

# Examination of Relations between Organizational Citizenship Behavior and Organizational Cynicism in the Health Sector

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## ABSTRACT

*This cross-sectional study was conducted on 92 administrative staff working for Samsun Training and Research Hospital between the dates of October-December 2015 in order to determine the organizational citizenship behaviours of the staff and investigate the relation between organizational cynicism and organizational citizenship behaviours. A questionnaire that includes questions regarding workers' socio-demographic characteristics, general cynicism, organizational cynicism, and organizational citizenship behavior is used as a data collection device. Average age of participants is 40.1±0.9, 61.5% of these participants are male, 77.2% of them are married and 52.2% of them are high-school graduate. It is found that while their occupational working duration is 15.2±9.7 years, their working duration in the organization is 8.5±5.0 years. When workers' Organizational Citizenship Behavior Scale's subdimension scores are examined, it is found that altruism, Courtesy, civic virtue, sportsmanship and conscientiousness levels are found high whereas, when workers' Organizational Cynicism Scale's subdimension scores are examined, it is seen that cognitive, emotional and behavioral cynicism levels are medium. The difference between participants' conscientiousness subdimension scores compared with their genders, Courtesy subdimension scores compared with their education level, civic virtue subdimension scores compared with their occupational working duration, cognitive and emotional cynicism subdimension scores compared with their education level is also found as statistically meaningful. When correlation between workers' organizational citizenship behavior and organizational cynicism scales' subdimensions are examined; a negatively meaningful relation is found between sportsmanship subdimension scores and behavioral, cognitive and sensual subdimension scores and general cynicism scores also.*

**Keywords:** Cynicism, organizational cynicism, organizational citizenship behavior, hospital, health sector

## Sağlık Sektöründe Örgütsel Sinizm ile Örgütsel Vatandaşlık Davranışı Arasındaki İlişkilerin Araştırılması

### ÖZ

*Kesitsel tipteki bu çalışma; Ekim-Aralık 2015 tarihleri arasında Samsun Eğitim ve Araştırma Hastanesi'nde çalışan 92 idari personelin örgütsel vatandaşlık davranışını ve örgütsel sinizm düzeylerini belirlemek ve örgütsel sinizm ile örgütsel vatandaşlık davranışı arasındaki ilişkiyi araştırmak amacıyla yapılmıştır. Araştırmada veri toplama aracı olarak çalışanların sosyo-demografik özelliklerine, genel sinizme, örgütsel sinizme ve örgütsel vatandaşlık davranışına ilişkin sorulara yer veren bir ankete başvurulmuştur. Katılımcıların yaş ortalaması 40,1±0,9 arasında olup, %61,5'i erkek, %77,2'si evli, %52,2'si de lise mezunudur. Meslekte çalışma süresi 15,2±9,7 yıl iken kurumda çalışma süresi de 8,5±5,0 yıl şeklinde bulunmuştur. Çalışanların Örgütsel Vatandaşlık Davranışı Ölçeği alt boyut puanları incelendiğinde; özgecilik, nezaket, sivil erdem, sportmenlik ve*

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*vicdanlılık düzeylerinin yüksek olduğu, Örgütsel Sinizm Ölçeği alt boyut puanlarından bilişsel, duyuşsal ve davranışsal sinizm düzeylerinin ise, orta olarak değerlendirildiği görülmektedir. Katılımcıların cinsiyete göre vicdanlılık alt boyut puanları, eğitim düzeyine göre nezaket alt boyut puanları, meslekte çalışma süresine göre sivil erdem alt boyut puanları, eğitim düzeyine göre de bilişsel ve duyuşsal sinizm alt boyut puanları arasındaki fark da istatistiksel olarak anlamlı bulunmuştur. Çalışanların örgütsel vatandaşlık davranışı ve örgütsel sinizm ölçekleri alt boyut puanları arasındaki ilişki incelendiğinde de; centilmenlik alt boyut puanları ile davranışsal, bilişsel ve duyuşsal sinizm alt boyut puanları ve genel sinizm puanları arasında negatif yönde anlamlı ilişki saptanmıştır.*

**Anahtar Kelimeler:** Sinizm, örgütsel sinizm, örgütsel vatandaşlık davranışı, hastane, sağlık sektörü

## I. INTRODUCTION

Organizations, defined as social structures, operate to realize specific purposes integrating with the workers having different thinking and comprehension skills (Yıldız 2013). It is seen clearly that manpower of the organizations has great importance when current competitive work environment, globalization, changes in technology and the reflections of all these improvements are taken into consideration. This situation causes that qualified work force is considered as the main factor in success and productivity of the organizations (Gürbüz 2006) and that organizations put in effort to include qualified workers in their organizations in order to adjust the changing conditions and cope with the increasing conditions of competition (Karacaoğlu, İnce 2013; Yıldız 2013). In addition, it is stated that organizations need for workers performing the written duties in their job description and also displaying behaviours on a volunteer basis has been increasing day by day (Gürbüz 2006) and it is believed that objectives can be accomplished only with workers who adhere the values and goals of the organization strictly (Yıldız 2013). As a natural consequence of this situation, it is stated that studies on the field of organizational behaviour (Polatçı, Cindiloğlu 2013) and especially the ones on the research of the workers' behaviours on a volunteer basis have increased in order to explain how organization workers behave and in order to base their behaviour upon a scientific foundation (Altıntaş 2006). The behaviours that workers display voluntarily with no thought of personal gain are defined as Organizational Citizenship Behaviour (OCB) (Gürbüz 2006; Zhang 2011) and it is indicated that this behaviour has a great importance for organizational work environment (Karaaslan et al. 2009). In this respect, behaviours such as helping supervisors and colleagues joining the team recently, avoiding unnecessary breaks within the working hours, taking responsibility and attending meetings regularly are defined as OCB (Altıntaş 2006) and these behaviours aren't in the job definition of workers but they are displayed as voluntarily without any expectations of reward and punishment (Podsakoff et al. 2000). Nevertheless, a strong emphasis is done on the concept of organizational cynicism, which is popular at present day, and which can be defined as negatively developed feelings (Dean et al., 1998; Erdoğan, Bedük 2013) and attitudes of employees towards organization, also has a great and undeniable importance in the pursue of organizational success (Erdoğan, Bedük 2013). The reason for this emphasis is that organizational cynicism weakens organizational commitment of workers (Erdoğan, Bedük 2013; Abraham 2000) and prevents workers to act like citizens whereas OCB succeeds and does exactly the opposite of such acts (Erdoğan, Bedük 2013).

