

ORGANIZATIONAL CYNICISM AND EMPLOYEE PERFORMANCE RELATIONSHIP: MARDIN ARTUKLU UNIVERSITY ACADEMICIANS EXAMPLE

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ABSTRACT

Cynicism has begun to become an increasingly important and studied subject in behavioral sciences. Problems and troubles that occur within the organization can cause negative emotions and thoughts to emerge in employees. The concept of cynicism is also one of the leading events of these negative feelings and thoughts. In this study, it was tried to investigate the dimension of the level of cynicism felt by the workers and their influence on the performance of the employees. Questionnaires were applied to the participants in order to collect information in the direction of the study objectives. In this study, Brandes et al. (1999), "Organizational Cynicism Scale" which has been finalized by making some changes by Bozkurt (2015) and "Work Performance Scale" which has been developed by Kirkman and Rosen (1999) and has been changed by Akay (2017) are used. The determined scales were applied to the academic staff of Mardin Artuklu University and the level and dimensions of organizational cynicism of the personnel were tried to be determined and the effect on the employee performance was investigated. As a result of the analysis made, it was found that there is no significant relationship between the cognitive dimension, behavioural dimension of organizational cynicism and the performance of the employee. But there is a significant relationship between emotional dimension of organizational cynicism and employee performance.

Key Words: Cynicism, organizational cynicism, employee, performance, employee performance.

1. INTRODUCTION

Cynicism as a concept; refers to feelings of insecurity against individuals or institutions and expresses the negative emotions that arise due to this (Andersson ve Bateman, 1997: 449-450). Organizational cynicism can be explained as individual situation against the organizers, colleagues, or managers in which employees are involved; and also can be explained as the attitude or frustration of the idea that these elements are in a negative attitude towards the individual and that they harm him or her materially or spiritually (Wilkerson 2001:70; Bozkurt, 2015: 37, Şirin, 2011:27).

Organizational cynicism is related not only to individuals, but also to those who involve individuals and relationships. Employees have a cynical attitude towards their colleagues who are active in the organization they are in, responding with learned responses from their personal originated tendencies (Erbil, 2013: 11).

Organizational cynicism is a phenomenon that has not been attracted as much attention in the world in recent years, although it is now among the important consequences of organizational processes or organizational / global crises. It can also cause employees to accumulate negative thoughts about the

institution they are in. The first known academic studies on the subject began in the middle of the twentieth century and progressed slowly until today (Bozkurt, 2015: 34-35).

Although it tends to be used in the same sense with success in everyday use, in fact the performance concept has been shown in order to reach the targets; the concept of success explains the degree of return of this effort and basically it can be explained as the level of reaching the targets that the activities carried out in a certain period of time (Tutar ve Altınöz, 2010: 201). When employee performance is referred to, the most important point on behalf of the organization should be understood in terms of the results achieved in terms of achieving the aims of the individual or groups and organizational effectiveness. The performance posed by employees in organizations is of great importance in terms of improving organizational performance and organizational success because the measure of employee performance is assessed by the contribution that the individual provides to organizational and organizational goals (Akay, 2017: 41-43).

When it is thought that the concept of cynicism can be in every area of life, it seems very difficult to completely remove this concept and the negative stress it brings with it. Because of this, individuals and organizations must learn to live with this concept and its consequences because they live in harmony with stress and pressure, and learn to manage it by taking control. In order to manage; what is meant by this concept, what causes and consequences, what to do to be able to defeat or diminish its effectiveness should be well analyzed and learned (Karagül, 2011: 2). This importance of the concept of cynicism has led to a thorough investigation of this concept. In this study, a survey was carried out by explaining the concept of cynicism and its effect on employee performance and the effects of cynicism dimensions on individuals and organizations and effects of this situation on employee performance are examined.

2. PURPOSE AND PROBLEM OF RESEARCH

In this study, the levels of cynicism felt by the workers in the organizations were researched and investigated and effects on the performance of the employee was also investigated. The determined scales were applied to the academic staff of Mardin Artuklu University and the level and dimensions of organizational cynicism were tried to be determined. Beside this the effects and consequences of this situation on the performance of the employee was investigated.

3. METHOD

The study was organized according to descriptive method and relational screening model. Unless the current characteristics of the individuals in the target sample were not changed, the data were gathered to analyze their opinions about the current situation. The method of description is a research approach aimed at describing in the past or as it currently exists. The event that is the subject of the investigation is tried to be defined as it is within the existing terms and conditions. No attempt is made to change or influence the event. The important point here is to try to determine what is wanted to be known. Relational search models are research models that aim to determine the presence and / or degree of exchange between two or more variables (Karasar, 2004: 77-81).

