

Organizational Trust, Organizational Identification and Organizational Cynicism: A Research on White Colors

Yakın Burçak¹, Sökmen Alptekin², Bıyık Yunus³

¹(Student, Master of Management and Organization, Gazi University, Turkey)

²(Prof.Dr., Department of Business Administration, Gazi University, Turkey)

³(Research Assistant, Department of Business Administration, Gazi University, Turkey)

Abstract: Organizational trust, organizational identification and organizational cynicism are attractive issues for organizational behavior researchers because of possible positive and negative effects on both individual and organizational performance and productivity. All of them were used as research variables in many studies with different samples. For this reason, the aim of this study is to examine the relationship between organizational trust (OT), organizational identity (OI) and organizational cynicism (OC) in the sample of white-collar employees. The survey was conducted with 199 employees in four factories of Turkish Sugar Factory Inc. located in Ankara province. As a result of these analyses, a moderately positive relationship ($R = .406$, $p < 0.01$) was found between OT and OI, and a negative correlation was found between OT and OC ($R = -.537$, $p < 0.01$). The results show that OT and OI affect organizational cynicism. We concluded that increasing OT means increasing OI and OC.

Keywords – Organizational trust, organizational identification, organizational cynicism

I. INTRODUCTION

If employees purify of negative thoughts about their firms, internalization of the firm ensured, the continuity of work also increase. Thus, the organization can continue its sustainable competitive advantage. The aim of this study is to determine the attitudes of employees in relation to OT, OI, and OC levels.

Previous studies investigated why the variables that are expected to be positive in general are negative. The concept of cynicism, which has been negative effects in organizations, has been chosen in this study because it is thought that it can make a difference in this sense. Cynicism is a negative employee attitude. The provision of organizational trust and identification eliminates the influence of cynicism. The concept of OC is also a new concept in organizational behavioral literature and there is not sufficient data on its predecessors and outcomes. At the same time, it is thought to be an important contribution of the research in terms of being the first study investigating OT and OI relationship with OC in Turkey. In this context, first of all the theoretical information of this notions will be shared and the results of the analysis of the survey interpreted afterwards conducted.

II. LITERATURE REVIEW

2.1. Organizational trust

Curiosity about the concept of trust has increased during the 1990s. Trust is a concept, which has examined in several different social sciences literatures - psychology, sociology, political science, and economics [1][2][3][4]. Among organizational behavior academics, trust has pointed to a mechanism of organizational control and in response to the emphasis on opportunism, which permeates agency theory and the transaction costs [5]. Moreover, trust has examined as an essential component in the operation of network models of organization [6]. In these cases, the focus has been on the insufficiency of the assumptions that underlie organizational economics, containing the failure to recognize a motive for human amelioration [7].

Trust is a specific degree of the nominative possibility with which an employee evaluates that another party or parties will accomplish a particular act, both before employee can observe such act and in a context in which it impresses him own act. When individuals say that they trust someone or that someone is trustworthy, they indirectly mean that the likelihood that employee will perform an action that is gainful or at least not harmful to us is high sufficient for them to take account of engaging in some form of collaboration with them. In contrast, when we say that someone is untrustworthy, we insinuate that that probability is low adequate for us to keep away from doing so [1]. Deutch (1958: 266) has defined trust as:

"An individual may be said to have trust in the occurrence of an event if he expects its occurrence and the expectations lead to behavior which he perceives to have greater negative motivational consequence if the expectation is not confirmed than positive motivational consequence if it is confirmed." [8]

In spite of this description, trust is a much more than basic expectations. Because, it is a concept which based on interpersonal relationship. Latest improvement in the organizational sciences echo the importance of interpersonal trust relationships for supporting individual and organizational validity. Organizational scholars have realized trust's impact on coordination and control at interpersonal levels of organization [9]. An employee that has a full confidence relationship with the manager may have a positive sight of their job satisfaction and of their task memberships [10].