The concept of OCB, which affects the success and the performance of employees during the process of being able to survive and achieve its aims effectively and efficiently, and organizational cynicism have been taken place among the subjects which a lot of organizations pay attention and study on. From the perspective of the health sector, it has been seen that intensive and stressful working conditions and the complex and uncertain structure of health sector has an effect on success, performance and levels of OCB and organizational cynicism. When the feature of error unacceptability of health care is

considered, the importance of these concepts emerges more clearly in terms of health sector.

In the study, prepared in the light of these ideas, it is aimed to examine the relationship between organizational cynicism and OCB of employees working in General Administrative Services Class (GASC). For this purpose, the concept of cynicism, organizational cynicism and its reasons will be discussed. Also, it will be focused on the development of this concept and the findings related to the reflections in the health sector will be given.

## **II. THE CONCEPT OF CYNICISM - ORGANIZATIONAL CYNICISM AND ITS REASONS**

It is stated that the emergence of the concept of cynicism dates back to Before Christ (Erdoğan, Bedük 2013). Accordingly, cynicism is considered as a school of thought and a way of life in ancient Greece (Arslan 2012; Erdoğan, Bedük 2013; Yücel, Çetinkaya 2015). Cynicism is accepted as the teaching of Sophisti Gorgias and then the teaching of Socrates's student Athenian Antisthenes (Erdoğan, Bedük 2013). In this sense, the first known cynical is Antisthenes (Arslan 2012). Antisthenes expresses that the main purpose of human is happiness, and states that happiness will take place with an inner freedom being away from all kinds of bonds, and he rises to notice that the real virtue will be won by no value attached and being imprisoned. As for today, cynicism with the most general terms is defined as the attitude that an individual reflects any negative thoughts, feelings and behaviors on the opposite side (Erdoğan, Bedük 2013). Cynicism is being fed by the negativities like frustration, disappointment and feeling miserable, and it shows itself as the form of disliking from the others and not trusting them and negative and insecure attitudes towards the authority (Arslan 2012; İçerli, Yıldırım 2012).

In other definition it is stated that the person who thinks that individuals oversees their interests and who accepts that every opportunist is cynic, and the idea which tries to explain this situation is called as cynicism (Polat, Meydan 2010). Although cynicism is seen to be close to the terms such as skepticism, mistrust, pessimism, negativity and disbelief, it is accepted that the side of faultfinding, like hard and criticism predominates the others (Erdoğan, Bedük 2013; Polat, Meydan 2010).

In cynicism it is claimed that honesty, justice and sincerity are sacrificed for personal interests (Polat, Meydan 2010). Cynics have feelings of anger, repulsion and shame for their organizations and they accuse their organization of dishonesty and insincerity (Akman 2013). In Oxford English Dictionary, the concept of cynic is defined as the critical person who tends not to believe the goodness and sincerity of the intentions and actions of people and makes them feel this with his/her ironic manners. According to cynics, who believe that customs are not natural and they should be stand away as much as possible, the basic characteristics of people are to lie, to have token gestures and abuse others. They also use an ironic language when talking about the events they experienced with the organization or community (Akman 2013; Arslan 2012).

In the literature, the concept of cynicism seems to be discussed in two main ways. The first one is the general cynicism which is congenital, drives from the individual's own characteristics, and reflects the life perspective. And the other is organizational cynicism which causes the emergence of individual cynic attitudes and aims the organization. Organizational cynicism examining the size of the organization dating back to the 1980s, deeply affects organizations, and thus it is one of the increasingly important issues. It states the feelings like anger, frustration, negative emotions and thoughts such as despair of worker and both in the terms of employees and organizations raises many issues along (Erdoğan, Bedük 2013). Some of these issues are stated in the form of; the reduction of organizational

commitment of employees, the abandoning of OCB, and the negative actions resulting of leaving the job (Erdoğan, Bedük 2013; Firoozi et al. 2016). In addition, decrease in the motivations of employees, reduce in their job satisfaction (Ertosun et al. 2016), their moving away from the values of the organization, their adoption problems with the organization and losing their belief are stated among the most important effects of the organizational cynicism threatening the organization (Yetim, Ceylan 2011).

Organizational cynicism is stated as employees' having negative feelings towards the organization they work for (Dean et al. 1998; Polat, Meydan 2010; Nafei 2013) and the presence of disparaging and critical behaviors (Polat, Meydan 2010). The basic characteristic of the organizational cynicism is stated as being deprived of the principles such as truth, honesty, justice and sincerity. Employees belittle the management of the organization, think that they are selfish and tend to humiliate their colleagues by despising them (Akman 2013). Dean and his friends define organizational cynicism as negative attitudes towards the organization where individuals work (Arslan 2012; Polat, Meydan 2010; Dean et al. 1998; Eaton 2000). This negative attitude is against the organization they work for, the processes in the organization, the procedures performed and the management, the idea of that all these factors are against the interest of employees is espoused (Arslan 2011). Organizational cynicism, to the Dean and his colleagues, deals with in three main dimensions as cognitive, affective and behavioral dimensions (Erdoğan, Bedük 2013; İçerli, Yıldırım 2012; Nafei 2013). Cognitive dimension expresses the organization having the belief of the lack of integrity. With the affective dimension, the negative attitudes developed against the group is understood. In behavioral dimension, it is featured the actions condescending and insulting the organization (Erdoğan, Bedük 2013; İçerli, Yıldırım 2012). In the cognitive dimension, the thought of that the organization is lack of honesty leads to negative feelings such as belittlement, getting angry, approaching with suspicion, censure and insincerity. Among the negative attitudes developed against the organization in the affective dimension, shame, pain and repulsing come into prominence when the name of the organization is heard. In the behavioral dimension, approaches such as continuous complaint about the organisation and making pessimistic and ironic predictions about the future of the organization are displayed (Yücel, Çetinkaya 2015; Volpe et al. 2014).