The universe of the research is the academic staff working at Mardin Artuklu University and

$$n = \frac{N.t^2.p.q}{d^2(N-1)+t^2.p.q} *$$

a sample was drawn as a result of the calculations made by the formula above and this number was calculated as a minimum of 204 (n) academicians from the research universe which is in total 434 (N) (Kocacık ve Çağlayandereli, 2009: 31). Of the 230 distributed surveys, 210 were included in the survey as valid surveys. Short interviews with the employees were conducted after the questionnaires were given.

The issue that constitutes the starting point of the research is to investigate the cynicism dimensions of the individuals as a result of the interaction of the academic staff with the organizers themselves, their colleagues and the management units they are currently working on and the effect of this situation on the organizational performance is investigated. For being able to measure this situation; a questionnaire

* N: Number of individuals in the universe, p (0.5): Frequency of occurrence, q (0.5): Frequency of not occurrence, t (1.96): Table value at a certain level of meaning, d (0.05): Accepted sampling error according to frequency of occurrence, n: Minimum sample unit number.

was applied to the research participants. In this measurement process, an "Organizational Sincerity Scale" which is developed by Brandes et al. (1999) and has been changed and finalized by making some changes by Bozkurt (2015); and "Business Performance Scale" which has been developed by Kirkman and Rosen (1999) and which has been changed and finalized by Akay (2017) are used.

4. FINDINGS AND CONCLUSION

The data required for the research were obtained as a result of the questionnaire applied to the individuals. The results of the surveys obtained in this way are transferred to the computer and analyzed and reported with SPSS 20.0 (Statistical Packet for The Social Science) program. For interpretation of arithmetic averages; Likert-type five-point scale used in the research. At this scale, it is rated as 5 "Totally Agree", 4 "Agree", 3 "Neutral", 2 "Disagree" and 1 "Strongly Disagree".

"Factor Analysis" and "Correlation Analysis" were applied in order to determine whether there is a meaningful relation between individuals' organizational cynicism dimensions and employee performance in the examination of research problems. Factor analysis (FA) can be defined as a multivariate statistic aiming to find and discover a few conceptually meaningful new variables (factors, dimensions) by combining a large number of interrelated variables. Factor analysis is a technique that is designed to examine the structure of a group of variables and to explain the relationships among these variables in terms of a much smaller number of unobserved latent variables called factors (Esen, 2005: 4).

In order to be able to perform these analyzes, it is necessary to comply with normal distribution of data. As can be seen in Table 1, both the Kolmogorov-Smirnov and Shapiro-Wilk tests were significant and resulted in the normal distribution as a result of the normality tests. Because Sig. value for both tests is greater than 0.05. All these values show that the data used in the research has a normal distribution and does not constitute any obstacle for the application of factor analysis.

Table 1. Normality Test I

Kolmogorov-Smirnov	Shapiro-Wilk
Sig.	Sig.
0,200	0,080

The reliability of the scales used during the research was tested. Cronbach's alpha coefficient was calculated as 0.908 for the organizational cynicism scale and Cronbach's alpha coefficient for the employee performance scale was calculated as 0.7446. As it can see clearly in below, the Cronbach's Alpha coefficients of organizational cynicism scale and employee performance scale are shown in Table 2. If these values are greater than 0.7, it is considered sufficient for the scales to be considered reliable and it is seen that the scales used in the research on these values are also reliable.

Table 2. Reliability Analyzes of Organizational Cynicism and Employee Performance Scales

Frequency	Cronbach's Alpha
13 (Cynicism)	0,908
4 (Performans)	0,746

The hypotheses formed as a result of the factor analysis applied to the organizational cynicism scale within the scope of the research are as follows:

H1: There is a significant relationship between work performance and cognitive dimension of organizational cynicism.

H2: There is a significant relationship between work performance and emotional dimension of organizational cynicism.

H3: There is a significant relationship between work performance and behavioral dimension of organizational cynicism.

