

EFFECT OF ORGANIZATIONAL CYNICISM AND JOB SATISFACTION ON ORGANIZATIONAL COMMITMENT: AN EMPIRICAL STUDY ON BANKING SECTOR

ÖRGÜTSEL SINIZM VE İŞ TATMİNİNİN ÖRGÜTSEL BAĞLILIK ÜZERİNDEKİ ETKİSİ: BANKACILIK SEKTÖRÜNDE BİR UYGULAMA

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ÖZ

Örgütsel sinizmin geçmişe kadar uzanan bir tarihi olsa da, ülkemizde son yıllarda dikkat çeken önemli kavramlardan bir olmaktadır. Artan rekabet sonucunda örgütlerin kendilerinden söz ettiren işlere imza atabilmeleri, istedikleri hedeflere ulaşabilmelerinin yolu memnun ve örgüte bağlı çalışanlardan geçmektedir. Örgütler beklentilerinin eksiksiz karşılandığı nitelikli özelliklere sahip bireyler ile çalışmaya gönüllüdürler. Örgütsel bağlılığı yüksek olan çalışanlar kendi değerleri ile örgütün değerlerini bir tutmakta, üst düzeyde performans göstermektedir. Bu çalışmanın amacı, örgütsel sinizm ve iş tatmini kavramlarının örgütsel bağlılığa olan etkisini incelemektir. Literatür taramasında örgütsel sinizm ve iş tatmininin kavramları kapsamlı olarak araştırılmıştır. Ardından söz konusu kavramların örgütsel bağlılık ile olan ilişkileri ve derecelerini analiz etmek amacıyla banka sektörü çalışanlarının katılımı ile ankete dayanan bir çalışma gerçekleştirilmiştir. Analizler sonucunda iş tatmininin örgütsel bağlılık üzerinde pozitif yönde etki sahip olduğu görülmüştür. Ayrıca regresyon analizi sonuçlarına bakıldığında örgütsel sinizm faktörünün örgütsel bağlılık üzerinde etkisinin bulunmadığı tespit edilmiştir.

Anahtar Kelimeler: Örgütsel Sinizm, İş Tatmini, Örgütsel Bağlılık

Jel Kodu: M10

ABSTRACT

Despite the fact that existence of organizational cynicism has a long history, it recently becomes one of the conspicuous concepts in our country. For the organizations, as a result of increasing competition, the way of accessing the self-proclaimed works and reaching their goals pass through the satisfied and committed workforce. Organizations are willing to work with qualified employees who fulfill their expectations completely. Employees with high organizational commitment consider their and organization's values equal and, show high-level performance. The aim of this study researching the impact of organizational cynicism and job satisfaction concepts on organizational commitment. Concepts of organizational cynicism and job satisfaction are searched in detail in literature research. After that, to analyze the relationship and its degree between these concepts and organizational commitment, a survey study is conducted via the participation of banking sector employees. As a result of the analysis, job satisfaction has a positive effect on organizational commitment. It is also determined that organizational cynicism does not have any influence on organizational commitment based on regression analysis.

Keywords: Organizational Cynicism, Job Satisfaction, Organizational Commitment

Jel Code: M10

1. INTRODUCTION

The rapid change of the world with the current developments, together with the innovations in technology, have provided formed regular development and change strategies in the organizations. Along with this, changing expectations have created a need for qualified individuals who can work efficiently. In order to reach the strategies and goals planned in the organizations, it is necessary to give more importance to the working people, to support their development and to make efforts to retain qualified employees. In this direction, the desired performance expectations from the employees have also increased. Increasing pressure on employees with intensified competition and stress elements are causing differences in attitudes of individuals. The fact that the employee exhibits negativities towards the organization and sometimes to colleagues is laying the groundwork for the development of the concept of cynicism. This study was conducted to see to what extent organizational cynicism and job satisfaction affects organizational commitment.

To consolidate business successes, employees need to increase their commitment by increasing their satisfaction levels at higher levels. The concept of cynicism is also important for organizations. Employees also need to take extra care and diligence in order to be able to provide these demands and perform at the desired level.

In this study, the relationship between organizational cynicism and job satisfaction and organizational commitment is examined. First of all, the concept of organizational cynicism is discussed. Later, literature review about job satisfaction and organizational commitment is presented. After hypotheses of the study are formulated, the methodology of the research on banking employees and the results are presented.

