

The Mediating Role of Psychological Capital in the Effect of Compulsory Organizational Citizenship Behavior on Organizational Cynicism: A Research in the Retail Industry

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Abstract

Organizational Citizenship Behavior (OCB) is normally extra role behaviors that are displayed voluntarily by employees. However, such behaviors displayed within the organization may lead managers perceiving these behaviors as normal role behaviors and asking for all employees to display these behaviors within the organization, in other words, such behaviors may lead to Compulsory Organizational Citizenship Behavior (COCB). This, in turn, can have a negative impact on employees, causing them to be dissatisfied with the organization as well as cognitive, affective, and eventually behavioral cynicism. The issue of organizational variables that can help solve this situation, which has emerged as an organizational problem, is important for the organization to achieve its goals. The aim of this study is to reveal whether Psychological Capital (PC) has a positive effect in COCB that push employees to a cynical attitude and behavior. In other words, this study examines the role of high and low level of PC between COCB and Organizational Cynicism (OC). For the research carried out within the scope of the study, a market chain enterprise located in Gaziantep province was selected. The data required for the research was collected by the questionnaire method and the data set of 361 people was analyzed with the SPSS 22 statistical program. The negative mediating role of PC in the impact of the COCB on OC and its sub-dimensions was tested by Multiple Regression Analysis. As a result of the analysis, it was found statistically significant that PC meaningfully moderation the COCB, however, the decreased COCB relatively less increased OC. In addition, it has been found statistically significant with Hierarchical Regression Analysis that PC has a regulatory role in the effect of COCB on OC. As a result, the mediation role of PC in the effect of COCB on OC was evaluated within the framework of the system approach and it is considered that the application of the measures to be taken at the same time to increase the PC and to decrease the COCB and OC will have a synergistic effect.

Keywords: Compulsory Organizational Citizenship Behavior, Psychological Capital, Organizational Cynicism, Retail Industry.

Zorunlu Örgütsel Vatandaşlık Davranışının Örgütsel Sinizm Üzerindeki Etkisinde Psikolojik Sermayenin Aracılık Rolü: Perakende Sektöründe Bir Araştırma

Öz

Örgütsel Vatandaşlık Davranışı (ÖVD), normalde gönüllü olarak çalışanlarca sergilenen ekstra rol davranışlarıdır. Fakat bu davranışların örgüt içinde sergilenmesi yöneticilerin bu davranışları normal rol davranışları olarak algulamaya başlamasına ve örgüt içindeki bütün çalışanlardan bu davranışları sergilemesini istemelerine yani Zorunlu Örgütsel Vatandaşlık Davranışına (ZÖVD) neden olabilmektedir. Bu ise çalışanların üzerinde olumsuz bir etki yaparak onların örgüt ile ilgili hoşnutsuzluğa kapılmalarına, bilişsel, duyuşsal ve nihayetinde davranışsal sinizme neden olabilmektedir. Bu durum örgütsel bir problem olarak ortaya çıkmakta ve giderilmesine yardımcı olabilecek örgütsel değişkenlerin neler olabileceği örgütün amacına ulaşabilmesinde önem arz etmektedir. Bu çalışmanın amacı; ZÖVD'nin çalışanları sinik bir tutuma ve davranışa itmesini azaltmada ve engellemede Psikolojik Sermayenin (PS) olumlu bir katkısı olup

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olmayacağına ortaya konulmasıdır. Başka bir deyişle, bu çalışmada yüksek ve düşük seviyedeki PS'nin ZÖVD ile Örgütsel Sinizm (ÖS) arasında nasıl bir role sahip olacağı incelenmektedir. Çalışma kapsamında yapılan araştırma için Gaziantep ilinde bulunan bir market zinciri işletme seçilmiştir. Araştırma için gerekli veriler anket yöntemi ile toplanmış olup 361 kişilik veri seti SPSS 22 istatistik programı ile analiz edilmiştir. ZÖVD'nin ÖS'ye etkisinde PS'nin negatif yöndeki aracılık rolü çoklu regresyon analizi ile test edilmiş ve analizin sonucunda PS'nin ZÖVD'yi azalttığı, azalan ZÖVD'nin göreceli olarak ÖS'yi daha az arttırdığı istatistiksel olarak anlamlı şekilde bulgulanmıştır. Sonuç olarak PS'nin ZÖVD'nin ÖS'ye etkisindeki aracılık rolü değerlendirilerek PS'nin yükseltilmesi ile ZÖVD ve ÖS'nin düşürülmesi için alınacak önlemlerin aynı anda uygulanmasının sinerjik etkisinin olduğu değerlendirilmektedir.

Anahtar Kelimeler: Zorunlu Örgütsel Vatandaşlık Davranışı, Psikolojik Sermaye, Örgütsel Sinizm, Perakende Sektörü.

1. Introduction

From the management point of view, it is a known fact that negative organizational behavior concepts cause more harm than positive organizational behavior concepts contribute to organizations (Şen and Mert, 2019: 16). In this case, considering the employees as the most important production factor for strategic management, examining the concepts of organizational behavior becomes one of the most important arguments of the managers (Erkutlu, 2015: ix). At this point, PS; The pre-acceptance that COCB will reduce its effect on OC is actually based on the Theory of Positive Psychology. Contrary to the concept of psychology, which is mostly concerned with the negative aspects of employee behaviors and attitudes, the concept of positive psychology first appeared at the 1998 American Psychological Association Congress. With this concept, it is seen that the perspective of the literature has changed and it has been developed by Seligman and Csikszentmihalyi (2000) (Erkutlu, 2015: ix). Thus, it is evaluated that the abilities of positive psychology individuals are actually a power and that many features can be developed together with them (Erdoğan and İraz, 2019: 40; Erkutlu, 2015: ix). The emerging Theory of Positive Psychology was developed by Luthans (2002) to be applied to the theory of organization and the field of organizational behavior. At this point, according to positive psychology theory, concepts such as organizational identification, individual-organization harmony, work dedication, organizational commitment, OCB, proactive behavior, prosocial behavior affect the performance positively by eliminating the negative aspects of the organization (Koçel, 2015: 337).

