

THE EFFECT OF ORGANIZATIONAL CYNICISM ON THE INTENTION TO QUIT: AN APPLICATION IN THE INFORMATION TECHNOLOGY SECTOR

ÖRGÜTSEL SİNİZMİN İŞTEN AYRILMA NİYETİNE ETKİSİ VE BİLGİ TEKNOLOJİLERİ SEKTÖRÜNDE UYGULANMASI

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Cite As Vatansever Durmaz, I.B.. (2021). "The Effect Of Organizational Cynicism On The Intention To Quit: An Application In The Information Technology Sector", International Academic Social Resources Journal, (e-ISSN: 2636-7637), Vol:6, Issue:23; pp:466-477

ABSTRACT

Increasing competitiveness in today's working conditions and labour markets is very important for institutions. The importance of human resources is understood and increasing day by day according to the institutions. Even though there are factors such as capital, profitability, technology, and market conditions in order for corporate companies to sustain their strategic assets, the workforce is the most fundamental power that needs to be used effectively. Institutions that want to maintain their existence should display an appropriate form of management, taking care of the behavior and emotions of individuals. However, above all, employees expect a fair working environment from the institutions they are affiliated with. The frustration experienced by employees whose expectations are not met causes them to develop a negative attitude towards their organizations, which is a significant obstacle to the institutions. Accordingly, this study was conducted on 349 employees working in the information technology sector in Istanbul in 2019 in order to examine the impact of organizational cynicism on the intention to quit. The survey technique, which is a data collection method, was used in the research. At the same time, the data obtained in the study were analyzed using the quantitative analysis method in the SPSS program. As a result of the research, it has been concluded that organizational cynicism has an effect on the intention of quitting the white-collar staff working in the institution.

Key words: Organizational Cynicism, Intention To Quit, Information Technology Sector

ÖZET

Günümüz çalışma koşullarında ve işgücü piyasalarında rekabet gücünün artırılması kurumlar için çok önemlidir. İnsan kaynaklarının önemli kurumlarca daha fazla anlaşılma ve her geçen gün artmaktadır. Kurumsal şirketlerin stratejik varlıklarını sürdürebilmeleri için sermaye, karlılık, teknoloji, piyasa koşulları gibi faktörler olsa da etkin kullanılması gereken en temel güç işgücüdür. Bireylerin davranış ve duygularına dikkat ederek uygun bir yönetim şekli ortaya koymak kurumların en önemli hedefi olmalıdır. Bununla birlikte çalışanlar her şeyden önce bağlı oldukları kurumlardan adil bir çalışma ortamı beklemektedir. Beklentileri karşılanmayan çalışanların yaşadığı hayal kırıklığı, kurumları için önemli bir engel olan organizasyonlarına karşı olumsuz bir tutum geliştirmelerine neden olmaktadır. Bu tutum daha sonra örgütsel sinizme dönüşmekte ve sonrasında bu durum işten ayrılmaya kadar gitmektedir. Buna göre, örgütsel sinizmin işten ayrılma niyeti üzerindeki etkisini incelemek amacıyla 2019 yılında İstanbul'da bilişim sektöründe çalışan 349 çalışan üzerinde bu çalışma yapılmıştır. Araştırmada veri toplama yöntemi olan anket tekniği kullanılmıştır. Aynı zamanda çalışmada elde edilen veriler SPSS programında kantitatif analiz yöntemi kullanılarak analiz edilmiştir. Araştırma sonucunda, örgütsel sinizmin kurumda çalışan beyaz yakalı personelin işten ayrılma niyetinde etkisi olduğu sonucuna varılmıştır.

Anahtar kelimeler: Örgütsel Sinizm, İşten Ayrılma Niyeti, Bilgi Teknolojileri Sektörü

1. INTRODUCTION

Today, one of the most important strategic factors that play a role in achieving the goals of organizations is the employees. Employees are employed in order to achieve the goals of organizations, but they work to meet their individual expectations. Employees expect to meet the economic, social and personal development demands of their organizations throughout their working lives. Failure to meet these expectations affects the success of the organization and creates a negative perception of the organization in the minds of the employees. When organizational cynicism, which expresses the negative beliefs, feelings and behaviors of the employees towards the organization they are in, that is their negative attitude towards the organizational elements, occurs in the employees, this great value for the organization has a negative effect on the performance, efficiency and quality of the work done. For this reason, the high level of insecure and negative emotion levels developed by the employees towards their organization becomes a threatening factor for the organization. The fact that these negative attitudes that emerge in the employees become concrete and increase in size day by day can reveal the intention to quit.