2. ORGANIZATIONAL CYNICISM

The emergence of cynicism dates back to Ancient Greece. While cynicism is originally a lifestyle and philosophical view that dates back to 500 BC, it has also attracted the attention of different disciplines such as religion, sociology and psychology. Cynicism is defined by the Turkish Language Association as “the doctrine of Antisthenes defending that human beings can achieve virtue and happiness on their own without depending on any value and by getting rid of all requirements” (TDK, 2016).

The belief of the lack of integrity of the organizational leaders is expressed as employee cynicism (Stanley et al. 2005). When the leaders do not care about employees, it leads to a sense of alienation (Wanous et al. 2000). Employee cynicism can be articulated by frustration, pessimism, disdain and disbelief toward the organization (Abraham 2000). When the job demands are excessive (Greenglass and Burke 2000, Maslach et al. 2001), work resources are lack (Bakker et al. 2004), and leaders’ trustworthiness level are low (Kim et al. 2009), employee cynicism can develop. Unless a corrective action is given, cynicism remain high for many employees once it has developed (Boersma & Lindblom 2009).

Those who consider anyone that they believe to only act and behave in line with their interests are called cynic, and the movement of thought that shares this belief with other people is called cynicism (Erdost et al., 2007). According to another definition, it can also be interpreted as exhibiting disdainful and aggressive behavior, not paying attention to anything, and triggering negative behaviors by awakening feelings of grudge, anger and resentment (Özler et al., 2010).

Furthermore, authors attempt to explain the tendency of the employees of an organization to exhibit negative and hostile behaviors towards that organization (Reichers et al., 1997; Anderson and Bateman, 1997; Dean et al., 1998).

Organizational cynicism is a negative belief that causes significant results. It causes criticizing the organization with a sarcastic attitude, and decreases an organization's reliability as a result of not fulfilling people's expectations. In a study they conducted, Anderson and Bateman (1997) found that the sudden dismissal of employees, overpayment to managers, and a weak organizational performance form a basis for the formation of cynicism among white-collar employees. Beliefs on the existence of behaviors that are not sincere, fair and realistic may lead to an increase in cynicism. It is expressed as a positive connection with inadequate leadership qualities, extreme skepticism, excessive anxiety, and abstention. The examples of the reasons for the emergence of organizational cynicism can be shown as unfair work distribution, failure to meet the expectations, failure to comply with contractual rules, unsuccessful leadership and management approaches, uncertainty in working hours (Boyalı, 2011). One of the most significant elements in its formation is the neglect of the psychological contract. The belief that the expectations and promises between the organization and the employee are violated by the organization paves the way for the formation of introversion and negative behaviors among individuals. When the organization fails to fulfil its obligations, the psychological contract is violated for employees. In this case, employees will exhibit reactions that include negative attitudes and behaviors against the organization (Sabuncuoğlu and Tüz, 2013).

Organizational cynicism will destroy the sense of belongingness to the organization and the decrease in the concept of organizational citizenship. Organizational cynicism may lead to low achievement, missing motivation, not attending work on a regular basis, labor turnover and job dissatisfaction (Özcan, 2013). If the definition of a job in an organization is not made clearly and precisely and people with the right qualifications do not work there, cynicism within the organization will

increase. Organizational cynicism is inversely proportional to employees who are satisfied with their job. Cynicism increases as satisfaction decreases. Certainly, cynicism adversely affects the time, effort and determination employees are eager to put into work that is of direct benefit to the organization (Johnson and O'Leary-Kelly 2003, Luksyte et al. 2011, Neves 2012). The ways to destroy organizational cynicism (Ağrdan, 2016:30) are to ensure justice and reliability inside the organization, make a balanced workload plan, reduce the stress factor, adopt a transparent understanding of management, and set accessible targets for employees.

2.1. Dimensions of Organizational Cynicism

The concept of organizational cynicism is defined as an attitude that consists of cognitive, affective, and behavioral dimensions (Kalağan and Güzeller, 2010).

2.1.1. Cognitive Dimension

In the cognitive dimension, there is a belief that there is a lack of honesty. Individuals believe that they will have problems with the trust in the organization. According to the cynics, values such as sincerity, virtue, honesty are sacrificed on the altar of self-interest. Individuals that possess cynic behaviors in their organizations believe that practices in organizations lack organizational principles, and that the formal statements prepared by organizations are not taken seriously by employees. Therefore, employees may sacrifice their value judgments such as sincerity, frankness, honesty and truth in favor of their interests, and they can exhibit unscrupulous and immoral behaviors (Kalağan, 2009). Relevant factor named "cynical thought" in the research.