The aim of this study is to determine whether PS will have a positive contribution by acting as a mediator in order to reduce the motivation of COCB to a cynical attitude and behavior. For this purpose, first of all, information about the concepts of COCB, OC and PC is given and previous studies and researches examining the relationship between these concepts are given. Afterwards, there are the research and its results in accordance with this

purpose. A market chain business operating in the retail sector was selected for the application. A survey was applied to 361 employees of the enterprise operating in Gaziantep with a total of 550 employees and 22 branches, all of them were determined as valid and thus the data set was obtained. While SPSS 22 analysis program was mainly used for statistical analysis, LISREL program was used for confirmatory factor analysis. After examining the demographic factors, their effects on COCB, OC and PC were revealed with F and t tests, and then the suitability of the data set to normal distribution was tested. After the reliability and validity of the scales were confirmed by internal consistency coefficients and exploratory and confirmatory factor analyses, other analyzes were started. First of all, as a result of the correlation and regression analyzes, the relations between COCB, OC and PC and the direction of these relations were revealed. With the multiple and hierarchical regression analyzes carried out afterwards, the mediating role of PC in the effect of COCB on OC was examined.

2. Literature Review On Variables

The conceptual definition of OCB, which is described as the dark side of OCB, which has been the subject of important studies in the literature, has been made in the literature in recent years, and its dimensions have also been determined. Although extra-role actions outside the job description are on a voluntary basis in OCB, these actions are not always done voluntarily (Bolino et al., 2004; 2010; 2006; Zhang et al., 2011). In fact, the subject that is valid for both of the concepts of OCB-COCB is accepted as role behavior or job description. Because it is considered that the ambiguity of role definitions in organizations causes negative justice perceptions, creates social and personal meaning problems for employees and managers, and creates employees who are forced to show extra role behavior unwillingly (Rousseau, 1979; Vigado-Gadot, 2006). It is stated that managers who try to increase efficiency and effectiveness and do this by focusing on OCB, take the behaviors outside the role definitions, respectively, and then put pressure on the implementation of the role behaviors that are excluded and require OCB (Vigado-Gadot, 2006: 88-90). According to this way of thinking, OCBs actually cause destructive and very harmful results, contrary to many positive results listed in the literature. Vigado-Gadot (2006; 2007) named these actions, which are not spontaneous but as a result of pressure, “Compulsive Citizenship Behavior”. The concept is used as OCB because the similar motivations of OCB behaviors revealed in our study are different. Koçak (2018: 1490) defines OCB as abusive management, other employees, or OCB caused by external social and organizational

pressures. Sökmen (2018: 404-405), on the other hand, defines COCB as a concept that emerges as oppressive due to its importance in the success of the organization, despite the fact that OCB is voluntary. Yıldız and Yıldız (2015: 30-31) state that OCB, which they define as the demand for extra role behavior created by pressure on employees, has devastating effects in the long run. When the above and similar definitions are examined, it is considered that the concept of COCB needs a broader definition. Accordingly, OCB can be expressed as the whole of positive-looking but actually destructive behaviors, which are formed as a result of the emergence of the increasing necessity due to the effectiveness and productivity-enhancing effect of OCB in today's severe competition conditions, and as a result of pressures contrary to the nature of OCB.

Seligman (1999) put forward the concept of "Positive Psychology" (Gable and Haidt, 2005: 103), which presupposes that the science of psychology can be productive and therefore happy, instead of dealing with only the negative aspects of the individual in general and the employee in particular. The transition from positive psychology to the concept of positive organizational behavior and its definition was made by Luthans (2002). In this definition, there is the expression of researches to increase the psychological powers of management measurably on human resources in order to positively improve the working environment (Luthans, 2002: 697). Positive organizational behavior as a thought system are two new concepts that emerged as a result of the development of the concept of PC and positive psychology. The concepts of positive psychology and positive organizational behavior, which are in a cause and effect relationship, are evaluated as managing the organization from a strategic perspective by developing and managing the positive aspects of employees in today's competitive environment (Luthans and Youssef, 2004: 327). PC is defined as who we are and to what point we can develop if we develop positively (Luthans, Youssef, & Avolio, 2007). In many sources, PC has 4 dimensions; Optimism, hope, self-efficacy and resilience are also described as components of PC. Traditional psychology has become unable to meet the consequences of the rapid change in the workplace. The search that emerged as a result of this has revealed the 'positive psychology' current (Polatçı, 2017: 1).

Cynicism, which is the basis of the concept of OC and described as a philosophy of life; It is expressed as getting away from both various pleasures and problems. In the first studies on cynicism among American employees, it was expressed as "not trusting the managers and rules" (Bateman et al. 1992). In many respects, the foundations of the concept of OC are the theories of attribution, expectation, social motivation, attitude, social