2. LITERATURE REVIEW

In this part of the study, it has been tried to explain the concept of organizational cynicism, its causes, consequences, dimensions, and types. In the second part, the concept of intention to quit, its importance, influencing factors and results can be discussed.

2.1. Organizational Cynicism

Cynicism is ignoring the principles of honesty, fairness, sincerity, taking into account the personal interests of individuals. It also has close meanings with the words cynicism, "skepticism", "pessimism", "disbelief", "negativity". According to another definition, cynicism is "an individual's seeking openness, hatefulness, fault finding and criticism. (Erdost et al. 2007, p. 514). Organizational cynicism is the belief of employees that their organization lacks integrity. According to another definition, organizational cynicism is that employees despise management and / or despise their teammates. In addition, organizational cynicism is the employees' criticism of their organizations, their distrust, resentment, anger, despair and shame towards the organization (Andersson 1996, pp. 1397-1398). According to another definition, organizational cynicism is the belief of the employees that the organization is lacking in honesty and sincerity.

In this context, examples of the obvious behavioral tendencies of people with high perceptions of organizational cynicism are that employees despise their institutions, use sarcastic statements, and make harsh criticisms. Employees with a high perception of organizational cynicism tend to constantly make negative predictions about events that may occur in the future. At the same time, these employees tend to behave in a manner that humiliates the institution, look at each other with a roll of eyes, and smile sarcastically (Dean Jr. et al. 1998, p. 346).

Studies on organizational cynicism reveal the causes of cynicism are Psychological breach of contract (Abraham, 2000; Andersson, 1996; Johnson and O'leary-Kelly, 2003; Özgener et al., 2008: 57; Özler et al. 2010: 49-50), organizational injustice (Ozgener et al., 2008; Özler et al. 2010), adoption of organizational policies in which behaviors that serve their own interests instead of truthfulness and honesty (Davis and Gardner, 2004), lack of respect and seriousness, as well as a sense of not being considered (Fleming and Spicer, 2003; O'brien et al., 2004), lack of meaning in work (Cartwright and Holmes, 2006), lack of sincere participation in decision-making processes, and lack of real support for management (Fleming, 2005; O'brien et al., 2004; Wanous et al., 2000), the low quality of leader - member interaction (Bommer et al., 2005; Davis and Gardner, 2004), the experience of failed attempts at change (Wanous et al., 2000; Kutaniş and Cetinel, 2010), getting high salary (Stanley et al., 2005) although there is inadequacy in management skills (Andersson and Bateman, 1997), organizational Institutionalized hypocrisy (hypocrisy) (Feldman, 2000; Fleming, 2005), Downsizing, layoffs and restructuring (Abraham, 2000; Andersson, 1996; Andersson and Bateman, 1997; Özgener, et al., 2008; Özler et al. 2010).

Studies have examined in detail the effects of organizational cynicism on organizations and also on employees: These are declining trust in the organization (Andersson, 1996; Andersson and Bateman, 1997; James, 2005; Kalagan, 2009; Rubin et al., 2009; Çalışkan and Erim, 2010; Özler et al., 2010), job dissatisfaction (Abraham, 2000; Ozener, 2008; Ozler et al. 2010), decreased performance, morale, and motivation (Reichers et al., 1997; Wanous et al., 2000; Özgener, 2008; Kalağan, 2009; Rubin et al., 2009; Tükeltürk et al., 2009; Çalışkan and Erim, 2010), decreasing organizational citizenship behavior and the decline of Justice (Fitzgerald, 2002; James, 2005; Özgener, 2008; Kalağan, 2009; Özler et al., 2010), resistance to organizational change, interpersonal conflict, absence, decreased trust in the leader, disrespect, increased labor turnover rate, decreased commitment to the work and organization, non-compliance with rules, burnout (Reichers et al., 1997; Wanous et al., 2000; Özler et al., 2010; Kalagan, 2009; Tükeltürk et al., 2009), sabotage, theft, fraud, alienation (Dean et al., 1998; Özgener, 2008), increased early retirement and gossip (Öner, 2009), compliance with unethical requests requested by managers, reluctance to strive for organizations.

