variable, it was found that there was statistically significant difference between High school and before and Bachelor’s degree and between High school and before and Post graduate and after ($F_{(3,601)} = 3,281; p<0,05$) and when high school and before and bachelor’s degree average scores were observed, it was seen that average scores of bachelor’s degree was higher and when the average scores of high school and before and post graduate and after were examined, it was found that average score of post graduate and after was higher.

Table 5. Correlation Values between Descriptive Statistics and Variables

<table>
<thead>
<tr>
<th></th>
<th>X</th>
<th>S.S</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.Age</td>
<td>33.82</td>
<td>7,516</td>
<td>1</td>
<td>0.820**</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.Occupational experience period</td>
<td>8.22</td>
<td>6,959</td>
<td>0.820**</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3.Seniority</td>
<td>6.79</td>
<td>6,533</td>
<td>0.763**</td>
<td>0.848**</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4.Cognitive</td>
<td>14.04</td>
<td>4,527</td>
<td>0.039</td>
<td>0.023</td>
<td>0.091*</td>
<td>1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5.Affective</td>
<td>9.20</td>
<td>4,329</td>
<td>0.022</td>
<td>0.058</td>
<td>0.091*</td>
<td>0.662**</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>6.Behavioral</td>
<td>10.70</td>
<td>3,857</td>
<td>0.025</td>
<td>0.020</td>
<td>0.077</td>
<td>0.626**</td>
<td>0.725**</td>
<td>1</td>
</tr>
</tbody>
</table>
Discussion Regarding Gender

It was not found a significant difference among the averages of Sub-Dimensions (Cognitive Dimension, Affective Dimension, Behavioral Dimension) of Organizational Cynicism of the civil servants working in PD-YSS according to gender.


Although it is seen that there are some other researches with different results, in their study Mirvis and Kanter (1991: 56), Tükelteğt et al., (2009) suggested that organizational cynicism levels of male employees were higher than female employees. On the other hand, Lobnika and Pagon (2004: 7) found that policewomen were more cynical than police-

** Correlation is significant in 0.01 level. (2-tailed), * Correlation is significant in 0.05 level. (2-tailed)

As shown in Table 5, as a result of Pearson correlation analysis, it was found that there was a positive and significant relationship in 0.01 significance level between occupational experience period and age (r=0.820, p<0.01), seniority and age (r=0.763, p<0.01), seniority and occupational experience period (r=0.848, p<0.01), affective behavior and cognitive (r=0.662, p<0.01), behavioral dimension and cognitive dimension (r=626, p<0.01), behavioral dimension and affective dimension (r=0.725, p<0.01). It was found that there was a positive and significant relationship in 0.05 significance level between cognitive behavior and seniority (r=0.91, p<0.05) and affective behavior and seniority (r=0.91, p<0.05).

DISCUSSION

Discussion Regarding Descriptive Statistics

In this research, conceptual and theoretical descriptive dimensions of “organizational cynicism” was formed and it was aimed at examining organizational cynicism sub-dimensions of civil servants working in 11 PDYSSs in Marmara Region in terms of different variables and the results were given depending on the research findings.
men. Also, Balıkçıoğlu (2013) specified in her/his study that organizational cynicism attitudes of female employees were higher than male employees.

In the study of Çanak (2014), it was found that there was not a significant difference among groups in the behavioral sub-dimension of organizational cynicism and cognitive and affective cynicism perceptions of female managers were significantly higher than cognitive and affective cynicism perceptions of male managers.

In the study of Sur (2010), there was not a significant difference in the affective and behavioral dimension of organizational cynicism regarding gender variable while a significant difference was found in cognitive dimension. Similarly, in the research of Erbil (2013), while a significant difference was not found in cognitive and affective dimension of organizational cynicism, there was difference in behavioral dimension according to gender variable. In their studies, Polatcan (2012), Altnöz et al., (2011), Yalçınkaya (2013), Gündüz (2014) suggested that statistically there was a significant difference between organizational cynicism and gender. These results do not overlap with the results of our research.