exchange, and emotional events (James, 2005). However, Expectation and Social Motivation theories are more striking than the others in terms of motivation and cognitive (Kart, 2015: 85). In this context, it is considered as cognitive and affective cynical attitudes caused by feelings such as insecurity and disbelief that form the basis of the concept of OC (Pelit & Pelit, 2014: 85). In this framework, the most widely accepted definition of OC is “the negative attitude of the individual against the organization and/or management, especially arising from the belief that his/her expectations cannot be met” (Dean et al. 1998). Andersson (1996), on the other hand, describes OC as a lack of trust and hope towards a person, group, social environment; defines it as a negative attitude that includes disappointment. From another point of view, OC emerges with the effect of not meeting organizational expectations (Reichers et al. 1997, 48 59). Bedeian (2007) defines OC as “the negative attitude of the employee towards the company”. Wilkerson et al. (2008), on the other hand, describes OC as “a negative attitude based on the idea that the procedures and processes of the organization in which the employee is in conflict with the interests of the employees”. The causes of OC are examined in two main focuses, individually and organizationally (Kart, 2015: 85). Ozgener et al. (2008) As personal causes of OC; negative leadership, doubt, anxiety, introversion and abusive (toxic) leadership. In addition to all these, among the individual causes of OC, the main topic is the personal characteristics of the employees, and this effect is considered to be at no or very low level (Pelit and Pelit, 2014: 92). As a result, it is stated that OC may occur due to many reasons such as the perception of social contract violation, organizational injustice, negative working conditions, negative leadership, and lack of communication (Cartwright & Holmes, 2006: 201). In all cases, it is considered that the causes of OC are the reasons for the employee to lose faith in his organization. To determine the level of OC, Dean et al. (1998) developed three dimensions and these are listed as cognitive, affective and behavioral dimensions.

3. Examination Of The Relations Between The Variables

3.1. The Relationship Between COCB and OC

It would not be wrong to say that OCB, which is seen as an illusion of OCB, which is examined together with many concepts in the literature or on its own, will have negative effects unlike OCB (Yıldız, 2016: 88). In the studies on COCB and including negative organizational behavior variables, abusive management and Zhao et al. (2013), with low level of identification, Zhao et al. (2014) job stress, organizational negative policies, burnout and Vigado-Gadot (2006) positive relationship is expressed. On the contrary, a negative

relationship between COCB and positive organizational behavior concepts is detected. Some of these can be counted as: OCB, organizational trust, job satisfaction, innovation, decision making, psychological security (Alkan, 2015; Vigado-Gadot, 2007; Zhao et al., 2014). In this context, it would not be wrong to say that COCB will be in a positive relationship with positive organizational behavior variables and negative organizational behavior variables, contrary to and opposite to OCB (Şeşen & Soran, 2013: 410). Vigado-Gadot (2006: 8) proved this in their study by putting forward the hypothesis that there is a negative correlation between COCB and OCB. In this context, the results of studies examining the relationship between OCB and OC are in this direction (Abraham, 2000: 287; Andersson, 1996: 1397-1398 Abraham, 2000; Ertosun et al., 2016).

Since COCB is a relatively new concept, studies examining the relationship between OC and COCB are rarely encountered in the literature. Topçu and Beğenirbaş (2017) and Near and Sökmen (2018) found a positive and significant relationship between COCB and OC.

The explanation of OCB is usually made with the Social Change Theory (Beduk & Ertürk, 2015: 5). According to the social exchange theory, positive contributions are rewarded with various benefits and rewards; This reciprocity creates a relationship and continues as long as it is protected. In this sense, the employee and the organization do mutual favors to each other, and this becomes an expectation, and the relationship continues as long as this is met (Köksal, 2012: 5). At this point, the fact that the organization in general, in particular the management of the organization, always expects some non-role OCB behaviors and this becomes coercive may cause OCBs to turn into COCBs. That's exactly why, where OCB ends, social impact theory, social learning theory, and expectation theory come into play, and where the social change theory's influence ends, COCB comes into play. In relation to all of these, it is considered that the relationship between COCB and OC can be explained by Social Identity Theory, which will be in the same direction. It is stated that the efforts of individuals towards self-realization can be through organizational identification, that is, by combining the values of the organization with the values of the self (Zhao et al., 2014). While evaluating the role of this aspect of the social impact resulting from social pressures in the formation of OC, the same-sided effect of social change theory can be detected in the formation of OC. Theories used to explain OC can be summarized as the theories of expectation, forgiveness, social motivation, attitude, social change and emotional events (Erkutlu, 2017: 94). Among these theories, social change and expectation theories are also used to explain COCB (Yakın & Sökmen, 2018). Hopelessness about the

future and opposition to change based on it, failure despite the effort, acceptance of it as a job description despite showing OCB, that is, not being able to achieve the expected value, are the common points of Expectation Theory, OC and COCB. Thus, the theoretical basis of our hypothesis that OC will increase as COCB increases are theories of social change, social identity, and expectation.

In the limited number of studies in the literature, the relationship between COCB and OC has been found to be positive. In addition, the theoretical basis of our hypothesis that OC will increase as COCB increases are theories of social identity and expectation. In addition, when it is combined with the finding of Vigoda-Gadot (2006: 8) that COCB will have the opposite effect of OCB on organizational behavior variables, it is considered that a positive effect of COCB on OC should be expected.

3.2. Relationship Between OC and PC

The number of studies examining both concepts together is very insufficient; It is stated that PC and OC give priority to attitudes and perceptions within the organization as concepts. However, OC has a negative point such as the cynical attitudes of employees; PC focuses on the positive attitudes and perceptions of employees (Uygungil and İşcan, 2018: 442).

Before reviewing the results of the literature review of the relationship between OC and PC, it may be necessary to reveal the relationship of the theoretical basis of these two concepts. At this point, we can compare the dimensions and components of both concepts (Erdoğan, 2018: 94). It is evaluated that the employee, who is likely to have negative perceptions and attitudes such as disappointment, insecurity, humiliation, opposition, inhibition, and hopelessness, will be more difficult to channel into behaviors related to cynicism if hope, optimism, self-efficacy and resilience are developed, that is, they will be protected from OC (Çalışkan, 2014: 369; Erdoğan, 2018: 94).

When the relationship between OC and PC is examined, there is an almost unexceptional unity in both international and national literature; that is, the relationship between PC and OC and its sub-dimensions is expected to be negative (Özçalık, 2017: 89; Avey, Wernsing, & Luthans, 2008: 62-121; Avey, Luthans, & Youssef, 2010; 664; Karacaoğlu & İnce, 2013: 181- 202; Çalışkan, 2014: 363-380).