OT ensures different economic gains and has been found to influence the fiscal portfolios of organizations. Bromiley and Cummings (1992) discussed rising grades of trust could conduct to reduced transactions costs [11]. Indeed trust can conduct to a pretty dispraise in costs and overhead within defined organizational transactions [5] [12]. Cummings and Bromiley (1996: 303) have defined trust as:

"Trust has defined as an individual's belief or a common belief among a group of individuals that another individual or group (a) makes good-faith efforts to behave in accordance with any commitments both explicit or implicit, (b) is honest in whatever negotiations preceded such commitments, and (c) does not take excessive advantage of another even when the opportunity is available."[13]

Cummings and Bromiley(1996) definition of OT rests based on integrity effort, honesty, and confined opportunism. The dimensions of trust have cognitive, affective and behavioral bases. Cognitive trust advert to beliefs about the other's authenticity, while affective trust intends to the prominent role of senses in the trust process [14]. Latest studies define two prevalent types of behavioral trust in groups, namely: relying on the others and divulging precision knowledge to others [15].

2.2. Organizational identification

Identification is a particularly attractive topic in organizational research nowadays because of the disputes to employees identification with the organization that modern industry confusion have operated [16]. OI is described as an estimated unity with a group or groups and the knowledge of the group's achievement and unsuccessful as individuals'. If an employee combines with his group strongly but not as much with his firm overall, standards in the group who partially differ the aims of the firm will be more easily pursued [17]. Employees are different in how much they identify with their firm. When they identify mightily with the firm, the qualifications they utilize to describe the firm also characterize them. In this context, OI is the grade to which an employee designates employee's own by the similar features that he or she relies describe the organization[18].

Tajfel and his colleagues have claimed that there are two basics on which individual's identity is built [19] [20]. First, personal identity, which includes the unique personal attributes of the only one individual. Second, social identity, which the memberships the individual claims in various groups. They argued that individuals struggle to preserve a favorable social identity [21]. Much of this straining occurs throughout the process of social comparison [22]. Comparisons containing social identity motivate individuals to advance the status of their in-group relative to out-group[21]. People assume in-group class of affiliation as more self-descriptive when intergroup oppositions increase their salience [23] [24]. Social identity theory is that apparent mismatch in individuals' act can be evaluate as reflecting activation of several objectified self-images or self-images that are different grades of categorization, and framed by distinct social comparisons [25]. In the frame of this theoretical outlook, the primary subject for intergroup discrimination and bias is a cognitive symbolization of the social condition in which a specific categorical differentiation is extremely prominent[26] [27] [28]. Because of the affective links between self and in-group, the basic attitude underlying intergroup differentiation is in-group favoritism, or privileged attitudes and behavioral toward the in-group and its members relative to out-group[29].

2.3. Organizational Cynicism

Cynicism is a academy of idea and a path of life created in ancient Greece. Some propose that cynicism comes from kyon, the Greek phrase for dog, which the cynics characterize as they acted in a dog-like manner in their unusual behavioral images. Others recommend that cynicism came from Cynosarges, a town near Athens where the Cynics had their first school. Antisthenes, a supporter of Socrates, was the master cynic. His student Diogenes well-known for carrying a lamp in daylight in order to encounter an honest human [30].

The Oxford English dictionary (1989) describes a cynic as "one who shows a disposition to disbelieve in the sincerity or goodness of human motives and actions, and is wont to express this by sneers and sarcasms: a sneering fault-finder" [31]. Plenty of the psychological approaches to cynicism suppose that it is a consistent personality trait.As a personal trait cynicism, is defined as individuals who look others as fraudulent, egoistic,

and thoughtless, interrogate the impetus of others, are prudent and mistrustful in relationships, may be unfriendly and arrogant, may begrudge having desires placed on them by others, and are not sincere or benevolent [32]. Various psychological researches on cynicism are based on the Cook and Medley's concept of Hostility that was derived from MMPI [33]. Kanter and Mirvis (1989) have examined cynicism with disappointment resulting from the unsuccessful of particular organizations in American society to meet the excessive anticipations [34].

Even though cynicism has been defined as both a personality trait and an emotion, most studies of cynicism have described it as an attitude, sensitive to change in the environment conditions [35][36][37]. Indeed a study of cynicism toward business and its relation to work values is a particular negative work attitude and showed that cynicism toward work is not associated with a steady personality trait characteristic [38]. Hence, cynicism can be described as both a common and particular attitude, qualified by frustration and disappointment as good as negative emotions toward and mistrust of individual, group, ideology, or organization [39]. Organizational cynicism is the conviction that an organization is deprived of wholeness, which, when coupled with a strong negative sentimental reaction, leads to derogatory and critical act [40]. Dean, Brandes and Dharwadkar (1998) have defined organizational cynicism as:

“Organizational cynicism is a negative attitude toward one’s employing organization, comprising three dimension: (1) a belief that the organization lacks integrity; (2) negative affect toward the organization; and (3) tendencies to disparaging and critical behaviors toward the organization that are consistent with these beliefs and affect.” [41]

The first dimension of OC is the belief. Cynics in firm believe that the procedures of their firm betray of fairness, trustworthiness, and sincerity. They may think that, such rules are often bargained away to benefit and that immoral behavior is the norm. The affective dimension of OC contains several emotions like interest-excitement, enjoyment-joy, surprise-startle, distress-anguish, anger-rage, disgust-revulsion, contempt-scorn, fear-terror, and shame-humiliation [42]. Cynics may, for instance experience anxiety, revulsion, and even shame when they imagine their organization. Hence, cynicism is related to various negative feelings. The last dimension of OC is inclined toward negative behavior. Research shows that cynical attitudes contain trends toward specific types of behavior, rather than certain behaviors per se. It implies "knowing" looks and rolling eyes, as well as the grins and mockery [41].

III. STUDY MODEL AND HYPOTESIS

In the literature, there is a limited number of studies that examine relations between OT and OI [16][43][44][45][46], OT and OC [47][48][49][50][51][52], OI and OC [53][54][55][56][57]. In local literature, there is no study, which examines the relationship between OT, OI and OC.

In this context, hypotheses developed within the current theoretical framework:

- H1: There is a significant relationship between OT and OI.
- H2: There is a significant relationship between OT and OC.
- H3: There is a significant relationship between OI and OC.
- H4: OT has a significant effect on OI.
- H5: OT has a significant effect on OC.
- H6: OI has a significant effect on OC.
- H7: OT and OI have a significant effect on OC.

IV. RESEARCH METHOD

The sample of the study is 199 participants, which selected using convenience sampling method. Scales, which were developed in previous researches, were used to measure organizational trust, organizational identification and organizational cynicism. The organizational identification scale consists of six items developed by Mael (1988) was used to measure organizational identification with one dimension. Cronbach Alpha was .86 (M=3.42, SD=0.99). The sample item is "I am very interested in what others think about corporation". The high scores on the scale show that the participants identify themselves with their organizations. The organizational trust inventory consists of twelve items developed by Cummings and Bromiley (1996) was used to measure organizational trust with two dimensions of cognitive and affect. Cronbach Alpha was .81 (M=3.30, SD=0.68). The sample item is "I think the people tell truth in negotiations". The high scores on the scale show that the participants trust their organizations and colleagues. The organizational cynicism scale consisting of fourteen items developed by Brandes (1997) was used to measure organizational cynicism with three dimensions of cognitive, affect and behavior. Cronbach Alpha was .89 (M=2.69, SD=0.77). The sample item is "I often talk to others about the ways things are run at work". The high

scores on the scale show that the participants tend to disparaging and critical behaviors toward their organization. The data from the questionnaires were evaluated using the SPSS v.24 statistical analysis program.

V. RESEARCH FINDINGS AND DISCUSSION

The Pearson Correlation Coefficient is calculated to examine the degree and direction of linear relationships between variables [58]. For this reason, Pearson correlation analysis was used to determine the existence and direction of a meaningful relationship between OT, OI and OC (H1, H2, H3 and sub-hypotheses). Simple linear regression analysis was used to test the effects of OT, OI, and OC on each other (H4, H5, H6 hypotheses). In this context, simple linear regression method was used to reveal the effects between two variables. In a multiple linear regression, more than one independent variable is included in the regression model. This allows scholars to introduce control variables that may account for observed relationships, as well as document cumulative effects [59].

Table 1. Mean, Standard Deviation and Correlation matrix

Variables	M	SD	1	2	3	4	5	6	7	8
1. OI	3,42	0,99	(0,86)							
2. OT	3,30	0,68	0,40**	(0,81)						
3. OT-Cognitive	3,42	0,72	0,47**	0,93**	(0,67)					
4. OT-Affect	3,18	0,74	0,28**	0,93**	0,73**	(0,65)				
5. OC	2,69	0,77	-0,11	-0,53**	-0,50**	-0,49**	(0,89)			
6. OC-Cognitive	2,73	0,91	-0,16*	-0,52**	-0,51**	-0,46**	0,88**	(0,83)		
7. OC-Affect	2,52	0,97	-0,13	-0,52	-0,51**	-0,46**	0,87**	0,67**	(0,79)	
8. OC-Behavior	2,79	0,81	0,02	-0,33	-0,27**	-0,34**	0,83**	0,56**	0,60**	(0,73)