Perceptions of organizational cynicism may increase as a result of employees not seeing what they expect from their organizations, thinking that injustices are increasing. Organizational cynicism creates negative beliefs in employees due to negativity in corporate policy (Johnson and O'leary-Kelly 2003, p. 642). Those who have a high perception of organizational cynicism do not trust the decisions taken by senior management, believe that senior management will exploit the efforts of the organization, and they also believe that their organization is not honest and open (Andersson and Bateman 1997, ss. 449-451).

According to Dean Jr. et al. (1998, p. 345), organizational cynicism is considered in three dimensions. These dimensions are cognitive (faith) cynicism, affective (emotion) cynicism, and behavioral (behavior) cynicism.

2.1.1. Cognitive Cynicism

Cognitive cynicism stems from the belief that the organizations in which employees' works are not honest and truthful. According to another statement, cognitive cynicism arises from a decrease in faith in feelings of honesty, fairness and sincerity in the organization. Employees with a high perception of cognitive cynicism may exhibit incompatible and insecure behavior within the organization (Nafei 2013, p. 11). For this reason, cognitive cynicism is the frustrated attitude, contempt, and humiliation of workers towards their organizations (extracts et al. 2010, p. 55).

It is noted that the following attitudes are observed in employees with a high perception of cognitive cynicism (Dean Jr. et al. 1998, ss. 345-346):

- ✓ Organizational principles are far from organizational practices.
- ✓ The behavior of individuals within the organization are not consistent with each other and are unsafe and insecure.
- ✓ Statements shared with employees within the organization are inconsistent. It is not considered by employees.
- ✓ The relationships of the employees within the organization are based on personal interest. Employees behave inconsistently and disingenuous for their personal interests, donot behave honestly.
- ✓ Employees in the organization can easily resort to lies and exploit the labor of their colleagues, and they can resort to cheating as if they are doing a task that they do not undertake.

2.1.2. Affective Cynicism

Affective cynicism includes feelings of humiliation, internal resentment, arrogance, distrust and hatred of employees in their organizations (Görmen 2002, p. 91). Employees who perceive a high level of affective cynicism develop a sense of hatred by feeling anger towards the organization they work with, and may feel negative emotions such as resentment, frustration, helplessness, smugness, disrespectful behavior, frustration, and shame (Nafei 2013, p. 11; Abraham 2000, p. 269).

In other words, affective cynicism is the emotional experience that the employee describes as negative. For example, employees may feel sadness when they fail to achieve the task assigned to them in the organization in which they work, or they may feel anxiety when they are assigned to a task they do not want. For this reason, affective cynicism can shape the employee's thoughts about their work, such as sadness, stress, boredom, and resentment faced by the employee (Karacaoglu and Ince 2013, ss. 187-188). Affective cynicism, excitement-interest, startle-surprise, pleasure-joy, suffering-pain, hate-disgust, horror-fear, contempt-contempt, humiliation-shame, covers 9 basic emotions (Efeoğlu and Iplik 2011, p. 349). Employees with a high perception of affective cynicism make a comparison between their organizations and themselves. As a result of this comparison, employees think that they are superior and feel a secret pleasure from the inside (Öner 2009, p. 5).

2.1.3. Behavioral Cynicism

Behavioral cynicism encompasses the tendencies of employees towards negative and worsening behavior. In behavioral cynicism, employees do not believe that they are part of the organization, complain about the organization in which they work, and take a cynical attitude and criticize the organization harshly. Because these employees do not feel belongingness to their institutions, they may have a pessimistic attitude about the future of the organization. In addition, employees may have negative feelings about the future of the organization by taking a cynical attitude (Dean Jr. et al. 1998, p. 346).