3.3. The Relationship Between COCB and PC

In the literature review, we could not find a study examining the relationship between COCB and PC. Traditionally, when compared to OCB, COCB is not considered as a concept other than spontaneous behavior (Vigoda-Gadot, 2006: 85; Zhao et al., 2014: 178). For this reason, it is thought that there is a specific and inverse relationship between COCB and OCB and researches are intensified to investigate this (Peng and Zhao, 2012-2014; Spector and Fox, 2010; Vigoda-Gadot, 2006). In this regard, the studies conducted by Vigoda-Gadot in Israel and Peng and Zhao in China support the negative relationship between COCB and OCB (Peng and Zhao, 2014: 178). From this point of view, it is thought that we can evaluate the COCB-PC relationship with the assumption that the relationship between OCB-PC will be the opposite. In the literature review, it is expected that employees with high PS will have a high OCB, as their general mood, cognitive and organizational impressions and perceptions will be positive (Wageeh, 2015; Todd & Kent, 2006: 253; Yücel et al., 2009: 233; Lifeng, 2007: 328-334; Norman et al., 2010: 380-394; Çetin, 2011: 178; Şeşen, 2010: 211; 588; Luthans and Youssef, 2007: 338; Qadeer, 2014: 460).

It is considered that considering the sub-dimensions of the PC concept will expand the analysis and perspective. It is accepted that PC consists of the dimensions of hope, resilience, self-efficacy and optimism (Luthans, 2002). Although there is no study in the literature between PC and COCB, it is stated that there is a positive relationship between PC and OCB in the same direction. At this point, the self-efficacy dimension of PC comes to mind when it is evaluated that the transition from OCB to COCB is explained by social identity theory and organizational identification is used as a bridge for this. Zhao et al. (2014) states that if an individual who tries to realize himself by establishing strong ties with his organization compulsorily exhibits OCB, COCB may occur. The belief that the individual's knowledge and skills are sufficient and that he can put them into practice constitutes the dimension of self-efficacy. It is one of the presuppositions of social identity theory that individuals think of the group they belong to better than other groups and therefore identify with their current group (Demirtaş, 2003: 124). According to this theory, all the information we have is the result of social comparison (Demirtaş, 2003: 129-138). Therefore, it would not be wrong to state that self-efficacy, which is one of the dimensions of COCB and PC, affect each other in the opposite direction. It is considered that this is sufficient to say that the relationship between COCB and PC will also be reversed.

4. Research

4.1. Research Model

A market chain enterprise operating in Gaziantep province was selected for the research application. A questionnaire was applied to 361 employees of the enterprise, which has 550 employees in total, and all of them were determined as valid, so the data set was obtained.²

The aim to be achieved by the research to be done on this subject; It is to reveal whether PC will have a positive contribution in reducing and preventing COCBs pushing employees to a cynical attitude and behavior. In other words, this study examines the role of high and low PC levels between COCB and OC. The basic research model developed within the framework of the purpose of the research is given in Figure 1.

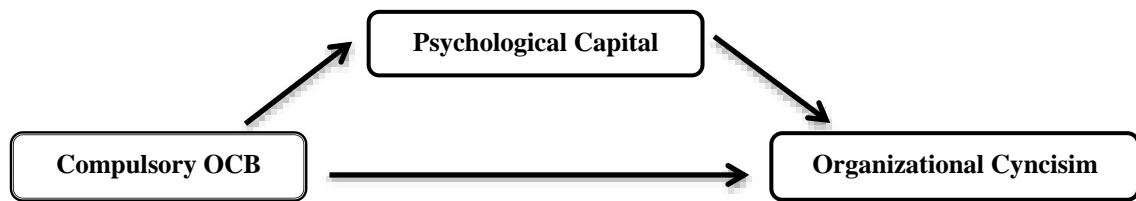


Figure 1. Research Model

The hypotheses related to the model are as follows.

H1: Compulsory Organizational Citizenship Behavior Affects Organizational Cynicism.

H2: Compulsory Organizational Citizenship Behavior Affects Psychological Capital.

H3: Psychological Capital Affects Organizational Cynicism.

H4: Psychological Capital has a mediating role in the effect of Compulsory Organizational Citizenship Behavior on Organizational Cynicism.

The study was carried out with a survey application and there are demographic variables in the beginning of the 57-question survey form. The data set created by the questionnaire method was analyzed using the SPSS-22 program. The decision that the questionnaire prepared for the article was prepared in accordance with the Higher Education Institutions Scientific Research and Publication Ethics Directive was made with the Decision No. 01 of the Social and Human Sciences Scientific Research and Publication Ethics Committee of Hatay Mustafa Kemal University at the meeting dated 08/08/2019. Initially, internal consistency values (Cronbach's Alpha coefficients) were calculated to determine the reliability of the scales. In the next stage, "Correlation Analysis" was applied in order to

determine the level and direction of the relationship between the variables. Then, the effect of COCB on OC, the effect of COCB on PC and the effect of PC on OC are revealed by "Regression Analysis". Finally, the relationship of COCB with each of OC and the mediating role of PC in this relationship were tested separately with multiple regression analyses.

4.2. Scales

The only scale that has been studied on COCB is the one-dimensional and 5-item scale of Vigoda-Gadot (2007). At this point, it is seen that the scale created by Vigoda-Gadot (2007) was first translated into Turkish and used by Şeşen and Soran (2013). (Seren and Bayaydın, 2017: 45). In the Turkish literature, the most comprehensive analysis of the validity and reliability of the COCB scale was conducted by Seren and Baydın (2017). As a result, it would not be wrong to say that the items qualify the concept to be measured at a high rate, especially when it is evaluated that the content validity scores a score of 0.96. In addition, in the study of Seren and Baydın (2017), the item-total correlation of 0.61-0.77 and the Cronbach Alpha value with a coefficient such as 0.88 reached high reliability figures.