Organizational cynicism is defined as a defense tool that employees use to struggle for the disappointment related to the steps taken by the organization management and as a path they follow to gain a reputation in the work environment (Arslan 2012). Different point of views exist in the literature on the reasons of organizational cynicism (Erdoğan, Bedük 2013). The belief that employees do not see enough dignity and respect although they show the utmost efforts to contribute to their organization has been taken place among the most common reasons of organizational cynicism (Erdoğan, Bedük 2013). This circumstance leads employees to be disappointed and frustrated, with the result that cynicism comes up (Nafei 2013). According to a further aspect; contract violations, role conflict, and organizational injustice are considered among the causes giving rise to organizational cynicism. Except this, it is stated that organizational cynicism increases in the organizations which are complex, fast-changing and high external dependency and in ones in which senior executives from outside the organization are selected (Erdoğan, Bedük 2013). Also the factors such as the perception of high income as the symbol of increasing inequality, the difficulty of the work conditions of minorities, the absence of the employment security and experiencing dismissals, working under high stress, being failed to be satisfied of the personal and organizational expectations, organizational complexity, lack of communication, insufficient promotion and insufficient social support are stated among the other factors that feed organizational cynicism (Polat, Meydan 2010).

From an organizational standpoint it is seen that organizational factors that cause

employees to display cynic behaviours, develop negative thoughts and attitudes against the organization they are employed and think of quitting the job are accepted as an important problem area that should be solved (Polat, Meydan 2010). As explained above, cynicism cause serious problems for both employees and organizations. It is seen that as the disappointment and anger the employees feel for the organization increase, additional roles displayed voluntarily are given up, and accordingly, the exhibiting of OCB decreases. As a result of these, employees move away from the organization and organizational values (İçerli, Yıldırım 2012). Therefore, organizational identification process that is defined as the integration and harmonisation of the employees' aims with the organization's aims should be given importance and it should be taken into consideration that the level of displaying cynic behaviors of the employees will decrease by this way (Polat, Meydan 2010).

### III. ORGANIZATIONAL CITIZENSHIP BEHAVIOR AND ITS REFLECTIONS

Without considering formal reward system in organizations, it is seen that OCB, which contributes to the realization of the functions of the organization efficiently, does not provide for penalty when not fulfilled and is expressed as an individual behavior depending on a voluntary basis first used by Dennis W. Organ and Thomas S. Bateman in 1983 (Gürbüz 2006; Erdoğan, Bedük 2013; Ertosun et al. 2016). In other words, OCB is defined as employee behaviors on a volunteer basis that does not relate to the organization's formal reward mechanism directly (Ertosun et al. 2016; İçerli, Yıldırım 2012; Polatçı, Cindiloğlu 2013; Zhang 2011) but contribute the functions and activities of the organization (İçerli, Yıldırım 2012; Polatçı, Cindiloğlu 2013). It is meant the role surpassing behaviors which do not take part in job description of employees who work as voluntarily. Employees show extra effort to do more than expected with their own request, and by this way OCB contributes to the employees and the organization (Altıntaş 2006; Erdoğan, Bedük 2013; Gürbüz 2006; Gürbüz, Yüksel 2008; Polatçı, Cindiloğlu 2013). As seen in the definitions above, managers do not apply any sanctions for employees to display OCB and employees do not expect any reward for OCB they display (Altıntaş 2006; Gürbüz 2006). Employees do not avoid to show OCB when they are satisfied with the working environment, see fair practices, find the opportunity to participate in decisions and believe that they remain unrequited of things they have done (Gürbüz 2006). According to another point of view, the term OCB is used to express the behaviors and attitudes that are not transmitted to employees as orders and are not evaluated in the formal roles, tasks and responsibilities but contribute the improvement of the organization. These behaviors which are unplanned, evolving naturally, protecting the organization, improving the image of the organization and intending to upgrade the organizational efficiency emerge spontaneously and include charity (Altıntaş 2006).

OCB includes helping colleagues, not debating without reason, finishing the work on time, being innovative, refraining from finding fault and the constant proximity, protecting organizations from destructive behaviors, and some behaviors such as improving communication (Erdoğan, Bedük 2013). In this regard, it is stated that OCB is identified with the concepts of altruism, conscientiousness, courtesy, civic virtue and sportsmanship (Erdoğan, Bedük 2013; İçerli, Yıldırım 2012; Gürbüz 2006; Karaman, Aylan 2012; Polatçı, Cindiloğlu 2013; Sezgin 2005; Zhang 2011). *Altruism*, is to display attitudes which employees will help each other and provide performance upgrades (Erdoğan, Bedük 2013; Sezgin 2005). To help an unsuccessful employee or doing works for an employee having health problems or being late for work is evaluated under this topic (Gürbüz 2006; Karaman, Aylan 2012). The behaviors targeting to upgrade cooperation, to increase the efficiency of the organization and production quality are the basis of the altruism behavior (Altıntaş 2006). Also, contributions aimed at the completion of a project on time, the accession to certain information and the use of some equipment are accepted as altruism behaviors