Discussion Regarding Marital Status

It was not found statistically significant difference among the averages of Sub-Dimensions (Cognitive Dimension, Affective Dimension, Behavioral Dimension) of Organizational Cynicism of the civil servants working in PDYSS according to marital status. When the literature was examined, it was found that there was not any difference in the studies of Mirvis and Kanter (1991), Erdost et al., (2007), Efılti et al., (2008), Sur (2010), Kalagan and Güzeller (2010), Turan (2011), Şirin (2011), Boyalı (2011), Korkmaz (2011), Polatcan (2012), Yalçınkaya (2013) regarding the organizational cynicism of the personnel according to marital status variable. Research findings overlap with our results.

However, Kalağan (2009) suggested that there was not difference in Cognitive and Affective dimension, but the averages of single individuals who possessed significant difference in behavioral dimension were lower.

Çanak (2014) specified that when the results regarding differences of organizational cynicism levels of school administrators according to their marital status, it was found that married administrators’ cognitive, affective and behavioral cynicism perceptions were significantly higher than single administrators’ cynicism perceptions. Balıkçıoğlu
(2013), Delken, (2004) found that organizational cynicism levels of unmarried employees were higher. Kanter and Mirvis, (1989), Efıltı et al., (2008) suggested that organizational cynicism levels of married or single employees were lower than those living separated or having ended their marriages.

In the studies performed by Gündüz (2014), Balıkçıoğlu (2013), Erbil (2013), Polatcan (2012), Aytuğan (2012), Aytuğan (2012), it was found a significant difference in the organizational cynicisms of the employees according to marital status variable. These findings do not support our findings.

It was not found statistically significant difference between marital status and organizational cynicism levels of PDYSS civil servants; that is, PDYSS civil servants’ being single or married did not affect their organizational cynicism levels.

**Discussion Regarding Educational Status**

When the Cognitive dimension, one of the sub-dimensions of Organizational Cynicism, of PDYSS civil servants was examined according to educational status variable, it was found statistically significant difference between High school and before and Associate degree and the average score of associate degree was higher; there was not statistically significant difference between affective dimension and educational status and when the affective dimension was examined according to educational status variable, it was found that there was statistically significant difference between High school and before and Bachelor’s degree as well as between High school and before and bachelor’s degree was observed, it was seen that average score of bachelor’s degree was higher and when the average scores of High school and before and post graduate and after was examined, it was found that the average score of post graduate and after was higher. It was observed that cynicism showed increase in parallel with the educational status.

When the literature was examined, it was found in the study of Kılıç (2011) that organizational cynicism averages of teaching school graduates in behavioral dimension of organizational cynicism levels was lower when compared to training institute (including completion of associate degree), four-year faculty, post graduate and doctorate graduates. Similarly, Aytuğan (2012), Tayfun and Çatır (2014) found out that there was a significant difference between education variable and Behavioral dimension, one of the sub-dimensions of organizational cyni-
cism. Balkışoğlu (2013) found that there was a significant relationship between affective dimension and educational level of behavioral dimension.

Erbil (2013) found that there was a significant difference in the affective dimension of organizational cynicism according to educational status variable of the employees' organizational cynicisms and cynicism perceptions of graduates of bachelor's degree were higher in affective dimension.

Other studies supporting organizational cynicism (Fero, 2005: 36; Güzeller and Kalağan, 2008: 92; Kalagan and Güzeller (2010), Tokgöz and Yılmaz, 2008: 283), Delken (2004: 21) and Mirvis and Kanter (1991: 58) emphasized that there was positive relationship between educational status and organizational cynicism; in other words, as the educational level increased, organizational cynicism increased, as well. According to Mirvis and Kanter (1991: 58), it is seen that those whose educational levels are low do not have difficulty in accepting reality and they exhibit less negative attitude towards the organization due to the fact that they do not have so many expectations.