In addition, behavioral cynicism leads workers to negative behavior and leads to behavior that is often destructive. These orientations of the employee often arise for different reasons, such as distrust of the organization and suspicion of whether or not they trust it. Behavioral cynicism, therefore, causes workers to exhibit negative behavior toward the organization they are in (Nafei 2013, p. 12).

According to recent studies, organizational cynicism is widespread among employees. In this context, the reason for increasing organizational cynicism is that employees with a high perception of cynicism affect their colleagues and increase negative attitudes towards the organization. In this direction, the success of the organization may decrease if measures are not taken regarding employees with a high perception of organizational cynicism (Özdemir 2013, p. 55).

Informing employees about changes to be implemented by senior management may be one way to reduce organizational cynicism. In this case, the person who works will feel that they are being considered by the management and will not experience disappointment (Chiaburu et al. 2013, p. 184). In addition, management should consider not only the upper and middle positions but also the lowest position when the strategic changes to be made. Ensuring fair management of senior management can increase employees' commitment to work, as well as reduce perceptions of organizational cynicism. Participation of employees in internal training will strengthen their knowledge and will be able to find answers to their questions about the processes. A positive thought and attitude will replace the negative perspectives of employees with empowerment. When a positive working environment is formed, the perception of organizational cynicism of the emotionally engaged person may change. A positive connection can be established between the employee and the organization. This can enable employees to share their responsibilities and enable employees to gain a moderate perspective (Koçoğlu 2014, p. 32).

2.2 Intention To Quit

The concept of intention to leave is expressed as “a conscious and cautious decision or intention to leave the organization” (Bartlett, 1999: 70). The intention to leave the job stands out as one of the employee withdrawal behaviors and is defined as “an individual's distancing from the organization, seeking new jobs” (Martin, 1979: 316; Mobley, 1982: 112; Moore, 2000: 145; Marsh and Mannari, 1977: 58).

Intention to quit stated as “an individual's perceived possibility of leaving an organization, or the willing to voluntarily withdraw an individual permanently from the organization” (Radzi et al. 2009). It has been described as a “withdrawal behavior” (Mobley, 1977; Steel, 2002; Steers & Mowday, 1981).

The intention to leave from work, which is based on the behavior of leaving work (Hammerbergi, 2002: 7), is expressed as a cognitive process that is listed as thinking, planning and wanting to leave work. (Lambert, 2006: 59). Planning precedes the idea of de facto leaving the organization and is a precursor to the decision to leave voluntarily (Lambert, Hogan and Barton, 2001).

This process includes thinking about quitting, looking for a new job, evaluating alternative job opportunities, and deciding to stay or go (Addae, Praveen Parboteeah, and Davis, 2006).

Even though there are sometimes positive results experienced by every organization due to various reasons, leaving the job (quitting) is an unwanted situation, where the damages are emphasized rather than the benefits that may create for the organization. The behavior of leaving the job may occur from time to time under the control of organizations, but sometimes it occurs beyond their control. This resignation (quitting) behavior affects the efficiency, productivity and flow of organizational activities of organizations. For this reason, it is very important for organizations to be able to manage the dismissal(quitting) process and determine the reasons for dismissals. At this point, the intention to leave the job is an important concept that predicts the actual departure from the job; it foreshadows the behavior of leaving the job. But the fact that the employee intends to leave the job does not necessarily indicate that this employee will actually leave the job, it only means that this employee can easily leave the job when he/she find a suitable opportunity (Özdevecioğlu, 2004: 97-115).

If factors affecting the employees' intention to leave the job are determined, this intention can be prevented from being implemented, and thus certain investments to be made for both the organization and the employee can be turned into gain for both parties in the long term. The organization will not experience processes such as finding, selecting, training, adapting and acquiring the necessary skills from the very beginning, so that it will not have to bear additional costs, while the employee will be able to demand that their expectations are met without disturbing the current order and will not have to look for new positions. Because during the years employee worked in the organization, the employee invested heavily in this organization through training programs and sacrifices that this employee participated in to gain abilities and talents that the employee could not use in other organizations (Yücel and Demirel, 2013, p.163).