For OC, which is the dependent variable of the study, it was considered to use the scale consisting of 13 items in 3 dimensions, created by Brandes et al. (1999). This scale is actually a reanalysis of the first 14-item OC scale created by Brandes in 1997. Kalağan (2009) tested the construct validity in his study and reached a positive result, and also found Cronbach's Alpha values as 0.913 in the cognitive dimension, 0.948 in the affective dimension, 0.866 in the behavioral dimension and 0.931 in total, and found the reliability to be high. Confirmatory factor analyzes of a scale have been confirmed in three dimensions and have taken its place in the Turkish literature as a valid and reliable scale (Kalağan, 2009: 128).

The psychological capital scale was predicted by Hooff and Huysman (2009) to include structural, cognitive and relational dimensions. Goksek et al., who translated the three-dimensional scale in Klinker (2016), Moral and Ghoshal (1996) research into Turkish. (2012) three-dimensional, 15-item psychological capital scale was used in our study. Accordingly, similar to the study of Klinker (2016), there are 6 items in the structural dimension, 4 items in the cognitive dimension, and 5 items in the relational dimension.

4.3. Evaluation of Data on Demographic Characteristics of Employees

It is determined that 74% of the employees are primary and high school graduates, and 17.4% of the employees with a bachelor's degree. It is understood that the sample mainly consists of primary and high school graduates (72%), employees between the ages of 20-40

(79%) and with a working period of 1-10 years (89.8%). Regarding gender and marital status, it is seen that the majority of the employees are male (89.2%) and single (80%). When the unit worked and the distribution of duties are examined, it is striking that the blue-collar employees are superior in number over the white-collar employees. In addition, while 77.3% of the employees are made up of workers, a rate of 12.5% is seen in areas such as managers, accountants and technicians.

4.4. Relationship Between Demographic Factors and Variables

F and t tests were conducted to determine in what direction and level the demographic factors affect the level of our variables. Until today, there has been almost no research on the effect of demographic factors in the studies related to COCB in the literature. In our study, it was found that the level of COCB differed according to education, marital status, unit, position and branch; age, duration of employment in the institution and gender are not found to be effective. In our sample results, as the level of education increases, the unit of work shifts from production to management, and the job titles rise hierarchically from worker to manager, the level of COCB decreases statistically ($p < 0.05$).

In our study, only the education level and the unit of study and the branch of study were effective on PC level among demographic factors; It was found that age, duration of employment in the institution, gender, marital status and duty had no effect. According to our analysis results, the level of education has a significant effect on the PC level of the employees. Accordingly, as the education level increases, the PC level also increases.

While OC education level, marital status, work unit, job and branch are detected at different levels, it is determined by our analysis results that age, institution working time and gender do not have any effect on OC level. OC differs according to education level. Similar to COCB, the higher the education level, the lower the OC level.

4.5. Normality Test Results of Scales

While there are researchers who state that kurtosis and skewness values should be between +1 and -1 (Hair et al., 2013), there are also researchers who say that these values should be between +1.5 and -1.5 (Tabachnick & Fidel, 2013). In the light of this information, it can be seen that the skewness and kurtosis values of COCB, OC and PC in Table 1 are between +1.5 and -1.5. From this point of view, it can be said that the variables in question have a normal distribution.

Table 1. Normality Tests of Scales

	COCB	OC	PC
Mean	2,2920	2,0686	4,0199
Skewness	0,701	0,811	-0,681
Kurtosis	-0,118	0,094	0,591

4.6. Reliability and Validity Analysis Results of Scales

In a study, a Cronbach Alpha value between 0 and 1 is sought to measure the reliability of the scales. The closer the value is to 1, the higher the reliability and internal consistency (Nakip, 2013: 204). While some researchers state that this value should be at least 0.70, but it can be reduced to 0.60 in scale studies, Nakip (2013: 205) defines 0.61-0.80 as reliable and 0.81-1 as very reliable.

Table 2 shows the Cronbach's Alpha values of COCB, OC and PC. All of the values are above 0.8, and it is found to be "very reliable" items, with values such as 0.91 for COCB, 0.96 for OC and 0.85 for PC. From this point of view, it is seen that the internal consistency values of the scales used are high. In addition, the Barlett Sphericity test result being significant for all three variables (Sig. = 0.000) ($p < 0.05$) means that the matrix formed by the relations between the variables is significant for factor analysis and factor analysis can be performed.

Table 2. KMO and Barlett Tests

	COCB	OC	PC
Measure of KMO Sampling Adequacy	0,917	0,962	0,855
Bartlett's Test of Sphericity	About. Chi-Square	3297,778	4857,192
	Df	0,69	296,000
	Sig.	0,000	0,000

Confirmatory Factor Analysis (CFA) consists of an enhanced scale validation process. It is tested whether the factors of the variable we examined with CFA are really explanatory. (Nakip, 2013: 520). It has been determined that our first variable, COCB, does not have an item with a common variance value less than 0.2. At this stage, it is understood that there is no need to remove any item from the test. In addition, the first item with the highest eigenvalue out of a total of 5 items (3,146) is seen to be less than one for the other items. It is understood that the first item alone explains 62.9% of the COCB value. However, it is stated that it is generally accepted to have at least three items in one dimension in the CFA and that it is not very effective in the number of twenty and six items according to the eigenvalue approach (Büyüköztürk, 2002: 479). In addition, it is recommended that the explained variance rate be at least 50% and kept as high as possible (Nakip, 2013: 521-522). In the reliability analysis for one dimension, values between 0.37 and 0.76 were found and it was determined that the dimension was safe enough. For this reason, the construct validity

of the COCB scale, which consists of only one factor and five items, is considered to be appropriate.