Table 3. Organizational Cynicism - Performance Relationship

Variables		Performance	Cognitive Dimension	Emotional Dimension	Behavioral Dimension
Performance	Pearson Correlation	1	0.143	0.177	-0.215
	Sig. (2-tailed)		0.505	0.048	0.313

The first dimension of organizational cynicism is the cognitive dimension which means a belief that the institution involved lacks honesty. Individuals at this dimension believe that the institution itself and its practices are lacking in principles such as honesty, sincerity and justice, or inconsistent (Dean vd., 1998:345-346; Bozkurt, 2015: 56). In this study, it was determined that there was no significant relationship between cognitive dimension of organizational cynicism and performance of employees ($r=0,143$ ve $p=0.505$) because Sig. (2-tailed) value of "p" is greater than 0.05, the correlation coefficient is not significant. Hypothesis 1 is rejected. For the emotional dimension, which is the second dimension of this research, it has been determined that there is a significant relationship between the emotional dimension of organizational cynicism and employee performance ($r=0,177$ ve $p=0.048$) because Sig. (2-tailed) value is smaller than 0.05, the correlation coefficient is significant and hypothesis 2 is accepted. There was no significant relationship between the third dimension which is behavioral dimension and employee performance ($r=-0,215$ ve $p=0.313$) because Sig. (2-tailed) value of "p" is greater than 0.05, the correlation coefficient is not significant. Hypothesis 3 is rejected.

As can be seen, it was found that there is no significant relationship between the cognitive dimension and behavioural dimension of organizational cynicism and employee performance. But there is a significant relationship between emotional dimension of organizational cynicism and employee performance. When examining the general structure and results of studies carried out at domestic literature and abroad about the relationship between organizational cynicism and employee performance, it has been observed that it has been applied to different working groups in different sectors and institutions but in our country there is a lack of studies on this subject. It has been tried to determine the consistency or differences of the findings obtained in this research and other studies. Obtained results and implications The results and implications of the research are examined to see whether the research is consistent with other sectors and occupational groups and it is important to determine whether the results are similar and to compare the results of the research with other studies that address the same concepts in the literature. The findings of the research and the results of some researches, especially the domestic researches, are included and discussed in this section.

The results obtained in the application of Çakıcı and Doğan (2014: 79) to the academic and administrative staff of Vocational Schools at a public university showed some coherence with this research and no relation between organizational cynicism dimensions and employee performance was found. In another research (Chiaburu et al., 2013: 188), a very low level of relationship was found between organizational cynicism and employee performance. In another study (Kahya, 2013: 34), it was found that organizational cynicism has partially and positive influence on employee performance. This findings are consistent with this research.

Rehan and colleagues (2017: 5) found a negative and significant relationship between organizational cynicism and employee performance in practice for hospital employees in Pakistan. In relation to the application made by Karadağ and his colleagues (2014: 102) in the sample of elementary school teachers working in the province of Eskişehir, a negative relation was also found. Akdemir et al. (2016: 115) conducted an application on academic and administrative staff working at Munzur and Kafkas Universities and found a significant relationship between organizational cynicism dimensions and employee performance. As can be seen, the results of the studies carried out in the domestic and foreign literature may differ from institution to institution or society to society. The existence, absence or

direction of the relationships identified in our work within our country; the differences in the results of studies in the international literature point to this result.

5. RESULT

In this research, in Mardin Artuklu University's academic staff sample; similar to some studies in the literature, there is no relationship between organizational cynicism dimensions and employee performance are found but some of the results were have similarities. As can be seen in the acceptance / rejection table of the hypotheses, the acceptance and rejection of the hypotheses are as follows. Although it is a different research topic, Mardin Artuklu University may have many reasons for its academic staff to be in a level that does not affect the business performance in terms of cognitive and behavioral aspects of organizational cynicism. Since the university is a newly established and developing university and the number of students is low for the time being, this situation plays an important role for the academic staff to reflect the performance of the employees who bring little workload. As a result; conflicts that can originate in the dimensions of cynicism in an individual or organizational sense can be cited as factors influencing their exposure to stresses or problems.

In terms of emotional dimension, the situation is different. The level of emotional cynicism faced by university academic staff has been found to be effective on the performance of employees. It is quite common for the human factor, which is predisposed to emotional breakdown by its nature, to influence the performance of adverse situations that emotionally experience, which is the basis of the academic community. This study has also achieved the results that support this idea. The academic staff of Mardin Artuklu University can not manage the return of cynicism that they are subjected to emotionally and can not prevent this situation from being effective on its performance, but it does not reflect the cognitive and behavioral negative effects on the performance of the study.

Table 4. Acceptance / Rejection Table of Hypotheses

Hypotheses	Acceptance / Rejection
Hypothesis 1. There is a significant relationship between work performance and cognitive dimension of organizational cynicism.	Rejection: There is not a significant relationship between work performance and cognitive dimension of organizational cynicism.
Hipotez 2. There is a significant relationship between work performance and emotional dimension of organizational cynicism.	Acceptance: There is a significant relationship between work performance and emotional dimension of organizational cynicism.
Hipotez 3. There is a significant relationship between work performance and behavioral dimension of organizational cynicism.	Rejection: There is not a significant relationship between work performance and behavioral dimension of organizational cynicism.

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