According to Cotton and Tuttle (1986: 63-64), factors affecting dismissal (quitting) behavior can be grouped into three categories; these are environmental, personal, and organizational factors. Environmental factors include employment perception, unemployment rate, labor force participation rate and the presence of trade unions. Personal characteristics can be listed as age, seniority, gender, education, marital status, ability, intelligence. Organizational factors are stated as salary, role clearance, job repetition, satisfaction with the

entire job, satisfaction with the salary, satisfaction with the manager, satisfaction with colleagues, and satisfaction with promotion opportunities.

In addition to all this, there are lots of different researches in the literature that reveals the effects of each variable on the intention to leave from job separately. For example, wage satisfaction (Lum and others, 1998; Singh and Loncar, 2010), organizational climate (Cekmecelioglu, 2005), job satisfaction (Erkuş and Fındıklı, 2013), burnout (Leiter and Maslach, 2009) organizational commitment and organizational learning (Avcı and Küçükusta, 2009), emotional labor (Begenirbas and Çalışkan, 2014), work and family conflict (Çelikkol and Çarıkcı, 2009; Turunç and Çelik, 2010), job performance (Çelik and Çıra, 2013; Erkuş and Fındıklı, 2013), work motivation (Çakar and Ceylan, 2005), organizational citizenship (Çelik and Çıra, 2013), organizational justice (Çağ, 2011), organizational identification (Polat and Meydan, 2010), cynicism (Çağ, 2011; Polat and Meydan, 2010; Begenirbaş and Çalışkan, 2014) affects turnover intention. It can be said that demographic factors are also factors in the intention to leave from work. (Polat and Meydan, 2010; Erbil, 2013).

As a result of the intention to leave the job can be expressed as follows. The loss of time caused by finding a new person instead of the employee who quit the job, the selection and placement process to be carried out for the recruitment of a new person, training, education and training costs, the full capacity work of the newly hired employee and the cost of wage, overtime to be performed by other employees in the period until the new employee gets to work, possibility of increase in occupational accidents as a result of overtime work, payment of severance pay in case of dismissal by the organization, the costs arising from the loss of service production, The presence of continuous personnel entry and exit, the organization's showing that there are serious problems in the personnel turnover rate, the majority of those who leave, the job insecurity on the other employees and the resulting morale the occurrence of problems, psychological problems caused by the unemployment of the employee who left, the decrease in the financial income of the person, the family problems of the person, the environmental pressure that the person will experience during the period of unemployment, The beginning process of finding a new job, the ability to adapt to the new workplace. (Varol, 2010; Kervanci, 2013; Sanderson, 2003; Sabuncuoğlu, 2012; Avcı ve Küçükusta, 2009)

2.3. The Relationship Between Organizational Cynicism And Intention To Quit

Although it is considered that cynicism in organizations has many negative consequences from a personal and organizational point of view, the act of dismissal (quitting) that comes with a challenge is one of the individual decisions made by employees. It becomes a priority to implement effective strategies in order to prevent the emergence of cynicism in institutions or to manage the process when this situation occurs. During the determination of these strategies, the most important role will be the leaders of the institution.

Institutions that are aware that employees play a key role in the success of the organization can conduct exit interviews to resolve the reasons underlying these important individual decisions that employees have made. Identifying the reasons for this result is an important step to be taken from the point of view of institutions.

When the researches are examined, the results show that attitudes are the most important element that determines intent and resulting behavior (Maio and Haddock, 2010; Robbins and Judge, 2008; Tutar, 2012). An employee who cannot get what the employee wants from the organization, cannot meet the expectations and has negative attitudes will consider, search and evaluate new job opportunities. Sager, Griffeth, and Hom (1998) describe the intention to leave work in the form of attitudinal (thinking about leaving), decision-oriented (intention to leave), and behavioral (looking for a new job). Based on this, it can be said that a negative attitude, such as organizational cynicism, has a meaningful effect on the intention to leave the job.

The results of this negative attitudes are an undesirable results from the point of view of the employee, manager and institution. As a result of the employee's dismissal, the jobs will be disrupted, and the organization and managers will look for a new employee. This, in turn, will lead to disadvantages such as a waste of time and a decrease in productivity. At the same time, interruption of communication between employees, deterioration of harmony in the working environment, demoralization and poor performance in other employees caused by the quitting of colleagues from work and disruption of work will lead to. According to Nafei (2015), these psychological costs include those related to separation from friends or family and work conditions.