As a result of the CFA performed to examine the construct validity of the COCB, it was determined that the factor loadings of the COCB ranged between 0.50 and 0.84. Error variances are between 0.29 and 0.75. Considering the fit indices obtained, $X^2 (29.55)/df (5): 5.91$, p value: 0.00, RMSEA: 0.127, SRMR: 0.045, NFI: 0.97, NNFI: 0.94, CFI : 0.97, GFI: 0.96 and AGFI: 0.89. X^2/df , RMSEA and AGFI values of COCB were weak; It is seen that SRMR, NFI, NNFI, CFI, GFI values are in perfect agreement. The t values obtained as a result of the CFA for the items in the TAS were between 8.78 and 17.33 ($p < 0.05$). The relative novelty of COCB in the literature and the necessity of developing its scale in parallel are evaluated. The fact that the fit values were determined at a weak level shows this. However, since the X^2/df , RMSEA and AGFI values were not within acceptable limits, the modification suggestions were reviewed and it was decided to combine the error variances of the 25th and 28th items. According to the results obtained after the modification process, the factor loadings of the CIRS ranged from 0.53 to 0.84. The error variances of the items are between 0.29 and 0.72. Looking at the fit indices, $X^2 (12.82)/ df (4): 3.21$, p: 0.01, RMSEA: 0.085, SRMR: 0.027, NFI: 0.98, NNFI: 0.97, CFI: 0,99, GFI: 0.98 and AGFI: 0.94 were obtained. The t values obtained as a result of the CFA for the items in the TAS were between 9.31 and 17.36 ($p < 0.05$). As a result of this analysis, the X^2/df value of COCB is moderate; Excellent level of SRMR, NFI, NNFI, CFI, GFI values; It was found that the AGFI value showed good agreement. When all the values are examined together, it can be said that the single-factor structure of COCB is compatible.

There are three sub-dimensions in total in the used scale of OC. It consists of 13 items, 5 in the cognitive dimension, 4 in the emotional dimension, and 4 in the behavioral dimension. Since the subtraction value of all common variances is higher than 0.2, it is determined that no item needs to be removed. In addition, it is generally accepted to have at least 3 items in each dimension in the CFA (Büyüköztürk, 2002: 476-478). As a result of the CFA performed to examine the construct validity of LS, it was determined that the factor loads of OC ranged from 0.71 to 0.92. Error variances are between 0.15 and 0.50. Considering the fit indices obtained, $X^2 (354.52)/df (62): 5.72$, p value: 0.00, RMSEA: 0.125, SRMR: 0.047, NFI: 0.96, NNFI: 0.96, CFI : 0.97, GFI: 0.85 and AGFI: 0.78. X^2/df , RMSEA, GFI and AGFI values of OC were weak; It is seen that CFI, NFI, NNFI and SRMR values are in perfect agreement. The t values obtained as a result of CFA for the items in the OC ranged from 13.66 to 20.93 ($p < 0.05$). However, since the X^2/df , RMSEA, GFI and AGFI

values were not within acceptable limits, modification suggestions were reviewed and it was decided to combine the error variances of the 37th and 38th items in the affect factor and the 41st and 42nd items in the behavior factor. given. According to the results obtained after the modification process, the factor loads of the OC ranged from 0.68 to 0.94. After the modification, the error variances of the items are between 0.11 and 0.54. Looking at the fit indices, $X^2 (169.88)/df (60): 2.83, p: 0.00, RMSEA: 0.078, SRMR: 0.036, NFI: 0.98, NNFI: 0.98, CFI: 0.99, GFI: 0.92$ and $AGFI: 0.88$ were obtained. The t values obtained as a result of CFA for the items in the LS ranged from 12.71 to 21.83 ($p < 0.05$). As a result of this analysis, the $X^2/df, SRMR, NFI, NNFI$ and CFI values of PS were at excellent levels; Good level of $RMSEA$ and GFI values; It was found that the $AGFI$ value showed a weak fit. When all the values are examined together, it can be said that the three-factor structure of the LS shows a perfect fit.

The scale we used in our research for PC is a total of 3 sub-dimensions and a 15-item scale. In addition, it is understood that all subtraction values are higher than 0.2 and no item should be excluded from the analysis. However, it is seen that the first two items explain 59% of the total variance. However, due to the requirement that there should be at least 3 items in each dimension, it is important that the variance in which all factors are explained is above 50% and ideally 100%. In addition, the researcher can determine the number of dimensions supported by previous studies (Nakip, 2013: 524). For these reasons, the construct validity of the PC scale used in our study is considered to be appropriate. As a result of the CFA performed to examine the construct validity of the PC scale, it was determined that the factor loads of the PC scale ranged from 0.49 to 0.81. Error variances are between 0.34 and 0.76. Considering the fit indices obtained, $X^2 (751.19)/df (246): 3.05, p \text{ value}: 0.00, RMSEA: 0.082, SRMR: 0.048, NFI: 0.96, NNFI: 0.97, CFI : 0.97, GFI: 0.83$ and $AGFI: 0.79$. X^2/df of the PS scale is moderate; $RMSEA, GFI$ and $AGFI$ values are weak; $CFI, NFI, NNFI$; It is seen that the $SRMR$ values are in perfect agreement. The t values obtained as a result of CFA for the items in the PC scale were between 8.83 and 17.00 ($p < 0.05$). However, since the $X^2/df, RMSEA, GFI$ and $AGFI$ values were not within acceptable limits, modification suggestions were reviewed and it was decided to combine the error variances of the 3rd and 4th items in the same factor. The values of 0.40 in the 3rd item and 0.38 in the 4th item are the two lowest values among all the items. According to the results obtained after the modification process, the factor loads of the PC scale vary between 0.49 and 0.79. The error variances of the items are between 0.38 and 0.76. Looking at the fit indices, $X^2 (712,40)/df (245): 2.90, p: 0.00, RMSEA: 0.079, SRMR: 0.048, NFI:$

0.96, NNFI: 0.97, CFI: 0,98, GFI: 0.84 and AGFI: 0.80 were obtained. The t values obtained as a result of the DFA for the items in the PC were between 8.85 and 16.25 ($p < 0.05$). As a result of this analysis, the χ^2/df , SRMR, CFI, NFI and NNFI values of the PC scale were at excellent levels; It was determined that the RMSEA value also showed good agreement. GFI and AGFI values increased after the modification process, but were not found to be good. When all values are examined together, it is evaluated that the three-dimensional 15-item structure of the PC scale is valid.