*p < 0.01 level (2 tailed)
 **p < 0.05 level (2 tailed)
 Cronbach's alfa is in parentheses.; M: Mean; S.D.: Standard Deviation
 OI: Organizational Identification; OT: Organizational Trust OC: Organizational Cynicism

According to the findings of correlation analysis, there is a positive and significant correlation between OT and OI ($r = 0,40$ $p < 0,01$). Accordingly hypothesis 1 has been accepted. According to the results of the analysis on the chart, there is a negative and significant correlation between OT and OC ($r = -0,53$ $p < 0,01$). This situation is supported by the hypothesis 2. The level of organizational cynicism will increase as the level of OT decreases. Therefore, there is a negative and significant relationship between OT and OC variables. So that hypothesis 2 has been accepted. Although there is a negative and significant relationship between OI and OC ($r = -0,12$ $p > 0,01$), there is no statistically significant relationship between variables. Thus hypothesis 3 hasn't been accepted. The increase in OC does not significantly affect the level of OI while reducing the OT level moderately significantly.

As a result of the simple linear regression analysis conducted to show how OT can predict OI, a significant relationship was observed between OT and OI ($R = 0,40$ $R^2 = 0,16$), and OT was found to be a significant predictor of OI. ($F_{(1-198)} = 38,91$ $p < 0,05$). OT explains 16.5% of the change in OI. The significance test of the coefficient of the principal predictor variable to the regression equation ($\beta = 0,28$) also shows that confidence is a significant predictor.

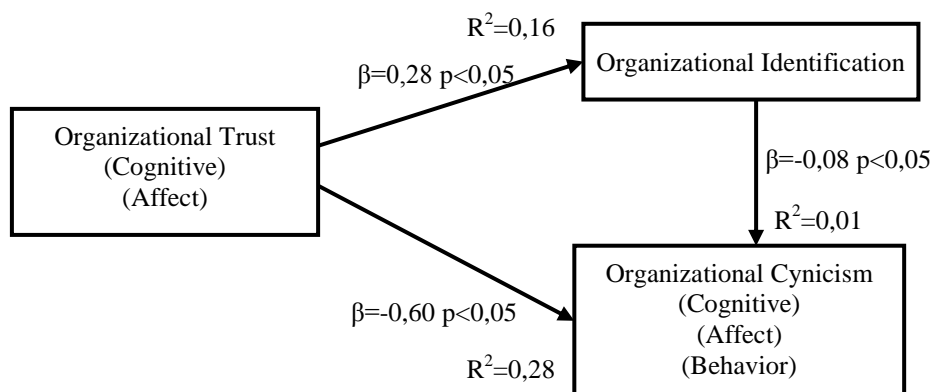


Figure 1. Single linear regression model

As shown in Figure 1, regression analysis revealed a significant relationship between OT and OC ($R = 0,53$ $R^2 = 0,28$), indicating that OT is a significant predictor of OI ($F_{(1-198)} = 79,70$ $p < 0,05$). OT explains 28.8% of the change in OC. The significance test of the coefficient of the principal predictor variable to the regression equation ($\beta = -0,60$) also shows that confidence is a significant predictor in the negative direction. Finally, ANOVA analysis to show how organizational identities predict OC did not reveal a significant relationship between OI and OC ($R = 0,11$ $R^2 = 0,01$), and OI was not a significant predictor of OC ($F_{(1-198)} = 2,42$ $p > 0,05$). OI explains 0.01% of change in OC. The significance test of the coefficient of the principal predictor variable ($\beta = -0,08$) to the regression equation also shows that the identification is not a significant predictor.

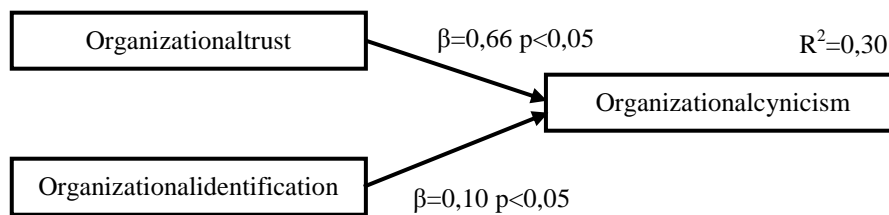


Figure 2. Multiple linear regression model

As shown in Figure 2, multiple regression analysis revealed a significant relationship between independent variables and OC ($R = 0,302$ $R^2 = 0,295$), indicating that OT is a significant predictor of OI ($F_{(1-198)} = 42,39$ $p < 0,05$). Consequently, OT and OI explains 0.30% of change in OC.