2.1.2. Affective Dimension

In the affective dimension, individuals with cynicism nurture sentimental feelings towards their organizations. (Dean et al., 1998). The affective dimension of organizational cynicism covers feelings such as disrespect, anger, distress and

shame (Abraham, 2000). For example, cynical individuals may feel disgusted and angered against their organizations or when they think of organization, they may experience pain, disgust or even embarrassment. For this reason, cynicism is associated with all kinds of negative emotions (Brandes, 1997; Dean et al., 1998). It is also named "emotional reaction" in this article.

2.1.3. Behavioral Dimension

According to the behavioral dimension, cynical individuals in the organization may tend to make pessimistic predictions about the developments within the organization. They are negative and can often be found in humiliating behavior (Dean et al., 1998). From time to time, employees can exhibit behaviors such as complaining about the organization, making fun of them and criticizing them. In organizations, cynical behavior can also be demonstrated by non-verbal behavior. Meaningful gestures, sarcastic smiles, and disdainful laughing smiles can set an example for cynical behavior (Brandes and Das, 2006). Employees use humor to express cynical behavior (Dean et al., 1998). Thus, individuals with cynicism can ridicule the organizations they work with, rewrite their task expressions, and find themselves in sarcastic interpretations (Brandes, 1997). This behaviors are shaped by "cynical culture and climate" as well as named in the research.

3. JOB SATISFACTION

Profitability and efficiency are the main purposes of the organization in the business world with rapid developments and progressively more intense competitive conditions. In this business world, organizations have focused on the factors that provide job satisfaction and motivation that has become indissociable since increase in job satisfaction brings motivation (Kaya and Ceylan, 2014). Lumley, et al. (2011) emphasize that there are nine aspects of job satisfaction:

promotion, communication, operating procedures, supervision, co-workers, pay nature of the work benefits, and contingent rewards. Job satisfaction is the feelings of employees regarding their jobs. Job satisfaction is henceforth a function of the perceived relationship between employees' expectations concerning the job and what they actually get from that job, as well as the attributed value or meaning to their jobs (Ko, 2012). Job satisfaction generally articulates employees' positive and negative emotional reactions towards their job (Koroğlu, 2011). Job satisfaction may have connection with two aspects in a general perspective. First aspect concerns a person's personality, feelings, opinions, wants and needs and their strength. The second aspect having an effect on the satisfaction is the physical and psychological conditions on the job. Satisfaction increase or decrease depending on the degree to which these conditions meet the person's expectations (Kök, 2006).

4. ORGANIZATIONAL COMMITMENT

Organizational commitment has been characterized and defined in diverse ways (Somers 1995; Meyer and Allen 1997). Organizational commitment refers to the attachment of the employees to their organization and their wish to stay there (Doğan and Kılıç, 2007). Organizational commitment is the degree to which employees' identification of themselves with specific organizations with their goals, and desires to maintain membership in these organizations (Robbins and Coulter, 2009). Bartlett's (2001) definition on organizational commitment is about the employees' levels of attachment to the organization. Meyer and Allen (1997) define organizational commitment as staying at the organization, being present work on a regular basis, caring company properties, and interesting in company goals. According to them, organizational commitment is a psychological link between employees and their organizations. This link causes employees voluntarily

leave their organizations less likely (Meyer and Allen, 1997).

In their studies on organizational commitment, Allen and Mayer (1990) assessed organizational commitment as having three dimensions. Organizational commitment's affective component addresses employees' affection feelings about, recognition with, and participation in, the organization. The continuance component is related to the costs that employees associated with leaving the organization. Lastly, the normative component states employees' feelings on coercion to stay in the organization.”

The sense of belongingness and the desire to work in the same institution for a long time have positive effects on productivity and performance of the employees and also decreases labor turnover (Kök, 2006).

It is observed that individuals with high organizational commitment display higher productivity than those with low organizational commitment and work in a more self-sacrificing manner, in turn, this makes positive contributions to job satisfaction of employees. Employees with high commitment adhere to the expectations, strategies and values of an organization with a high degree of loyalty, they obey the rules and procedures willingly, and show a high level of effort (Seyhan, 2014).