More importantly than all these loss of motivation and cost elements mentioned above, institutions can even lose their competitive advantage as a result of employees leaving them moving their knowledge to competing firms (Zawacki, 1993). For this reason, cynicism is a very effective factor in social and economic terms, which can affect the entire organization and prevent the organization from achieving its goals. Andersson

(1996), while emphasizing the importance of cynicism, comments that “once cynicism occurs in an organization, it includes employees, managers and customers in a way that addresses the entire organization.”

Although the negative feelings and thoughts of the employee towards the organization that lie at the heart of organizational cynicism do not immediately turn into negative behavior, they will negatively affect the other behavior of the individual and prevent the development of the organization, and when they meet with the intention of quitting, they may end up with the employee quitting. According to “Theory of Reasoned Action” and “The Theory Of Planned Behavior”, the stronger an individual's intention for a particular behavior, the more likely the behavior will be to occur. The issue to focus on here is that behavioral intent will only be meaningful if the behavior in question is completely under the control of the individual. Even though the employee's intention to quit does not always result in a quitting job, it can be regarded as a signal about the turnover behavior, and since it has not yet turned into an action, it allows the necessary precautions to be taken.

Institutions can identify the intention of employees to quit in the face of situations and events, and bring people to the forefront with a modern human resources approach in their organizations in order to reverse this situation, focusing on the knowledge, skills, competencies of employees, and aiming to make training and career plans to create permanent relationship. According to O'Brien (2010, p.54), organizations structured to empower their employees have positive results on their attitudes towards their jobs by affecting their personal empowerment perceptions (psychological empowerment) (Tolay, Sürgevil and Topoyan, 2012, p.454). In this way, the organizations can contribute to the acquisition of emotional commitment of employees and the development of attitudes and behaviors by creating corporate belonging on individuals who perceive the goals and achievements of the organization as their own achievements. Harmonizing mutual expectations between employees and the organization is an important requirement for their relations to be positive.

The efforts of managers to reduce and eliminate organizational cynicism are important. At this point, they can take measures without turning into behavior by determining what the feelings and thoughts about organizational cynicism that their employees feel towards the institution are, whether the source of cynicism is from themselves or an external factor. Open, honest and accurate communication will ensure that future events are predictable and controllable. In addition, they should objectively evaluate the rewards such as wages, premiums, prestige and status, improvement in working conditions and promotion, which they earn in return for the time, effort, skill, intelligence, experience and knowledge provided by their employees to the organization, and look for a balance between them.

Shahzad and Mahmood (2012) state in their study that organizational cynicism will affect the intention to quit, the higher the degree of cynicism in the organization, the higher the employee's intention to quit, and the lower the cynicism, the lower the intention to quit. The research also mentioned that if the organizations that want to avoid all these negative situations, they should adopt effective human resources management policies that will keep employees in the organization, rather than seeing employees as sacrificial persons, recognizing that employees are the most important resources without forgetting that cynicism is persistent.

3. RESEARCH METHODOLOGY

In this research, organizational cynicism is the independent variable of research, and the dependent variable is the intention to quit. Employees working in the information technology sector constitute the universe of research. “organizational cynicism scale” and “intention to quit scale” were used as data collection tools in the research.

The scale of organizational cynicism was developed by Brandes (1997) and reviewed by Brandes, Dharwadkar and Dean (1999). The scale consists of 13 items and three sub-dimensions.

In this study, the reliability of the organizational cynicism scale was found to be high as Cronbach's Alpha=0.931.

In order to measure intention to quit, the “intention to quit scale” developed by Rosin and Korabick (1995) was used. The intention to quit scale is rated with a Likert scale of 5. Participants were asked to mark what was appropriate for them from the options “1-disagree at all, 2-disagree, 3-partially agree, 4-agree, 5-fully agree”. The scale consists of 4 expressions and collected under one dimension. In this study, the reliability of the intention to quit scale was found to be high as Cronbach's Alpha=0.884.

Descriptive statistical analyzes were conducted in order to determine the data regarding variables such as age, education, marital status, working time at the current institution.