VI. CONCLUSION

The concept of trust, which has vital importance in social life, is very important in terms of organizations, too. Even if people start trusting unconditionally by acting with the instinct of trusting others, they reinforce the ground of trust by going through different processes. In this context, individuals' ideas, feelings and behaviors are quite effective in determining their trust. Individuals who are informal relationships are more likely to trust in the organization than others, according to the level of these relationships. Also the level of identification of individuals with others is an issue as an important factor affecting OT. The main aim of this study is to find out the factors that are effective in reducing OC which cause negative thoughts, feelings and behaviors in enterprises and to give the suggestion of reducing negative effect of cynicism. In this context, first the concepts of cynicism, trust and identification are handled conceptually at both macro and micro level. In the next, the related concepts and previous empirical and theoretical studies are mentioned. Finally, the survey was carried out using previously developed and used scales. It has been determined that OT and OI both influence the OC level as a result of the survey conducted within the four factories in Ankara affiliated to the Turkish Sugar Factory Inc. In addition, it has been determined that OT has a significant and positive relationship with OI with OT's cognitive dimension. This indicates that the higher the level of confidence that employees, the higher the level of identification with their organizations. On the other hand, significant negative relationships between OT and OC have been identified. Increased cynic attitudes of the working individual towards the organization lead to a decrease in the confidence level. In contrast to the negative significant correlation between OT and OC with all sub-dimensions, OI and OC have only a weak relationship between OC's cognitive dimension. Cynicism is also thought to be effective in decreasing the level of identification when correlations between previous studies and the other two variables are assessed. However, when the values in the dataset are deducted, OI is only negatively correlated with OC's cognitive dimension and has a weak significance. It is thought that the results will contribute more when the same scales are done with different samples in order to determine the relation between the related variables.

REFERENCES

- [1] Gambetta, D. (2000). Can we trust trust. *Trust: Making and breaking cooperative relations*, 13, 213-237.
- [2] Lewicki, R. J., & Bunker, B. B. (1995). Trust in relationships. *Administrative Science Quarterly*, 5, 583-601.
- [3] Worchel, P. (1979). Trust and distrust. *The social psychology of intergroup relations*, 174, 187.
- [4] Lewicki, R. J., & Bunker, B. B. (1996). Developing and maintaining trust in work relationships. *Trust in organizations: Frontiers of theory and research*, 114, 139.
- [5] Creed, W. D., Miles, R. E., Kramer, R., & Tyler, T. (1996). Trust in organizations. *Trust in organizations: Frontiers of theory and research*, 16-38.
- [6] Miles, R. E., & Creed, W. D. (1995). Organizational forms and managerial philosophies-a descriptive and analytical review. *Research in organizational behavior: an annual series of analytical essays and critical reviews*, vol 17, 1995, 17, 333-372.
- [7] Whitehead, A. N. (1929). *The function of reason* (p. 12). Princeton: Princeton University Press.
- [8] Deutsch, M. (1958). Trust and suspicion. *Journal of conflict resolution*, 2(4), 265-279.