4.1. The relationship between Organizational Commitment and Cynicism

Labor force is the most important source of organizations. Organizational success is not possible if employees do not join a harmonious working process with the organization. When studies on organizational cynicism and organizational commitment are examined, it is observed that there are some differences between organizational cynicism and organizational commitment (Dean et al., 1998). In organizational cynicism, cognitive dimension addresses employees' lack of integrity and honesty. On the other hand, in

organizational commitment, cognitive dimension examines whether the personal values and goals are similar to the values and goals of the organization. Within the context of the behavioral dimension; organizational commitment includes the intention of employees to remain in the organization, while organizational cynicism involves the indecision of employees to leave the organization. Within the scope of affective dimension; while cynic employees experience emotions such as disdain and inhibition against their organizations during their organizational experiences, employees with low organizational commitment are only experience lack of attachment to and being proud of the organization (Dean et al., 1998). Therefore, there is a negative relationship between organizational commitment and organizational cynicism. Organizational cynicism therefore reduces organizational commitment (Abraham, 2000). Organizational cynicism represent a stronger emotion than organizational cynicism (Dean et al., 1998; Kalağan, 2009).

H₁: Cynicism have a negative effect on organizational commitment.

4.2. The relationship between Organizational Commitment and Job Satisfaction

It is considered that individuals with a commitment to their organization have the high level of job satisfaction and productivity. Job satisfaction is among the most important subjects related to organizational commitment. The failure to meet one or more factors that affect job satisfaction may create future problems for organizations. Previous studies examining the relationship between job satisfaction and organizational commitment have found positive relationships between these two concepts (e.g. Westover, et al., 2010; Bang, et al., 2012; Molina, et al., 2014, and Closon et al., 2015;). The findings of these studies have underlined that the managerial skills to properly provide what employees need in the working environment have been a central determinant of organizational

commitment. Employees' satisfaction on the job leads to a greater organizational commitment (Volvic Chen, et al., 2015; Chatzoudes, et al., 2015; Joung, et al., 2015). If employees satisfy with their jobs, they will be motivated to do their job effectively and efficiently. Contrary to this, if employees do not satisfy with their jobs, they will be demotivated to do their job effectively and efficiently.

H₂: Job satisfaction have a positive effect on organizational commitment.

Research model is presented in Figure 1.



Figure 1: Research Model

5. METHODOLOGY

The aim of this study is to investigate the effect of organizational cynicism and job satisfaction on organizational commitment of the banking employees. The questionnaire was distributed to banking employees working in Istanbul, Turkey. Convenience sampling is used in this study. In total, 140 questionnaires were filled by the respondents.

The survey method was selected in order to collect data for the study. The data came from two sources: Paper questionnaire and online questionnaire. The literature was reviewed in order to reach the questionnaire used. The questionnaire consists of four sections. While the first section includes demographic questions, the second section includes 15 organizational cynicism questions, the third section includes 23 job

satisfaction questions, and the fourth section includes 18 questions and organizational commitment questions. The survey questions on organizational cynicism and job satisfaction used in the study were taken from Boyalı (2011) and the 12th and 13th questions of the Organizational Cynicism survey questions were taken from Sur (2010). The questions in the Organizational Commitment part were taken from Kabataş (2010). Finally, 56 questions were asked to the participants that participated in the field study. The 7-point Likert-type attitude scale was used in answering the survey questions, and the questionnaire form prepared with a 7-point Likert-type scale. The options for evaluating the answers in the questionnaire are as follows: (1) Totally disagree, (2) Mostly disagree, (3) Partially disagree, (4) Neither agree nor disagree, (5) Partially agree, (6) Mostly agree, (7) Totally agree. The data obtained as a result of the survey were analyzed using the SPSS (Statistical Package for Social Sciences) software. Reliability analyses, factor analyses, correlation, regression analyses were addressed one-by-one.

6. ANALYSES AND RESULTS

The data obtained as a result of the survey were analyzed using the SPSS software. The Cronbach's alpha coefficient was used in order to measure the reliability in the data, and correlation and regression analysis were applied, respectively, in order to determine the interaction between the variables used and test the hypotheses.

The average age was determined as 28 years. The fact that the average age is 28 years upon examining the age rates shows that dynamic people are together, and there can be advantages for innovations and development. As a result of the evaluations, it is concluded that employees get involved in the working life after completing their education life.