These findings may be caused by high level of knowledge and background of those whose educational levels are high and as a result their more critical point of view while evaluating the events. And this can be explained with the fact that the individual may be in a more cynical attitude with the thought that her/his expectations from her/his organization are not met. At the same time, their expectations regarding promotion and advancing in the career may be higher compared to the individuals whose educational levels are lower. However, unrealized expectations may lead to disappointment in the employees and this may increase their cynicism perceptions on the basis of cognitive and behavioral dimension. It was not found a significant relationship between organizational cynicism and educational level in some studies (Fuller et al., 2006: 337, Andersson and Bateman, 1997: 460, Bommmer et al., 2005: 743, Efili et al., 2008: 12, James, 2005: 97). Sur (2010), Şirin (2011), Korkmaz (2011), Turan (2011), Boyalı (2011), Helvacı and Çetin (2012), Pelit and Ayduğan (2011), Polatcan (2012), Yalçınkaya (2013), Çanak (2014). These research results do not overlap with the results of our study.

Discussion Regarding Pearson Correlation

When age, occupational experience period, averages of cognitive, affective, behavioral dimensions which are the sub-dimensions of Organizational Cynicism, standard devia-
tions and correlation co-efficient were examined, it was found that there was a positive significant relationship in 0.01 significance level between occupational experience period and age, seniority and age, seniority and occupational experience, affective behavior and cognitive, behavioral dimension and cognitive dimension, behavioral dimension and affective dimension. It was found that there was a positive and significant relationship in 0.05 significance level between cognitive behavior and seniority, affective behavior and seniority.

CONCLUSION

When the results of the cognitive dimension are examined, there is no significant difference between the attitudes of organizational cynics regarding the cognitive dimension of PDYSS employees in terms of gender and marital status variables. However, there was a significant difference in terms of educational status change. Organizational cynicism attitude scores of associate and above educated employees are higher than those of high school and before. When the results related to the affective dimension were examined, it was observed that there was no meaningful difference between the attitudes of organizational cynics related to the cognitive dimension of PDYSS employees in terms of gender, marital status and educational status variables. As a result of the multiple regression analysis performed, it was determined that the dimensions of the organizational support that PDYSS employees perceive had an effect on the dimensions of organizational cynicism. When the results of the behavioral dimension are examined, there is no significant difference between the organizational cynics attitudes of the PDYSS employees regarding the cognitive dimension in terms of gender and marital status variables. However, there was a significant difference in terms of educational status change. It is seen that the employees who graduated from post-graduate and post-graduate schools have higher attitude scores of organizational cynicism regarding this dimension than those of high school and before.

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Bilimleri Enstitüsü, Yüksek Lisans Tezi, Ankara


Sosyal Bilimleri Enstitüsü. Yüksek Lisans Tezi. Karaman


GENÇLİK HİZMETLERİ VE SPOR İL MÜDÜRLÜĞÜ ÇALIŞANLARININ ÖRGÜTSEL SİNİZM DÜZEYLERİNİN ÇEŞİTLİ DEĞİŞKENLER AÇISINDAN İNCELENMESİ


Amaç: Bu araştırmanın amacı; Örgütsel sinizm alanında farklı alanlarda, farklı araştırmalarla olmakla beraber Bu amaca katkı yapması düşünülerek gerçekleştirilen çalışmanın, Marmara bölgesinde yer alan Balıkesir, Bilecik, Bursa, Çanakkale, İstanbul, Edirne, Kocaeli, Kırklareli, Sakarya, Tekirdağ, Yalova GHSİM’inde görev yapan kamu personelinin Örgütsel sinizmin alt boyutları Bilişsel Boyut, Duyuşsal Boyut ve Davranışsal Boyutların çeşitli değişkenler açısından incelenmesidir.