- [9] McAllister, D. J. (1995). Affect-and cognition-based trust as foundations for interpersonal cooperation in organizations. *Academy of management journal*, 38(1), 24-59.
- [10] Brashear, T. G., Boles, J. S., Bellenger, D. N., & Brooks, C. M. (2003). An empirical test of trust-building processes and outcomes in sales manager–salesperson relationships. *Journal of the Academy of Marketing Science*, 31(2), 189-200.
- [11] Bromiley, P., & Cummings, L. L. (1995). Transactions costs in organizations with trust. *Research on negotiation in organizations*, 5, 219-250.
- [12] Williamson, O. E. (1993). Calculativeness, trust, and economic organization. *The Journal of Law and Economics*, 36(1, Part 2), 453-486.
- [13] Cummings, L. L. & Bromiley, P. (1996). The organizational trust inventory. *Trust in organizations: Frontiers of theory and research*, 302(330), 39-52.
- [14] Gillespie, N. A., & Mann, L. (2004). Transformational leadership and shared values: The building blocks of trust. *Journal of Managerial Psychology*, 19(6), 588-607.
- [15] Gillespie, N. (2003, August). Measuring trust in working relationships: The behavioral trust inventory. In *Academy of Management Conference, Seattle, WA*.
- [16] Rousseau, D. M. (1998). Why workers still identify with organizations. *Journal of Organizational Behavior*, 217-233.
- [17] Van Dick, R. (2001). Identification in organizational contexts: Linking theory and research from social and organization psychology. *International Journal of Management Reviews*, 3 (4), 265–283.
- [18] Dutton, J. E., Dukerich, J. M., & Harquail, C. V. (1994). Organizational images and member identification. *Administrative science quarterly*, 239-263.
- [19] Turner, J. C., Brown, R. J., & Tajfel, H. (1979). Social comparison and group interest in ingroup favoritism. *European journal of social psychology*, 9(2), 187-204.
- [20] Abrams, D., & Hogg, M. A. (1988). Comments on the motivational status of self- esteem in social identity and intergroup discrimination. *European Journal of Social Psychology*, 18(4), 317-334.
- [21] Worchel, S., & Coutant, D. (2001). It takes two to tango: Relating group identity to individual identity within the framework of group development. *Blackwell handbook of social psychology: Group processes*, 461-481.
- [22] Festinger, L. (1954). A theory of social comparison processes. *Human relations*, 7(2), 117-140.
- [23] Abrams, D., Thomas, J., & Hogg, M. A. (1990). Numerical distinctiveness, social identity and gender salience. *British Journal of Social Psychology*, 29(1), 87-92.
- [24] Hogg, M. A., & Turner, J. C. (1987). Intergroup behaviour, self- stereotyping and the salience of social categories. *British Journal of Social Psychology*, 26(4), 325-340.
- [25] Turner, J. C., Oakes, P. J., Haslam, S. A., & McGarty, C. (1994). Self and collective: Cognition and social context. *Personality and social psychology bulletin*, 20(5), 454-463.
- [26] Brewer, M. B. (1979). In-group bias in the minimal intergroup situation: A cognitive-motivational analysis. *Psychological bulletin*, 86(2), 307.
- [27] Diehl, M. (1990). The minimal group paradigm: Theoretical explanations and empirical findings. *European review of social psychology*, 1(1), 263-292.
- [28] Turner, J. C. (1982). Towards a cognitive redefinition of the social group. *Social identity and intergroup relations*, 15-40.
- [29] Brewer, M. B., & Gaertner, S. L. (2004). Toward reduction of prejudice: Intergroup contact and social categorization. *Self and social identity*, 298-318.
- [30] Brandes, P. M. (1997). *Organizational cynicism: Its nature, antecedents, and consequences*. University of Cincinnati.
- [31] Dictionary, O. E. (2002). Oxford English Dictionary. *The Library*.
- [32] Graham, J.R. (1993). *MMPI-2: Assessing personality and psychopathology* (2nd ed.). New York: Oxford University Press.
- [33] Cook, W. W., & Medley, D. M. (1954). Proposed hostility and pharisaic-virtue scales for the MMPI. *Journal of Applied Psychology*, 38(6), 414.
- [34] Kanter, D. L., & Mirvis, P. H. (1989). *The cynical Americans: Living and working in an age of discontent and disillusion*. Jossey-Bass.
- [35] Bateman, T. S., Sakano, T., & Fujita, M. (1992). Roger, me, and my attitude: Film propaganda and cynicism toward corporate leadership. *Journal of Applied Psychology*, 77(5), 768.
- [36] Kanter, D. L., & Mirvis, P. H. (1991). Cynicism: The new American Malaise.
- [37] Wanous, J. P., Reichers, A. E., & Austin, J. T. (1994, August). Organizational Cynicism: An Initial Study. In *Academy of Management Proceedings* (Vol. 1994, No. 1, pp. 269-273). Academy of Management.
- [38] Guastello, S. J., Rieke, M. L., Guastello, D. D., & Billings, S. W. (1992). A study of cynicism, personality, and work values. *The Journal of Psychology*, 126(1), 37-48.
- [39] Andersson, L.M. and Bateman T.S. (1997). Cynicism in the Workplace: Some Causes and Effects. *Journal of Organizational Behavior*, 18, 449-469.
- [40] Abraham, R. (2000). Organizational Cynicism: Bases and Consequences. *Generic, Social, and General Psychology Monographs*, 126 (3), 269-292.
- [41] Dean, J.W., Brandes P. and Dharwadkar R. (1998). Organizational Cynicism. *Academy of Management Review*, 23 (2), 341-352.
- [42] Izzard, C.E. (1977) *Human emotions*. New York: Plenum Press.
- [43] (Uray, 2014;:::)
- [44] Tüzün, İ. K. (2006). *Örgütsel Güven, Örgütsel Kimlik Ve Örgütsel Özdeşleşme ilişkisi: Uygulamalı Bir Çalışma*. Doctoral Dissertation. Gazi Üniversitesi Sosyal Bilimler Enstitüsü.
- [45] Kreiner, G. E., & Ashforth, B. E. (2004). Evidence toward an expanded model of organizational identification. *Journal of Organizational Behavior*, 25(1), 1-27.
- [46] Shockley-Zalabak, P., Ellis, K., & Winograd, G. (2000). Organizational trust: What it means, why it matters. *Organization Development Journal*, 18(4), 35.
- [47] Thompson, R.C., Joseph K.M., Bailey L.L., Worley J.A. & Williams C.A. (2000), *Organizational Change: An Assessment of Trust and Cynicism*, Final Report, FAA Civil Aeromedical Institute, 1-9.
- [48] Turner, J.H. & Valentine, S.R. (2001), Cynicism as a Fundamental Dimension of Moral Decision Making: A Scale Development, *Journal of Business Ethics*, 34, 123-136.
- [49] Türköz, T., Polat, M., & Coşar, S. (2013). Çalışanların örgütsel güven ve sinizmalgılarının örgütsel bağlılıklarını üzerindeki rolü. *Yönetim ve Ekonomi: Celal Bayar Üniversitesi İktisadi ve İdari Bilimler Fakültesi Dergisi*, 20(2), 285-302.