4.7. Correlation and Regression Analysis

When one variable increases or decreases, the rate at which the other increases or decreases can be determined by correlation analysis. The correlation coefficient varies between +1 and -1. A value of zero indicates that there is no linear relationship between the variables, while positive values indicate that the two variables change in the same direction, and negative values indicate that they change in the opposite direction (Nakip, 2013: 389).

Table 3 shows the results of the Pearson Multiple Correlation Analysis conducted to determine the degree and direction of the relationship between COCB, OC and PC in the light of the model established and hypotheses developed in this study.

Table 3. Multiple Correlation Analysis Results

	COCB	OC	PC	Sig
COCB	1			0,000
OC	0,689	1		0,000
PC	0,063	-0,087	1	0,000

It was found that all of the relationships between COCB, OC and PC were significant at $p < 0.05$ level. There is a positive $r_{(361)} = 0.063$ and weak relationship between COCB and PC. As a general acceptance, although the correlation level below 0.3 is considered weak, in cases where the sample size is more than 200, the correlation level above 0.2 is also considered significant enough (Nakip, 2013: 427). In the correlation analyzes of our model, positive $r_{(361)} = 0.689$; a moderate correlation was found to be statistically significant ($p < 0.05$). Finally, $r_{(361)} = -0.087$ in the negative direction between OC and PC; weak correlation was found statistically significant ($p < 0.05$).

The results of the analysis with the regression model of the relationships between COCB, OC and PC are shown in Table 4. In the regression analyzes, it was determined that a one-unit change in COCB caused an increase of 0.689 units in OC ($p < 0.05$). These findings are consistent with the literature. Similarly, in the study of Topçu and Beğenirbaşı (2017), a relatively high level of positive correlation $r = 0.441$ was found between COCB and OC

($p < 0.05$). In addition, in the same way as in our study, close and Sökmen (2018) found a moderately positive correlation between COCB and OC with $r_{(160)} = 0.56$, respectively. The positive linear and strong relationship between COCB and OC revealed in our study; It is supported by both the Vigoda-Gadot (2008: 8) view that COCB is associated with a negative organizational behavior variable and OCB in the opposite direction and with the negative organizational behavior variable in the same direction, as well as the negative correlation between OCB and OC ($p < 0, 05$).

According to the results of the regression analysis, it has been found that 0.63% of the change in PC is explained by COCB, and a one-unit increase in COCB causes a decrease of 0.063 units in PC. All of the findings were statistically significant ($p < 0.05$). In the literature, although there is no study examining the relationship between COCB and PC, it is thought that there will be a negative relationship and effect between them, due to reasons such as CBT being a negative organizational behavior type and PS being a positive organizational behavior type. (Koçak, 2018: 1502-1503).

Table 4. Regression Model Summary

	R	R ²	Corrected R ²	Beta	F	Sig
COCB-OC	0,689	0,475	0,474	0,689	325,111	0,000
COCB-PC	0,063	0,004	0,001	0,063	1,418	0,235
PC-OC	0,087	0,007	0,005	-0,087	2,709	0,101

With our analysis results, the relationship between PC and OC is weak, negative and statistically significant ($p < 0.05$). Between PC and OC, $r_{(361)} = -0.087$, cognitive dimension of OC $r_{(361)} = -0.488$, affective dimension $r_{(361)} = -0.544$, behavioral dimension negatively linear with $r_{(361)} = -0.485$ values a relationship is observed ($p < 0.05$). In addition, regression analyzes showed that PS explains 31% of the change in OC and a one-unit increase in PC causes a 0.087-unit decrease in OC ($p < 0.05$). It is determined that the findings are fully compatible with the literature. These results confirm our expectations.

4.8. The Mediating Role of Psychological Capital in the Effect of Compulsory Organizational Citizenship Behavior on Organizational Cynicism

The relationship between the independent variable and the dependent variable and the variable that communicates this relationship to each other is called the intervening variable. The independent variable in the model first affects the mediator variable, and this effect is transmitted to the mediating variable to the dependent variable (Vardar, 2019: 10; Baron & Kenny, 2014). In this approach, which is also called the sequential approach, first of all, statistical significance is investigated between dependent and independent, mediator

and independent, mediator and dependent variables. Afterwards, the relationship of the independent and mediator variables to the dependent variable is evaluated. If the combined effect of the independent and mediating variable is greater than the effect of the independent variable alone, there is partial mediation (Özkin, 2015: 112).

Regarding the model established in our study, the mediating role of PC in the effect of COCB on OC is examined. In Table 5, while OC is the dependent variable, and COCB and PC are predictive variables, the model as a whole is statistically significant at the $F=173.458$ level ($p<0.05$).

Table 5. The Significance Results of the Multiple Regression Model Regarding the Mediating Role of PC in the Effect of COCB on OC

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square of Error	F	Sig.
1	Regression	111,464	2	55,732	173,458	0,000
	Residual	115,026	358	0,321		
	Total	226,490	360			
a. The Dependent Variable: OC						
b. The Predictive Variable (Constant): COCB, PC						

On the other hand, in Table 6, the effects of PC and COCB together on OC are seen. Since the model coefficient of PC was -0.255, it was seen that it had a negative effect on OC, while COCB had a positive effect on OC with a Beta of 0.580 ($p<0.05$). It is seen that the Beta coefficient showing the relationship between PC and OC in the multiple regression model is negative ($\beta= -0.255$) and the Beta coefficient showing the relationship between AIRF and OC is ($\beta= 0.580$) and both are statistically significant ($P<0.05$).). The findings show that the necessary conditions for the mediation model are met.