According to the age variable, 13.8% are in the range of 21-30, 54.8% are in the range of 31-40, and 31.4% are in the range of 41 and over. According to the educational level, 31.4% were in high school, 30.1% were in Bachelor's degree, and 38.5% were in master school. According to the marital status variable, 84.5% were married and 15.5% were single. According to the variable working time of employees in the institution, 21.8% are into 0-5 years, 15.1% are into 6-10 years, 42.3% are into 11-15 years, 20.9% are into 16 years and above.

Average of "cognitive cynicism of the employees" is middle $2,972 \pm 0,858$ (Min=1; max=5), average of "Affective Cynicism" is weak $2,131 \pm 0,965$ (Min=1; max=5), and average of "Behavioral Cynicism" is also middle with $2,627 \pm 0,854$ (Min=1; max=5), the average of "organizational cynicism in general" is also middle with the value of $2,607 \pm 0,769$ (Min=1; Max=5), respectively.

The average "intention to quit" of employees was found to be a weak with the of $2,428 \pm 1,056$ (Min=1; max=5).

Table 3.1: Correlation Analysis Between Organizational Cynicism and Intention to Quit Scores

| | | Cognitive Cynicism | Affective Cynicism | Behavioral Cynicism | Organizational Cynicism in General | Intention to Quit |
|------------------------------------|---|--------------------|--------------------|---------------------|------------------------------------|-------------------|
| Cognitive Cynicism | r | 1,000 | | | | |
| | p | 0,000 | | | | |
| Affective Cynicism | r | 0,650** | 1,000 | | | |
| | p | 0,000 | 0,000 | | | |
| Behavioral Cynicism | r | 0,599** | 0,603** | 1,000 | | |
| | p | 0,000 | 0,000 | 0,000 | | |
| Organizational Cynicism in General | r | 0,885** | 0,871** | 0,831** | 1,000 | |
| | p | 0,000 | 0,000 | 0,000 | 0,000 | |
| Intention to Quit | r | 0,666** | 0,741** | 0,602** | 0,778** | 1,000 |
| | p | 0,000 | 0,000 | 0,000 | 0,000 | 0,000 |

* $<0,05$; ** $<0,01$

Correlation analyses examined between Cognitive cynicism, Affective cynicism, Behavioral cynicism, Organizational cynicism in general and intention to quit;

- ✓ Between affective cynicism and cognitive cynicism, $R=0.65$ positive ($p=0.000<0.05$),
- ✓ Between behavioral cynicism and cognitive cynicism $R=0.599$ positive ($p=0.000<0.05$),
- ✓ iii Between behavioral cynicism and Affective cynicism . $R=0.603$ positive ($p=0.000<0.05$),
- ✓ Between General Organizational cynicism and cognitive cynicism $R = 0.885$ positive ($p=0.000<0.05$),
- ✓ Between General Organizational cynicism and Affective cynicism $R = 0.871$ positive ($p=0.000<0.05$),
- ✓ Between Organizational cynicism in general and behavioral cynicism $R=0.831$ positive ($p=0.000<0.05$),
- ✓ Between intention to quit and cognitive cynicism $R=0.666$ positive ($p=0.000<0.05$),
- ✓ Between intention to quit and affective cynicism, $R=0.741$ positive ($p=0.000<0.05$),
- ✓ Between intention to quit and behavioral cynicism $R=0.602$ positive ($p=0.000<0.05$),
- ✓ Between intention to quit and organizational cynicism in general $R=0.778$ positive ($p=0.000<0.05$)

Table 3.2: Effect Of Organizational Cynicism On Intention To Quit

| Dependent Var. | Independent Var. | β | t | p | F | Model (p) | R^2 |
|-------------------|------------------------------------|---------|--------|-------|---------|-----------|-------|
| Intention to Quit | Sig. | - 0,356 | -2,336 | 0,020 | 362,293 | 0,000 | ,603 |
| | Organizational Cynicism in general | 1,068 | 19,034 | 0,000 | | | |

According to the regression analysis, the causal relationship between organizational cynicism in general and intention to quit was found to be significant ($F=362,293$; $p=0.000<0.05$). The total change in the level of intention to quit is explained by organizational cynicism at a rate of 60.3 percent ($R^2=0.603$). Organizational cynicism increases the level of intention to quit ($\beta=1,068$).