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ve sonrası puanlarının ortalamasına bakıldığında ise yüksek lisans ve sonrasıların ortalama puanının yüksek olduğunu bulunmuştur. Ancak örgütsel sinizm alt boyutları ile cinsiyet arasındaki ilişki incelendiğinde araştırmaya katılan 366 erkek, 239 kadın çalışan arasında ilişki incelendiğinde çalışma 395 evli 210 bekar çalışan arasında istatistiksel olarak anlamlı bir fark olmadığı (p>0.05) sonucu ortaya çıkmıştır. Son olarak yaş, mesleki deneyim süreşi kişiyi, Örgütsel Sinizmin alt boyutları olan bilişsel, duyuşsal, davranışsal boyutun ortalamaları, standart sapmaları ve korelasyon katsayıları incelendiğinde; mesleki deneyim süreşi ile yaş (r=0,820, p<0,01), kişiyi yaş (r=0,763, p<0,01), kişiyi yaş ile mesleki deneyim süreşi (r=0,848, p<0,01), duyuşsal davranış ile bilişsel (r=0,662, p<0,01), davranışsal boyut ile bilişsel boyt (r=0,725, p<0,01), davranışsal boyt ile duyuşsal boyt (r=0,725, p<0,01) arasında, 0,01 anlamlılık düzeyinde pozitif yönlü ve anlamlı bir ilişki olduğu tespit edilmiştir. Bilişsel davranış ile kişi (r=0,91, p<0,05), duyuşsal davranış ile kişi (r=0,91, p<0,05) arasında, 0,05 anlamlılık düzeyinde pozitif yönlü ve anlamlı bir ilişki olduğu tespit edilmiştir. Sonuç: Araştırma bulguları değerlendirildiğinde; GHSİM çalışanlarının Örgütsel sinizmin alt boyutlarından Bilişsel Boyutta ilişin Sonuçlar Cinsiyet ve medeni durum, değişkenleri açısından; GHSİM çalışanlarının bilişsel boytun birlikte örgütsel sinizmin tutumları arasında anlamlı bir fark yoktur. Ancak, eğitim durumu değişkeni açısından anlamlı bir farklılık gözlemehmiştir. Ön lisans ve üstü eğitimli çalışanların bu boytun birlikte örgütsel sinizmin tutum puanları, lise ve önesi ne göre daha yüksektir. Duyuşsal Boyuta Ilişin Sonuçlar Cinsiyet ve medeni durum ve eğitim durumu değişkenleri açısından; GHSİM çalışanlarının bilişsel boytun bilişsel boytun birlikte örgütsel sinizmin tutumları arasında anlamlı bir fark olmadığı tespit edilmiştir. Duyuşsal Ilişin Sonuçlar Cinsiyet ve medeni durum ve eğitim durumu değişkenleri açısından; GHSİM çalışanlarının bilişsel boytun bilişsel boytun birlikte örgütsel sinizmin tutumları arasında anlamlı bir fark olmadığı tespit edilmiştir. Duyuşsal Ilişin Sonuçlar Cinsiyet ve medeni durum ve eğitim durumu değişkenleri açısından; GHSİM çalışanlarının bilişsel boytun bilişsel boytun birlikte örgütsel sinizmin tutumları arasında anlamlı bir fark olmadığı tespit edilmiştir. Duyuşsal Ilişin Sonuçlar Cinsiyet ve medeni durum ve eğitim durumu değişkenleri açısından; GHSİM çalışanlarının bilişsel boytun bilişsel boytun birlikte örgütsel sinizmin tutumları arasında anlamlı bir fark olmadığı tespit edilmiştir. Duyuşsal Ilişin Sonuçlar Cinsiyet ve medeni durum ve eğitim durumu değişkenleri açısından; GHSİM çalışanlarının bilişsel boytun bilişsel boytun birlikte örgütsel sinizmin tutumları arasında anlamlı bir fark olmadığı tespit edilmiştir. Duyuşsal Ilişin Sonuçlar Cinsiyet ve medeni durum ve eğitim durumu değişkenleri açısından; GHSİM çalışanlarının bilişsel boytun bilişsel boytun birlikte örgütsel sinizmin tutumları arasında anlamlı bir fark olmadığı tespit edilmiştir. Duyuşsal Ilişin Sonuçlar Cinsiyet ve medeni durum ve eğitim durumu değişkenleri açısından; GHSİM çalışanlarının bilişsel boytun bilişsel boytun birlikte örgütün destekin boytılarnın örgütün sinizmin boytılarnı üzerinde etkisinin olduğu tespit edilmiştir.

Anahtar Kelimeler: Sinizm, Örgütsel Sinizm, Bilişsel Boyut, Duyuşsal Bağlılık, Davranışsal Boyut