In terms of gender and education, 46 of the employees (32.9%, among the respondents

of this question) are female, and 87 (62.1%, among the respondents of this question) are male. Seven participants did not answered this question. The fact that the number of male employees is higher when compared to female workers points out to male-dominant business life. It can be concluded that more employment opportunities should be created for female employees in the banking sector. In terms of education, six employees (4.3%) have high school degree, three employees (2.1%) have college degree, 96 employees (68.6%) have bachelor's degree, 33 employees (23.6%) have master's degree, and one employee (0.7%) has doctorate. One participant did not answered this question. According to the data obtained, it is understood that most of the participants have graduated from university and higher levels of education. It was found out the educational levels of the employees are quite high.

6.1.1. Reliability and Validity Analysis

As for the measurement of internal consistency, the Cronbach's alpha coefficient is among the methods used. The alpha value is between 0 and 1, and it is desired for an acceptable value to be at least 0.7. There is a close correlation between reliability and validity. If the scale is valid, it is also reliable (Altunışık, 2010). The Cronbach's alpha (α) coefficient was used in order to measure the reliability of the study.

In Table 1, the results of reliability analyses are presented. The overall Cronbach's alpha value of the scale was obtained as 0.743. The scale was accepted as reliable since the coefficient is above the desired value of 0.70. The fact that the research scale consisting of 56 questions is reliable at the level of 0.743 in terms of social sciences shows that other analyses can be conducted with no doubt. The factor analysis was applied to indicate and prove the reliability of the scales following this analysis.

Table 1: Reliability Analyses

Variable	Cronbach's Alpha Coefficient
Cynicism	0.942
Job Satisfaction	0.941
Organizational Commitment	0.795
All scales	0.743

6.1.2. KMO and Bartlett's Test: Whether the data are suitable for the explanatory factor analysis was also investigated using the "Kaiser - Meyer- Olkin (KMO) and Bartlett's Sphericity Test" analyses. The "Kaiser - Meyer - Olkin (KMO) Test" tests the fitness of the correlations between the variables and sample data in creating a dimension (Sipahi, Yurtkoru and Çinko, 2006). The KMO value varies between 0 and 1. The high KMO ratio means that it can be perfectly estimated by other variables in the scale. The acceptable lower limit for sampling adequacy is 0.50. If this value is found lower than 0.50, it is concluded that the scale is not suitable for the factor analysis (Ağırđan, 2016). Bartlett's test is applied at the same time with the application of the KMO analysis. According to the results of the KMO analysis, the KMO values of the cynicism, satisfaction and commitment scales were found as 0.910 - 0.910 - 0.916, respectively. According to the results of Bartlett's test, it was found as $p=0.000$ in all three scales. The fact that the KMO values are higher than 0.50 and Bartlett's test results are $p<0.05$ is a proof that the scales are suitable for use and factor analysis in terms of validity. The results of the cynicism, job satisfaction and organizational commitment factor analysis are presented in Table 2, Table 3 and Table 4.

Table 2: Results of the factor analysis of Organizational Cynicism Scale

	Cynical Thought	Emotional Reaction	Cynical Culture and Climate
1. I believe that my organization says one thing and does another.	,743		
2. My organization's policies, goals, and practices seem to have little in common	,714		
3. If an application was said to be done in my organization, I'd be more skeptical whether it would happen or not.	,719		
4. My organization expects one thing of its employees, but rewards another.	,637		
5. In my organization I see very little resemblance between the events that are going to be done and the events which are done.	,810		
6. When I think about my organization, I get angry.		,889	
7. When I think about my organization, I experience aggravation.		,872	
8. When I think about my organization, I experience tension.		,882	
9. When I think about my organization, I feel a sense of anxiety.		,863	
10. I complain about what happened at work to my friends outside the institution I work for		,629	
11. We look at each other in a meaningful way with my colleagues when my organization and its employees are mentioned.			,740
12. The relationships in the organization make me angry.			,758
13. I ridicule the slogans and practices of the organization I work with.			,643
14. I talk with others about how work is being carried out in the organization.			,555
15. I criticize the practices and policies of my organization to people outside the hospital.			,742

Table 3: Results of the factor analysis of Job Satisfaction Scale

	Sensitivity and Being Appreciated	Career Opportunities	Legal Guarantees
3. Employees are shown sensitivity to legal rights such as referral and permission.	,652		
4. Employees are valued at my workplace.	,756		
6. Positive work in my workplace is appreciated.	,673		
7. I have the right to use my creativity in my work.	,632		
10. Workload is distributed fairly among employees in my workplace.	,669		
11. The orders given by the management are clear, understandable and rational.	,756		