(Sezgin 2005). *Conscientiousness* is to be willing to make efforts on the minimum-role behavior of employees about the issues such as *attendance, punctuality* and *protection* of resources which are used (Erdoğan, Bedük 2013). Although not given overtime pay, applications such as doing overtime to complete a task and conserving water and electricity are considered among the voluntary behaviors except the minimum role requirements of employees (Gürbüz 2006). This concept, which is also expressed as advanced sense of mission, includes indirect behaviors useful for the organization (Altıntaş 2006; Sezgin 2005) and gives priority to many behaviors such as using work time efficiently and loyalty to the rules determined (Sezgin 2005). *Courtesy* is to inform the ones that will be affected by a decision that would affect the activities of other employees before making it (Erdoğan, Bedük 2013). By this way, employees will be provided to be in contact and interact with each other, and it will be possible for them to warn each other when needed, to remind some things and sometimes to consult with each other on issues that they do not know (Gürbüz 2006). It is aimed some future-oriented measures to be taken to prevent the occurrence of a problem (Altıntaş 2006), and employees are advised to be controlled and behave regardfully before displaying behaviors that affect their job (Sezgin 2005). *Civic virtue* is declared as the form of being participants and displaying behaviors for self-renewal by monitoring of opportunities, threats and changes and improving of the organization (Erdoğan, Bedük 2013). In this regard, employees participate the decisions that could support the development of the organization and are willing to develop solutions for the problems (Gürbüz 2006). Employees working in this way use individual initiative and act actively (Altıntaş 2006). They join and support meetings and trainings voluntarily and evaluate the opportunities and threats of the organization (Sezgin 2005). *Sportsmanship* includes the behaviors as to exhibiting tolerant approach in working atmosphere, , not to exaggerate the problems, to become constructive and not to complain constantly (Erdoğan, Bedük 2013; Karaman, Aylan 2012; Schnake, Dumler 2003; Sezgin 2005). It is emphasized that, by this way, it is possible for employees to stay away from behaviors which can cause unnecessary tension and conflict (Gürbüz 2006). As it can be seen from the descriptions that OCB has a positive effect on employees, contributes to the development of a sense of responsibility and solidarity efforts and increases the motivation (Erdoğan, Bedük 2013).

OCB mainly affects organizational life in three aspects such as upgrading trend in organizations to help employees, establishing the sense of responsibility of employees and upgrading the level of individual success by developing positive attitudes of employees (Polatçı, Cindiloğlu 2013). Relationship between variables of OCB just as job satisfaction, organizational justice, organizational commitment, organizational trust and being regarded as one of the important facts that contribute to the effectiveness of the organization has led to the increasing of the studies conducted in this field (Gürbüz 2006).

#### IV. METHOD

This cross-sectional study was conducted on 92 administrative staff working for Samsun Training and Research Hospital between the dates of October-December 2015 in order to determine the organizational citizenship behaviours of the staff and investigate the relation between organizational cynicism and organizational citizenship behaviours. Number of administrative staff to be sampled was determined as 78 by using Power Analysis and Sample Size (PASS) program providing that  $\alpha=0.01$  and  $\text{power}=0.95$ . A questionnaire was applied to 92 administrative staff who agreed to participate in the study by simple random sampling.

In this study, OCB scale developed by Podsakoff and Mackenzie (2000) and adapted into Turkish by Basım and Seşen (2006) was used. The 5-point Likert scale including 20 items of altruism, courtesy, sportsmanship, civic virtue and conscientiousness and consisting 5

dimensions was used to determine OCB levels of General Administrative Services Class (GASC) staff. Fairness questions were encoded upside down. With the aim of organizational cynicism level of GASC staff, Organizational Cynicism Scale, developed by Brandes (1997) and Turkish validity and reliability study made by Kalağan (2009) was used. It was a 5-point Likert-type scale consisting of 14 items, including three dimensions as cognitive, emotional and behavioral. The high scores on each dimension of the scale indicate that the level of organizational cynicism in that dimension is high. The 5 Likert General Cynicism Scale, developed by Wrightsman to measure general cynicism and translated into Turkish by Erdost, Karacaoğlu and Reyhanoğlu (2007) was used. The scale included 10 questions aimed at measuring the perspective on life.

Cronbach's alpha ( $\alpha$ ) value of the scale of Organizational Cynicism has been calculated as 0.910, and Cronbach's alpha ( $\alpha$ ) value of the scale of General cynicism as 0.744. In the statistical analysis of the data, Statistical Package for Social Sciences (SPSS) 17.0 has been used. Histogram and q-q plots were examined and Shapiro-Wilk's test was used to test the data normality. Levene test was used to assess the variance homogeneity. Student t-test was used in independent groups to compare two groups, and variance analysis was used to compare more than two groups. To evaluate the relationship between variables, Pearson correlation coefficients were calculated. The level of significance in assessments was accepted as  $p < 0.05$ .

## V. FINDINGS

The average age of the staff surveyed GASC was  $40.1 \pm 0.9$ , min-max (23-60). 61.5% of the employees were male, 77.2% were married, 52.2% were high school graduates. 75.8% worked in administrative units, 8.5% in technical units, 10.9% in the medical unit. Professional uptime of GASC staff was  $15.2 \pm 9.7$ , min-max (1-36 years), working time in the institution  $8.5 \pm 5.0$  years, min-max (1-35 years).

**Table 1.** Employees' Organizational Citizenship Behavior and Organizational Cynicism Subdimensions Scores

	$\bar{x} \pm SD$
<b>Organizational Citizenship Behavior Scale Subdimensions (OCB)</b>	
Altruism	4.0 $\pm$ 0.7
Courtesy	4.0 $\pm$ 0.7
Sportsmanship	3.5 $\pm$ 0.9
Conscientiousness	3.8 $\pm$ 0.9
Civic Virtue	3.7 $\pm$ 0.8
OCB	3.8 $\pm$ 0.6
<b>Organizational Cynicism Scale Subdimensions (OC)</b>	
Behavioral cynicism	3.0 $\pm$ 0.7
Cognitive cynicism	2.9 $\pm$ 0.8
Affective cynicism	2.6 $\pm$ 1.0
<b>General Cynicism</b>	3.3 $\pm$ 0.6

The arithmetical average and standard deviations of OCB and organizational cynicism scale of GASC staff related to the sub-scale scores are given in Table 1. OCB Scale subdimensions scores of the employees are found as high for altruism level (4.0 $\pm$ 0.7), Courtesy level (4.0 $\pm$ 0.7), sportsmanship level (3.5 $\pm$ 0.9), conscientiousness level (3.8 $\pm$ 0.9) and civic virtue level (3.7 $\pm$ 0.8) and are evaluated high for OCB level. And the sub-dimension scores of organizational cynicism scale of employees are evaluated as medium for cognitive level of cynicism (2.9 $\pm$ 0.8), medium for emotional cynicism level (2.6 $\pm$ 1.0) and medium for behavioral cynicism level (3.0 $\pm$ 0.7).