Table 6. The Coefficients of the Multiple Regression Model Regarding the Mediating Role of PC in the Effect of COCB on OC

Model		Non-standardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		Beta	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1,763	0,302		5,835	0,000		
	PC	-0,255	0,074	-0,130	-3,452	0,001	0,996	1,004
	COCB	0,580	0,031	0,689	18,483	0,000	0,996	1,004
a. The Dependent Variable: ÖS								

In Table 7, the hypotheses established in the study are shown collectively. As a result of the analyzes made, the hypotheses of *H1: COCB Effects OC*, *H2: COCB Effects PC*, and *H3: PC Effects OC* hypotheses are accepted. In summary, when PC (mediator variable) was included in the model, it was found that the effect of COCB on OC decreased from $\beta=0.689$ to $\beta=0.580$ (Table 7) ($p<0.05$). These findings showed that PC, a positive organizational

behavior variable, has a mediating role in the negative mediating role of COCB on OC, and it is confirmed that PC reduces COCB, and that decreasing COCB increases OC relatively less. The mediation effect is determined by the Sobel test. (Vardar, 2019: 19).

Table 7. Hypotheses

HYPOTHESES	ACCEPTANCE/ REJECTION
H1: COCB Effects OC	Acceptance
H2: COCB Effects PC	Acceptance
H3: PC Effects OC	Acceptance
H4: PC Has a Mediating Role in the Effect of COCB on OC	Partially Acceptance

As a result of the calculation of the Sobel test, it was found that the mediation effect was statistically significant $z=0.16$ ($p<0.05$). Thus, our hypothesis that PC has a mediating role in the effect of H4: *PS Has a Mediating Role in the Effect of COCB on OC* was partially accepted. In our study, it was determined that the mediating role of PC and COCB on OC in the negative direction was statistically significant ($p<0.05$). In this context, it has been found that PC decreases COCB, and decreased COCB increases OC relatively less. In other words, thanks to the mediating role of PC, COCB increases OC less; that is, in a way, PC reduces the level of OC.

The aim of this study is to determine the extent to which the negative effects of COCB and the OC triggered by it can be corrected with a high PC level. In this sense, the mediating role of PC in the effect of COCB on OC serves the same purpose from different aspects. So, by raising the PC level, it will be possible to reduce both COCB and ultimately OC. On the other hand, the mediating role of PC in the positive effect of COCB on OC was analyzed by multiple regression and Sobel test, and a partial mediation effect was found. PC; It reduces the positive effect of COCB on OC.

5. Conclusion and Discussion

In general, it is thought that the presupposition that the presence of a certain level of COCB will increase the level of OC can be reduced by the effect of PC. In addition, it is evaluated that negative organizational behavior concepts cause more harm than positive organizational behavior concepts contribute to organizations (Şen and Mert, 2019: 16). This situation reveals once again that the employee is the most important system component.

In our study, in line with the theories and literature, a positive relationship was found between COCB and OC, and a negative relationship between PC and OC and COCB. As a result, it is among our findings that raising the level of PC in organizations means a decrease

in COCB and OC. So the focus should be on raising the PC level. Although there are many different opinions about raising the PC level, all agree that education and PC are mutually affected positively (Günkör and Özdemir, 2017: 85-86; Field, 2006: 64-71; Keleş, 2012: 49-53).). At this point, it is evaluated that as the education level increases, the PC level increases and vice versa.

From another point of view, it is known that lowering the level of COCB, which is a relatively new concept in the literature, will have a significant impact on performance (Peng & Zhao, 2014; Şeşen & Soran, 2013; Vigoda-Gadot, 2007; Yıldız & Yıldız, 2015). The primary issue regarding reducing the level of COCB is identifying the focus of pressure that causes COCB, and removing it from the employees and eliminating it will significantly reduce the negative effect of COCB (Yıldız and Yıldız, 2015: 29).

The negative effects of PC on the efficiency and effectiveness of the organization, resistance to organizational change, decrease in attendance, conflict, increase in workforce turnover, irregularity, decrease in commitment, and burnout are revealed (Efilti et al., 2000; Kalağan, 2009; Özler et al., 2010; Reichers et al., 1997; Tükeltürk, 2009; Wanous et al., 2000). At this point, it is necessary to take some measures based on the fact that reducing the OC level is a very important issue for businesses. It is thought that making decisions together with the employees or including them in the decision processes is important in reducing the level of OC (Özgener et al., 2008: 65; Pelit and Aydoğan, 2011: 299).

The research has several limitations. One of them is that the study was carried out in a market chain enterprise operating in Gaziantep. The enterprise has an important position in the region with its 22 branches and 550 employees. It is considered by other researchers that the subject can be examined in other regions geographically and in the service sector. In addition, the dimensions of OC and PC were excluded in the research part. It is thought that comprehensive studies that will examine the dimensions of the variables will contribute greatly to the literature.

It has been stated that COCB, one of the negative organizational behavior variables of the study, has been the subject of few studies in the literature because it is a relatively new concept. In particular, it is considered that adding the antecedents of COCB and the effects of demographic factors on COCB to the study areas of researchers will make significant contributions to the literature.

Finally, it is necessary to emphasize the increasing importance of contextual performance within the framework of the systems approach. For example, it is stated that

the increase in task performance related to the reduction of cynicism increases twice as much if OCB is included in the equation (Byrne & Hochwarter, 2008). It is preferred that measures to reduce OC are applied together with OCB (Kart, 2015: 146). The result of the study confirms the same effect in this context. It is thought that the mediating role of PS detected in the study in the effect of COCB on OC should be evaluated from the perspective of the systems approach. At this point, it is evaluated that the synergistic effect of exhibiting the necessary approaches to all of them at the same time, rather than dealing with COCB, OC and PC separately. In the light of all these results, it is clear that business managers should ensure development and innovation by using many disciplines together. Today, it should not be forgotten that the human factor is the productivity itself.

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