- [50] Yıldırım, M. (2014). *Psikolojiksözleşmeihallerininörgütselgüvenveörgütselsinizmileilişkisi: Otelışletmelerüzerinebiraraştırma*. Doctoral dissertation. GaziÜniversitesi.
- [51] Yeşilçimen, K.C. (2015). Hemşirelikteörgütselsinizmeörgütselgüvenilişkisi. Doctoral dissertation. İstanbul Üniversitesi.
- [52] Karcioğlu, M. S., &Naktiyok, A. (2015). ÖrgütselOrtamdaAlgılananGüvenDüzeyininSinizmÜzerindekiRolü: Atatürk ÜniversitesiİdariPersoneliÜzerindeBirAraştırma. *Journal of Economics & Administrative Sciences/AfyonKocatepeÜniversitesİktisadiveİdariBilimlerFakültesiDergisi*, 17(1).
- [53] Polat, M., Meydan, C. H., Tokmak, İ., K.H.O.Dekanlığı, & M.S.Bakanlığı (2010). Personelgüçlendirme-örgütselsinizmilişkisindeörgütselözdeşleşmeninaraçlıketkisi.
- [54] Bedian, A. (2007). Even if the Tower is 'Ivory', It isn't white: Understanding the consequences of faculty cynicism. *Academy of Management Learning & Education*, 6(1), 9- 32. doi: 10.5465/AMLE.2007.24401700
- [55] Argon, T., &Ekinci, S. (2016). İlk veortaokulöğretmenlerininörgütselözdeşleşmeveörgütselsinizmdüzeylerineilişkingörüşleri. *AbantİzzetBaysalÜniversitesiEğitimFakültesiDergisi*, 16(1), 1-19.
- [56] Şantaş, F., Uğurluoğlu, Ö.,Kandemir, A., &Çelik, Y. (2017). Sağlıkçalışanlarındaörgütselsinizm, işperformansiveörgütselözdeşleşmedüzeyleriarasındakiilişkilerinincelenmesi. *İktisadiveidaribilimlerfakültesidergisi*, 18(3), 867-886.
- [57] Kurt, İ. (2014). An Exploration Of The Relationship Between Organizational Identification And Cynicism: The Role Of Authentic Leadership.
- [58] Sipahi, B., Yurtkoru, S. and Çinko, M. (2006). *SosyalbilimlerdeSPSS'leverianalizi[Data analysis using SPSS in social sciences]*. Beta Printed Publishings: Istanbul.
- [59] Sweet S.A. and Grace-Martin K. (2008). *Data Analysis with SPSS: A First Course in Applied Statistics* (Third Edition). Pearson