**Table 2.** Organizational Citizenship Behavior and Organizational Cynicism Subdimensions of Workers in Terms of Socio-Demographic Characteristics

Parameters	n (%)	Organizational Citizenship Behavior Subdimensions					Organizational Cynicism Subdimensions			General Cynicism
		Altruism $\bar{X}\pm SD$	Courtesy $\bar{X}\pm SD$	Sportsmanship $\bar{X}\pm SD$	Conscientiousness $\bar{X}\pm SD$	Civic Virtue $\bar{X}\pm SD$	Cognitive Cynicism $\bar{X}\pm SD$	Behavioral Cynicism $\bar{X}\pm SD$	Emotional Cynicism $\bar{X}\pm SD$	
<b>Age</b>										
23-32	25 (27.2)	3.9±0.7	4.1±0.8	3.6±0.8	3.7±0.9	3.4±0.9	2.7±0.8	2.7±0.9	2.6±1.0	3.2±0.5
33-42	29 (31.5)	3.8±0.6	4.0±0.6	3.6±0.9	3.6±0.9	3.7±0.8	2.9±0.6	2.8±0.7	2.7±1.0	3.3±0.6
43-52	31 (33.7)	4.2±0.7	4.1±0.7	3.4±1.1	4.2±0.9	4.0±0.8	3.2±0.8	3.1±0.9	2.6±1.1	3.3±0.7
53 and ↑	7 (7.6)	3.8±0.8	3.9±1.0	3.5±0.7	3.7±0.9	3.8±0.8	3.0±0.7	2.7±0.6	2.7±0.9	3.5±0.3
<i>p value</i>		0.199	0.866	0.957	0.092	0.060	0.147	0.343	0.978	0.626
<b>Sex</b>										
Male	63 (68.5)	3.9±0.7	3.9±0.7	3.5±0.9	3.7±0.9	3.6±0.8	3.0±0.7	2.9±0.8	2.6±1.0	3.3±0.6
Female	29 (31.5)	4.2±0.5	4.2±0.7	3.7±0.9	4.1±0.8	3.8±0.9	2.8±0.7	2.8±0.8	2.7±1.1	3.3±0.6
<i>p value</i>		p=0.054	p=0.096	p=0.353	<b>p=0.040</b>	p=0.442	p=0.174	p=0.493	p=0.801	p=0.981
<b>Marital Status</b>										
Married	71 (77.2)	4.2±0.7	4.2±0.7	3.5±0.9	3.8±1.0	3.7±0.9	3.0±0.8	2.9±0.8	2.7±1.0	3.3±0.6
Single	21 (22.8)	3.8±0.8	4.0±0.7	3.6±0.9	3.9±0.6	3.6±0.7	2.9±0.7	2.8±0.7	2.5±1.0	3.2±0.5
<i>p value</i>		p=0.274	p=0.967	p=0.624	p=0.854	p=0.777	p=0.586	p=0.395	p=0.634	p=0.920
<b>Education Status</b>										
High-school Associate	48 (52.2)	4.0±0.7	3.9±0.7 <sup>a</sup>	3.3±1.0	3.7±1.1	3.7±1.0	3.1±0.8 <sup>a</sup>	3.0±0.8	2.8±1.1 <sup>a</sup>	3.3±0.7
Degree	22 (23.9)	3.8±0.6	4.0±0.7 <sup>ab</sup>	3.5±0.7	4.0±0.6	3.6±0.6	3.0±0.6 <sup>ab</sup>	2.8±0.7	2.9±0.9 <sup>a</sup>	3.4±0.5
Undergraduate	22 (23.9)	4.1±0.5	4.4±0.5 <sup>b</sup>	3.9±0.8	3.9±0.6	3.9±0.7	2.6±0.7 <sup>b</sup>	2.6±0.8	2.1±0.8 <sup>b</sup>	3.2±0.5
<i>p value</i>		p=0.261	<b>p=0.015</b>	p=0.057	p=0.639	p=0.486	<b>p =0.028</b>	p=0.104	<b>p=0.013</b>	p=0.752



**Table 2.** Organizational Citizenship Behavior and Organizational Cynicism Subdimensions of Workers in Terms of Socio-Demographic Characteristics (Devamı)