Table 3.3: Effect Of Organizational Cynicism Sub-Dimensions On Intention To Quit

| Dependent Var. | Independent Var. | β | T | p | F | Model (p) | R ² |
|-------------------|---------------------|---------|--------|-------|---------|-----------|----------------|
| Intention to Quit | Sig. | -0,155 | -0,952 | 0,342 | 128,856 | 0,000 | 0,617 |
| | Cognitive Cynicism | 0,324 | 4,685 | 0,000 | | | |
| | Affective Cynicism | 0,519 | 8,417 | 0,000 | | | |
| | Behavioral Cynicism | 0,196 | 2,963 | 0,003 | | | |

To determine the causal relationship between cognitive cynicism, affective cynicism, behavioral cynicism and intention to quit was made regression analysis and it was found significant ($F=128,856$; $p=0.000<0.05$). The total change in the level of intention to quit is explained by cognitive cynicism, affective cynicism, behavioral cynicism at 61.7 percent ($R^2=0.617$). Cognitive cynicism increases the level of intention to quit ($\beta=0.324$). Affective cynicism increases the level of intention to quit ($\beta=0.519$). Behavioral cynicism increases the level of intention to quit ($\beta=0.196$).

4. CONCLUSION

In a business life where competition is intense today, organizations are trying to understand the expectations of employees in order to be sustainable. In other words, organizations that want to make their success sustainable have understood the importance of understanding the expectations of their employees in order to be better than their competitors and to achieve goals that correspond to their strategies. Failure of the organization to fulfill the promises that employees expect to be fulfilled leads to negative consequences for employees. One of these negative outcomes is organizational cynicism. Organizational cynicism is that employees criticize their organizations, distrust them, and express anger towards their organizations.

The study examined the relationship and effects between organizational cynicism and intention to quit. For this purpose, a practical study was conducted on white collar employees operating in the information technology sector and 349 white collar employees were reached. It was found that there was a significant and positive relationship between organizational cynicism and intention to quit for the sample mass determined, and the explanatory rate was 60.3 percent high. Therefore, confirming the studies in the literature on organizational cynicism, it has been found that it causes the intention to quit. A study of correlation analyses between the dimensions of organizational cynicism and intention to quit found that the level of cognitive cynicism was higher. According to the results obtained; in order not to increase the level of organizational cynicism of employees, their perceptions of the institution should be carefully considered on these issues, as concepts such as organizational trust, organizational commitment, organizational justice, organizational policy, organizational support and adaptation, and job satisfaction are examined as elements that reduce organizational cynicism in the field. Considering that the relationships between dependent and independent variables discussed in the study are human attitudes and behaviors, it should also be noted that there will be other factors that will affect these relationships.

Cynicism, which always exists in business and social life, affects the environments in which people are located all over the world. But when we consider it as organizational cynicism, it is not surprising that these negative attitudes, which affect employee performance, behavior, and ultimately organizational outcomes, affect their intention to quit. In this context, in order to prevent organizational cynicism as a first step in the recruitment process selecting employees with high internal motivation, successful in stress management, physically and emotionally healthy, improving employee relations, socializing with employees, reducing the number of levels and bureaucracy in the organization, a motivating managerial or leadership behavior with developments such as the end of hierarchy and centralized management, ensuring the participation of employees in decision-making processes as project-based teams, making them feel that they are in a culture that works for a common goal within the organization and taking part in the processes to achieve the goal, internalizing this process, and supporting employees with practices such as mentorship and positive role models within the organization and it is thought to strengthen the common language. There will be a decrease in the organizational cynicism of the employees whose expectations are met, their opinions are received and their opinions are given importance.

Institutions in a dynamic structure can gain a competitive advantage, ensure organizational change, capture corporate success, implement new practices focused on quality and efficiency depends on the attitude of employees towards the institution. It is necessary to measure the level of organizational cynicism of

employees by institutions, identify their relationship with other variables, study and eliminate the causes that form the basis of organizational cynicism. Conducting research on the causes and consequences of organizational cynicism will benefit institutions as well as employees.

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