	Sensitivity and Being Appreciated	Career Opportunities	Legal Guarantees
12. Employees who are exposed to vital issues such as infectious and occupational diseases are shown sensitivity.			
13. I find the management style of the managers to be appropriate.	,831		
14. I trust my managers.	,810		
15. The managers support employees in all matters.	,857		
16. Managers in my workplace are generally loved.	,861		
22. I can easily report any problems to upper managers related to work.	,855		
5. My work provides personal improvement.		,597	
8 . My job is meeting my expectations.		,608	
9. My work is interesting.		,629	
17. My colleagues are committed to teamwork.		,529	
18. The work I do is highly respected.		,851	
19. I have promotions and career opportunities in the organization.		,686	
20. I have positive attitudes towards organization I work for.		,690	
21. I prefer to work at another organization instead of working here.		-,601	
1. The organization has enough social facilities such as transportation and food.			,570
2. There is little commonality between the policies, objectives and practices of the organization I work with.			,881

Table 4. Results of the factor analysis of Organizational Commitment Scale

	Affective	Continuance	Normative
1. It makes me very happy to spend time in the organization I am working with.	,768		
2. I feel the issues of the organization I work with are really my own issues.	,854		
3. I feel like I belong to the organization where I work.	,907		
4. I feel "emotionally connected" to the organization I work with.	,920		
5. I see myself as a "part of the family" in my organization.	,905		
6. The organization I work for means a lot to me.	,930		

	Affective	Continuance	Normative
7. It would be very difficult to leave the organization I am currently working with if I would like to.	,625		
8. I am working in this organization because of the obligations rather than working willingly.	,599		
16. The organization I work for is an organization to which will be shown loyalty.	,734		
17. Since I feel obliged to the people here, I cannot leave the organization I am working at this moment.	,592		
18. I owe a lot to the organization I work for.	,791		
11. I gave myself so much to the organization I work with, I do not think I should leave here.	,601		
9. If I leave the organization I work for at the moment, my life will be overwhelming.		,712	
10. Since I do not have much alternative, I do not intend to leave the organization I work for.		,781	
12. If I leave the organization I work for, my chances of finding another job are limited.		,691	
13. I do not feel obliged to continue working at this organization.			,751
14. I think it is not right for me to leave the organization that I work for, even if it is advantageous for me.			,564
15. If I leave the organization I work, I feel strongly myself.			,559

6.1.3. Correlation Analysis

The Pearson's correlation coefficients, mean, standard deviation and correlation values of the scales that represent the sub-variables of organizational cynicism and job satisfaction were calculated for the correlation analysis. According to the result of the analysis, it is accepted that there is a "strong correlation" between the variables if $n > 100$ and $r > 0.70$. If r is between 0.540 and 0.70, it is accepted as a "medium correlation", and if r is between 0.20 and 0.40, it is accepted as a "weak correlation".

If $r < 0.20$, it is qualified as a "neglectable correlation" (Boyalı, 2011). Values close to 0 (zero) show that there is a linear and strong relationship between two variables. Nevertheless, negative (-) values show that the relationship is inverse, while positive (+) values show that the relationship is in the same direction (Özcan, 2013). The correlation analysis is presented in Table 5.

Table 5: Correlation Analyses

	1	2	3	4	5	6	7	8	9
Cynical Thought (1)	1	.732**	.583**	-.739**	-.703**	-.323**	-.700**	0.01	.257**
Emotional Reaction (2)		1	.660**	-.594**	-.665**	-.331**	-.581**	0.103	.207*
Cynical Culture and Climate (3)			1	-.543**	-.470**	-.209*	-.493**	0.106	0.095
Sensitivity and Being Appreciated (4)				1	.744**	.307**	.764**	-0.102	-.217*

	1	2	3	4	5	6	7	8	9
Career Opportunities (5)					1	.450**	.783**	-0.117	-.205*
Legal Guarantees (6)						1	.318**	-0.03	-0.071
Normative Commitment (7)							1	0.036	-.177*
Continuance Commitment (8)								1	0.111
Affective Commitment (9)									1

The most striking aspect of the correlation chart is the negative relationship between cynicism and sub-factors and other variables. Cynicism predominantly affects satisfaction and loyalty negatively. In other words, the presence of employees recruited through nepotism reduces the job satisfaction of other employees and reduces organizational commitment by damaging trusting feelings. Regression analysis was also performed to establish causal relationships in the study.