Parameters	n (%)	Organizational Citizenship Behavior Subdimensions					Organizational Cynicism Subdimensions			General Cynicism
		Altruism $\bar{X}\pm SD$	Courtesy $\bar{X}\pm SD$	Sportsmanship $\bar{X}\pm SD$	Conscientiousness $\bar{X}\pm SD$	Civic Virtue $\bar{X}\pm SD$	Cognitive Cynicism $\bar{X}\pm SD$	Behavioral Cynicism $\bar{X}\pm SD$	Emotional Cynicism $\bar{X}\pm SD$	
<b>Departments</b>										
Administrative departments	65 (70.7)	4.0±0.7	4.0±0.7	3.5±0.9	3.8±0.9	3.7±0.9	2.9±0.8	2.9±0.8	2.5±1.0	3.3±0.6
Technical departments	17 (18.5)	4.0±0.6	3.8±1.1	3.5±1.0	3.8±0.7	3.7±0.6	3.1±0.8	2.8±0.9	2.8±1.2	3.5±0.4
Medical departments	10 (10.9)	3.8±0.8	4.2±0.7	3.5±0.5	3.9±0.9	3.6±0.8	3.0±0.4	3.0±0.5	3.1±0.7	3.3±0.6
<i>p value</i>		p=0.687	p=0.385	p=0.959	p=0.985	p=0.918	p=0.732	p=0.820	p=0.167	p=0.541
<b>Occupational Working Duration</b>										
1-10 years	42 (45.7)	3.9±0.6	4.1±0.6	3.7±0.8	3.7±0.9	3.4±0.8 <sup>a</sup>	2.9±0.7	2.7±0.8	2.6±1.0	3.3±0.5
11-20 years	18 (19.6)	3.9±0.9	3.8±0.9	3.5±0.9	3.8±1.1	3.8±0.9 <sup>ab</sup>	2.8±0.8	2.9±1.0	2.5±1.1	3.3±0.6
21 years and more	32 (34.7)	4.1±0.7	4.0±0.7	3.4±1.0	4.1±0.7	4.0±0.7 <sup>b</sup>	3.2±0.7	3.0±0.7	2.8±1.0	3.3±0.6
<i>p value</i>		p=0.285	p=0.667	p=0.421	p=0.141	<b>p=0.021</b>	p=0.132	p=0.354	p=0.585	p=0.967
<b>Working duration in the institution</b>										
1-10 years	69 (75.0)	3.9±0.7	4.0±0.7	3.6±0.9	3.7±1.0	3.6±0.9	2.9±0.8	2.8±0.8	2.6±1.0	3.3±0.6
11-20 years	14 (15.2)	4.1±0.4	4.0±0.5	3.1±0.9	4.2±0.6	4.0±0.6	3.3±0.8	3.2±0.8	3.0±1.1	3.2±0.8
21 years and more	9 (9.8)	4.1±0.8	4.1±0.8	3.8±1.0	4.1±0.8	4.0±0.8	2.8±0.6	2.8±0.7	2.3±1.0	3.2±0.3
<i>p value</i>		p=0.759	p=0.990	p=0.244	p=0.272	p=0.250	p=0.339	p=0.522	p=0.519	p=0.700

A statistically significant difference was found in the conscientiousness dimension scores from the OCB subdimensions of employees in terms of gender. The conscientiousness score of male employees were found significantly higher compared to female employees ( $p<0.05$ ) (Table 2). When examining OCB of the staff GASC subscale scores in terms of the educational level, Courtesy scores of high school graduates of employees were found significantly high when compared to the administrative personnel who have high school level of education ( $p<0.05$ ) (Table 2). According to the educational level of the participants, in terms of subdimension scores of cognitive and emotional cynicism, the difference observed between groups was also found statistically significant. Cognitive cynicism subscale scores of high school graduate administrative staff have been found higher when compared to the other degrees and their emotional cynicism subscale scores have been found significantly lower than the other degrees. The difference between groups in terms of cognitive and affective cynicism sub-dimension scores of the participants regarding to their education level has been found statistically significant. Cognitive cynicism sub-dimension scores of the administrative staff having undergraduate degree have been found significantly lower when compared to high school graduate staff. Affective cynicism scores of the high school graduate staff are significantly lower when compared to the staff having other degrees ( $p<0.05$ ) (Table 2).

Considering the differences between OCB subscale scores based on working time in the profession of GASC staff, the difference among sub dimension scores of civic virtue between groups have been found statistically significant. Scores of civic virtue of administrative staff who have working time in the profession for 21 years and over have been found significantly higher when compared to those who have 1-10 working year ( $p<0.05$ ) (Table 2).

**Table 3.** Correlation Between Workers' Socio-Demographic Characteristics and Organizational Citizenship Behavior and Organizational Cynicism Subdimensions Scores

<b>Organizational Citizenship Behavior</b>	<b>Age</b>	<b>Occupational Working Duration</b>	<b>Working Duration in the Organization</b>
Altruism	0.071	0.081	0.096
Courtesy	-0.018	-0.024	0.059
Sportsmanship	-0.030	-0.145	-0.018
Conscientiousness	0.177	0.203	<b>0.211*</b>
Civic Virtue	<b>0.291**</b>	<b>0.296**</b>	<b>0.208*</b>
<b>Organizational Cynicism</b>			
Behavioral Cynicism	0.172	0.166	0.031
Cognitive Cynicism	0.069	0.140	0.011
Emotional Cynicism	0.019	0.092	0.013
<b>General Cynicism</b>	0.050	0.004	-0.053

\*\*  $p<0.01$ , \* $p<0.05$

When examining the correlation between OCB and organizational cynicism subdimension scores and socio-demographic characteristics of the GASC staff, a low level of significant relationship was found between working time in the institution and conscientiousness score in a positiveway ( $p<0.05$ ). A low level of significant relationship was found between civic virtue scores and ages of the employees, operational time of occupation and institution ( $p<0.01$ ) (Table 3).

**Table 4.** Organizational Citizenship Behavior of the Employees and Organizational Cynicism Scale Correlation Between Subdimension Ratings

Organizational Citizenship Behavior	Organizational Cynicism			General Cynicism
	Cognitive Cynicism	Behavioral Cynicism	Emotional Cynicism	
Altruism	0.153	0.190	0.116	0.038
Courtesy	-0.085	-0.038	-0.031	0.002
Sportsmanship	<b>-0.715*</b>	<b>-0.711*</b>	<b>-0.831*</b>	<b>-0.266</b>
Conscientiousness	0.017	0.049	0.044	0.124
Civic Virtue	-0.073	-0.096	-0.061	0.080

\* p<0.01

When examining the correlation between OCB and subdimensions scores of organizational cynicism scale of employees, a low level of significant relationship was found between sportsmanship subdimension scores and subdimensions scores of behavioral, emotional and general cynicism (p<0.01) (Table 4).