6.1.4. Regression Analysis

Regression analysis is a method of analysis that is used for examining the relationship

between a dependent variable and one or more independent variables. When more than one independent variable is used, regression analysis is called a "multivariable regression analysis" (Çelebi, 2009). Regression analysis, which is another hypothesis test that is closely related to a correlation showing the direction and power of the relationship between two variables, deals with the functional form of the relationship between variables. Regression analysis is the process of explaining the relationship between one dependent variable and one or more than one independent variables with a mathematical equation (Özcan, 2013).

Table 6: Effect of the Variables on Normative Commitment

Model	Non-Standardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	3.630	.740		4.905	.000
Cynical Thought	.121	.090	.202	1.349	.180
Emotional Reaction	.052	.074	.100	.695	.488
Cynical Culture and Climate	-.067	.060	-.132	-1.127	.262
Sensitivity and Being Appreciated	-.048	.086	-.079	-.553	.581
Career Opportunities	-.011	.102	-.015	-.104	.917
Legal Guarantees	.023	.070	.031	.328	.743
F Value: 1.845		R-Squared: 0.78		Corrected R Square: 0.36	
Dependent Variable: Normative Commitment					

Statistically significant at the level of ***p < 0.001, **p < 0.005, * p < 0.050.

The R² value is used in regression analysis to find out what percentage of the total change in the dependent variable is explained by independent variables. This value shows that all variables cannot explain the change in the dependent

variables, and if it approaches "1", then the change in the dependent variable is explained well by independent variables (Özcan, 2013). The results that show the effect of cynicism and job satisfaction on normative commitment are presented in

Table 6, and the results that show their effect on continuance commitment are presented in Table 7.

Table 7. Effect of the Variables on Continuance Commitment

Model	Non-Standardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	4.725	1.160		4.074	.000
Cynical Thought	-.266	.141	-.289	-1.896	.060
Emotional Reaction	.091	.116	.114	.780	.437
Cynical Culture and Climate	.064	.094	.081	.680	.498
Sensitivity and Being Appreciated	-.104	.135	-.113	-.768	.444
Career Opportunities	-.144	.159	-.134	-.901	.369
Legal Guarantees	.030	.110	.026	.276	.783
F Value: 1.004		R-Squared: 0.78		Corrected R Square: 0.36	
Dependent Variable: Continuance Commitment					

Statistically significant at the level of ***p < 0.001, **p < 0.005, * p < 0.050.

The results that show the effect of cynicism and job satisfaction on affective commitment are presented in Table 8.

As can be seen from Table 6, Table 7 and Table 8, the two independent variables in the research scale, cynicism and job satisfaction, were put through an evaluation within the same analysis with organizational commitment, which is the dependent variable of the study. The

Corrected R square value of the third model, in which the causality relationship was sought, was determined as 0.686. This number that is defined as the determination coefficient shows that the effect of the independent variables on the dependent variable is approximately 70%. This value is quite high for social sciences. The F value of the study is 51.188.

Table 8: Effect of the Variables on Affective Commitment

Model	Non-Standardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.403	.596		2.353	.020
Cynical Thought	-.139	.072	-.165	-1.927	.056
Emotional Reaction	.043	.060	.059	.719	.473
Cynical Culture and Climate	-.040	.048	-.055	-.833	.406
Sensitivity and Being Appreciated	.264	.069	.314	3.815	.000
Career Opportunities	.451	.082	.461	5.508	.000
Legal Guarantees	-.032	.057	-.031	-.574	.567
F Value: 51.188		R-Squared: 0.699		Corrected R Square: 0.686	
Dependent Variable: Affective Commitment					

Statistically significant at the level of ***p < 0.001, **p < 0.005, * p < 0.050.

According to the results, the cynicism's all sub factors do not affect organizational commitment as well as it has no mutual

relationship with job satisfaction. Another explanation is that an element that has a negative meaning as cynicism will not

affect job satisfaction and organizational commitment in an organization. In addition to this, job satisfaction has a direct and positive effect on organizational commitment.

Although cynicism has no significant effect on organizational commitment, it may have been affected by job satisfaction. It could be concluded that cynicism negatively affects organizational commitment if job satisfaction was not included in the model according to the available information. Nevertheless, this judgment cannot be evaluated as a scientific finding since it has no certainty.

7. DISCUSSION AND CONCLUSION

The importance of qualified employees in organizations gradually increases as a result of the globalization and growing markets. Organizations that strive to keep employees with high job satisfaction and organizational commitment within the organization should be engaged in significant initiatives in this respect. The effects of organizational cynicism and job satisfaction on organizational commitment were investigated in this study, and significant findings were achieved with the data obtained. Based on the literature review, we waited to see a negative significant effect of organizational cynicism on organizational commitment, because cynicism is based on exhibiting disdainful and aggressive behavior, not paying attention to anything, and triggering negative behaviors by awakening feelings of grudge, anger and resentment (Özler et al., 2010). Results show that organizational cynicism does not have any influence on organizational commitment. It is also found out job satisfaction has a positive effect on organizational commitment. In correlation analysis organizational cynicism and job satisfaction are found to be related. The results are discussed in this section.

Social opportunities of the organization such as transportation and nutrition seem to be sufficient. Its sufficiency positively

affects the job satisfaction perception of the employees. The facts that an employee does not pay for transportation at all, have lunch for free and is supported increase the employee's commitment to the organization.

It is observed that the needs of employees in the physical working environment such as equipment, lighting and heating in the building are met adequately. The fact that the equipment in the working environment is at an adequate level ensures that individuals work more willingly and easily. The organization shows sensitivity towards the legal rights of employees such as getting referral and permission and also acts responsibly in the presence of vital problems such as occupational diseases. There is a positive impression that the employees are given the necessary value, sensibility and appreciation. The fact that the managers behave in a kinder and careful manner towards their employees may also prevent the formation of the presence of the cynical culture in the organization. The fact that the manager listens to her employees and evaluates their suggestions directly affects the trust of individuals in their organization and their performance. High job satisfaction will ensure that employees tend to say positive things about their working place, become a part of the team by continuing to work there and show extra effort for the success of the company

The high opportunities for career and promotion and giving employees the necessary value help individuals to commit to the organization and keep their belongingness. According to the analysis results of the study conducted on the example of the banking sector, a correlation was exhibited between the commitment and satisfaction criteria. Managers have a significant effect on the main subjects that affect commitment such as giving feedback, rewarding, being appreciated and enjoying one's job. It is shown that managers have important tasks in the criteria of wage, giving feedback, appreciation, providing career opportunities, giving the value attributed to employees and commitment.

Employees do not worry about losing their job when they trust their managers. Managers should reassure their employees that they will always support them as long as employees do not act against the policies and regulations. The reputation of the organization will increase with the resulting environment of trust. Showing sensitivity towards the needs and expectations of employees and making them feel that they are valuable have effects on ensuring the commitment to the organization.

In correlation analysis organizational cynicism and job satisfaction are found to be related. This can be interpreted as each of the senior, mid-level and junior managers must gain the trust of their employees in order to prevent the occurrence of organizational cynicism or elimination of its effects. In an environment in which competition is getting fiercer, the fact that managers keep up with the change by establishing a relationship of mutual trust with employees will enable them to prevent negative attitudes and behaviors in order for organizations and the individuals within them not to be negatively affected. The fact that individuals feel valuable in their organization and are appreciated for their work will increase their job satisfaction and develop their sense of belongingness. Those who work in organizations where satisfaction is ensured tell positive things about their company to their colleagues, potential employees and customers and show strong willingness to stay in their company and become an effective part of the organization. Committed employees volunteer to show extra effort for the success of the company.

Although the results showed no significant effect of organizational cynicism on organizational commitment, it is believed that the effect of organizational cynicism decreases or disappears since the workload is distributed fairly among employees, the environment of trust is ensured, and the expectations of individuals are met at the sufficient level. It can be said that it is difficult for individuals who have cynical thoughts and exhibit cynical behaviors to show commitment towards the institution. The inconsistency between the policies and practices of the organization, distrust in the sincerity of managers, and a skeptical approach will lead to the increase in cynicism and will cause the organization to be affected by them. The manager plays a significant role in employee commitment. It is observed that the opportunities provided by managers, the ease of promotion and being appreciated may not lead to cynical ideas and the cynical culture may not create negative effects on commitment in employees.

7.1 Limitations and Future Research

The fact that the research participants were selected from a single bank ensures that the results are obtained in this direction. This field will enable the academicians who wish to research to have the required number of attendance, sincere response of the survey responses and involvement of the work in different sectors, thus contributing positively to the field research. Also, researchers who want to research this area in the future can make a more accurate measurement using different types of questions.

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