## VI. DISCUSSION

When analyzing the research findings, it is seen that the average age of GASC staff is 40.1±0.9, the average working time in the profession is 15.2±9.7 years and the average working time in the institution is 8.5±5.0 years. And it is also seen that 61.5% of them are male and 52.2% of them are high school graduates. When OCB scale subdimension scores of employees were examined; altruism, courtesy, sportsmanship, conscientiousness and civic virtue were found in high levels and OCB level has been evaluated as high. High levels of altruism, conscientiousness, courtesy, civic virtue and sportsmanship is explained respectively as helping each other, communicate and interact with each other, being attentive to continue to work and using the sources, being eager and participative in the improvement of the organization and giving up complaining by behaving tolerantly. In this context it can be said that employees act with the principle of volunteering, have the helpful behavioral pattern and adopt protecting the organization and improving its image. When the scale of organizational cynicism subdimension scores of the employees were evaluated, cognitive, emotional and behavioral cynicism levels were found as medium. This situation is interpreted as that sometimes employees have negative feelings for the organization they work for, think that the organization is lack of honesty and realise these thoughts as being coherent with the beliefs and feelings they have. It is believed that the steps to be taken at the administrative level and participative and solution oriented approaches will result in positively to solve this problem. In Conscientiousness dimension of OCB subdimensions of participants by the gender, courtesy dimension of the OCB dimensions by the educational level, cognitive and emotional subdimensions of cynicism by the education level, among OCB subdimension scores of civic virtue dimension by the working time in the profession, there has been statistically significant difference. The conscientiousness scores of the male staff are high, and this is interpreted as that when compared to females, males are more punctual and they are also more eager in protecting the sources. As the education levels increase, the courtesy scores also increase, and this can be explained as that employees believe the importance of communication and by preferring an effective communication, they consult each other and get each other’s opinion. Undergraduate staff’s cognitive and affective sub-dimension scores are higher when compared to the high school graduates, and this is important since this shows their faith in the organization and that they do not have any negative feelings towards it. The staff in the profession for a long time have higher civic virtue scores than the ones in the profession for a shorter period, and this is accepted as a reflection of the professional experience and the eagerness in the improving the organization.

When the correlation between OCB and organizational cynicism scale subdimension scores were examined; a positively significant relationship was determined in weak level between conscientiousness and the duration of working in the institution, between ages, the duration of working in profession, the duration of working in the institute of employees and civic virtue scores. It is thought that, depending on the increase in the working duration in the organization, the staff are sensitive in staying in the job and in using sources efficiently. It is also thought that, depending on the age and increase in the duration of the working in the institution, the staff are more eager to improve the organization. In addition, by the correlation analysis made; another finding is a negatively significant relationship in a weak level/low level between sportsmanship subdimension scores of employees and behavioral, cognitive, emotional cynicism subscale scores and general cynicism subdimension scores of OCB. Depending on the increase in the sub-dimension scores of the cognitive, affective and behavioral cynicism, this leads a decrease in the sportsmanship behavior that is explained as that the staff to display torelant attitudes, not to exaggerate problems, to be constructive and to give up complaining constantly. This result is accepted as a natural consequence of the increase in the cynic behaviours and thought pattern since organizational cynicism expresses the negative feelings that employees have towards the organization and employees' acting humiliatingly and critically.

When the literature is reviewed, it appears that a number of studies were done to the determination of OCB and organizational cynicism levels of employees and the relationship between organizational cynicism and OCB. This study, which was conducted within the frame of the above findings, reveals complatible results with the findings in the literature. Accordingly, by the result of the study done by Erdoğan and Bedük (2013) in Karaman State Hospital to examine the relationship between organizational cynicism and OCB; it has been determined that there is a negative relation in a weak level between some dimensions of OCB and some dimensions of organizational cynicism. When the demographics of health professionals working in hospitals are studied; it appears that 28.2% of the staff were 30-34 years old, 75.3% of them are female, 50.6% of are nurse, 38.6% are associate degree graduates, in terms of working time in the institution 39.4% serve for 1-5 years. It is found that behavioral and organizational cynicism level of the employees is medium, their affective cynicism level is low. While examining of the findings related to OCB, it was concluded that the levels related to the dimensions of altruism, courtesy, sportsmanship, conscientiousness and civic virtue were seen as high. It has been found that there is a significant relation between cognitive cynicism and courtesy, sportsmanship and civic virtue. When civic virtue increased, cognitive cynicism decreased. A statically significant relation has been found between organizational cynicism of the employees and OCB, and it was expressed that when OCB increased organizational cynicism reduced. This result was interpreted in the form of that the attitudes of the employees against the organization were based on the basis of voluntariness. By the result of this study, the levels of health professionals working in hospital have been found low. When the literature is reviewed, in the studies by Anderson and Bateman, it is found that there is a negative relation between organizational cynicism and OCB (Arslan 2012).

According to the results of a study done in public and private hospitals in Aksaray with the aim of determination of the relation between the levels of organizational cynicism and OCB, it has been seen that OCB perceptions of employees are higher than organizational cynicism. Employees, rather than showing the negative attitude towards the organization, exhibit voluntarily based attitudes. In the result of the study, there is a significant relationship at a low level and reverse direction between cognitive dimension of organizational cynicism and altruism dimension of OCB, at a low level between behavioral dimension of organizational cynicism and altruism dimension of OCB, at a low level between the cognitive and affective dimensions of organizational cynicism and civic virtue,

at a low level cognitive, behavioral and affective dimensions of organizational cynicism and the Courtesy dimensions of OCB. On the other hand, it is the evidence obtained as a result of the research that there is not a relation between the conscientiousness and sportsmanship dimensions and no subdimensions of organizational cynicism (İçerli, Yıldırım 2012).

In another study conducted by Akman (2013) on the health care staff working for 4 private hospitals in Istanbul, it was aimed to determine the organizational and general cynicism levels of the staff. When the findings of the study was examined, it was revealed that the highest score was recorded in general cynicism and the lowest score was recorded in the affective cynicism, which was one of the sub-dimensions of the organizational cynicism. It was also observed that the general cynicism levels of the staff differed according to the demographic characteristics and the general cynicism levels of the staff who were not satisfied with their job were high. In addition, the cognitive and affective dimensions levels of the organizational cynicism differed according to the demographic characteristics of the staff, and organizational cynicism levels got higher according to the working department, age, education status and the satisfaction status with the job.

According to the findings of another research conducted in the medicine faculty of a university hospital in order to determine which basic dimensions nurses revealed related to OCB, it was observed that the behaviours related to the dimensions of altruism, civil virtue and conscientiousness were displayed. As a result of the research, it was also found that the nurses wanted to have knowledge about the developments in organization, they aimed to contribute to the development of the organization by developing original ideas, expected their opinions to be taken into consideration in the decisions to be taken, and that they adopted cooperation and collaboration in their professions (Altıntaş 2006).

Another research was conducted on the health care staff working for three private hospitals in Çorum province. The research aimed to determine the mediation role of the emotional commitment in the effect of the person-organization harmony on OCB. According to the result of the research, it was revealed that the staff having high person-organization harmony had also high level of emotional commitment, and they displayed more OCB. Within the frame of these findings, it was stated that arrangements to increase the harmony of the staff with the organization and their commitment to the organization would contribute the staff to display voluntary behaviors (Polatcı, Cindiloğlu 2013).

According to the result of a research conducted in a training hospital in Egypt in order to reveal the relationship between the organization cynicism and OCB of the staff, it was revealed that job satisfaction and organizational commitment was important and they affected this process. According to the result of the research, it was stated that job satisfaction and organizational commitment increased OCB, and it was emphasized that there was a negative relation between organizational cynicism, job satisfaction, organizational commitment and OCB (Nafei 2014).

According to the result of a research conducted in the faculty of economics and administrative sciences of a university in order to determine the general and organizational cynicism levels of the academic staff, it was found that had the general and organizational cynicism of the academic staff was moderate level and there was a relationship between general cynicism tendency and organizational cynicisms, but their cynical attitudes did not evolve to the behavioral dimension (Arslan 2012).

In another study conducted in the manufacturing sector in Kocaeli, it was aimed to determine the relationship between the organizational cynicism and OCB of the staff. Accordingly, as a result of the analyses, there was not a direct relationship between the

cognitive and affective dimensions of the organizational cynicism and OCB, and there was a negative relationship between organizational cynicism and OCB (Ertosun et al. 2016).

According to another study conducted in İzmir in order to determine the relationship between the OCB and organizational cynicism levels of the teachers working for primary schools, it was found that OCB was higher than organizational cynicism, and the conscientiousness dimension of OCB had the highest and the courtesy dimension had the lowest score. This result is interpreted as that teachers display behaviors on a voluntary basis, but they do not stay away from the platforms that damage the effectiveness and productivity of the institution and do not avoid displaying negative behaviors (Yetim, Ceylan 2011).

A different study conducted on the workers of the companies that were the members of Ankara Chamber of Industry, it was aimed to determine the effects of organizational cynicism, mandatory OCB and job satisfaction on the individual work performance. It was found that the pressure on the workers to display mandatory OCB led the emergence of the feeling of being exploited, and it affected individual work performances in a negative way since the increase in the organizational cynicism caused workers to display cynical behaviors (Topçu et al. 2017).

## **VII. CONCLUSION**

It is thought that conducting studies to determine the factors causing the emergence of organizational cynicism in organizations will be effective both to solve the problems and to prevent staff to display cynical behaviors. Thus, it is predicted that it will be possible to establish a healthy work environment and to behave conveniently with the productivity and efficiency principle in running the activities. It is one of the problems to be solved for organizations that employees have negative thoughts and attitudes about the organization they work with and tend to move away from voluntary behaviors as well as thinking about leaving the organization. From this point of view, managers should provide employees with the opportunity to participate in decisions and learn about their expectations, try to understand employees' feelings, attitudes and behaviors, support career plans and act in accordance with organizational justice principles in the conduct of their activities.

Today, in terms of organizations, it is seen that apart from job descriptions, by considering the improvement and the benefit of the organization, the need for employees, who display voluntary behaviors and who have high organizational commitment in the process of raising performance, achieving quality and achieving organizational goals seems to increase. As a result of this, it is stated that the value of OCB has been understood and the importance given to this issue has increased.

Employees' having higher level of OCB when compared to organizational cynicism will decrease the level of organizational cynicism and contribute employees to increase motivation and performance. Witnessing the support and fair practices of the managers will be effective to adopt OCB as the organizational culture by employees and to achieve organizational success. When considering the harmony between employees and the organization in the work environment have both individual and organizational benefits, it is understood that the arrangements made for this process are very important. It should be remembered that organizations' survival, growth and being strong and successful depend on employees' content of being a member of the organization, their identification of themselves with the organization and their positive thoughts and attitudes towards the organization. An employee identifying with his organization will perceive the organization as if it was his, he will be motivated, more eager to stay in the organization, will head to the activities to

support and improve the organization voluntarily and will avoid the negative thoughts, attitudes and behaviors towards the organization.

From the perspective of the health sector, it is seen that it is accepted keeping the human life as a basic aim of, and due to the nature of the working environment, having the features such as high level solidarity, sensitive to the problems and adopting the team approach. In this context, it is thought that employees will be flexible and peaceful and they will be in welfare. The adoption of a participative and supportive management structure and providing the job satisfaction and conflict management will increase the organizational commitment, enable OCB display and decrease the level of organizational cynicism.

In the light of the findings obtained from the research and above explanations, it is thought that supporting and appreciating employees in case of displaying OCB will provide positive contribution to the improvement of this process and continuing the existing OCBs increasingly. On the other hand, to prevent negative thoughts and beliefs for the organization that emerge time to time before transforming severe behavior patterns, it will be useful to develop solution offers to the problems, to adopt a participative management approach and to plan an efficient orientation process for the ones who are new to the organization. In addition, it is foreseen that there will be positive reflections of steps to be taken for strengthening the perceptions of justice and trust, creating career opportunities, improving communications, being given autonomy to the employees and respecting them. It is thought that the reflections obtained as a result of these initiatives are very important for both employees and public health.

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