Organizational Culture and Management Cynicism: How Different Cultural Profiles Affect Cynical Views on Managers

Örgüt Kültürü ve Yönetsel Sinizm: Farklı Örgüt Kültürü Profillerinin Yönetsel Sinizm Üzerindeki Etkileri

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Abstract

Cynicism within the organizational context has been gaining ground in the last few decades due to massive changes in how business enterprises are run. Cynicism, from the organizational perspective, refers to a multi-faceted attitude characterized by negative feelings such as distrust, frustration and contempt toward the policies and practices of organization itself. In many cases, organizational cynicism reveals itself among employees as cynical attitudes toward managers. Such type of organizational cynicism is known as management cynicism. Although there are numerous organizational and individual causes lying behind management cynicism, this study focuses on how different organizational culture profiles affect management cynicism. In this study, four-quadrant organizational culture framework developed by Cameron and Freeman (1991) was adopted to illustrate if different cultural profiles and values attributed to them have significant impact on management cynicism.

This paper examines the relations between different organizational culture profiles and management cynicism based on data collected from shop floor employees of four leading vendor companies for big-sized domestic appliance manufacturers.

Keywords: *Cynicism, Organizational Culture, Employee-Supervisor Relations*

Öz

Örgütsel bağlamda sinizm kavramı son yıllarda önemli araştırma konularından biri olmuştur. Bu eğilimin temel nedenlerinden biri de işletmelerin yönetim biçimlerinde gözlemlenen yoğun değişikliklerdir. Örgütsel bağlamda sinizm kavramı, örgütün politika ve uygulamalarına ilişkin olarak çalışanlarda gelişen güvensizlik, hayal kırıklığı ve küçümseme gibi olumsuz duygularla karakterize edilebilecek çok boyutlu bir tutumu ifade etmektedir. Çoğu durumda örgütsel sinizm kendisini, çalışanların yöneticilere karşı geliştirdikleri olumsuz tutumlar olarak göstermektedir.

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Bu türdeki örgütsel sinizm, yönetsel sinizm olarak tanımlanmaktadır. Her ne kadar yönetsel sinizmin arkasında yatan çok sayıda örgütsel ve bireysel neden olsa da, bu çalışma genel olarak farklı örgüt kültürü profillerinin yönetsel sinizm üzerindeki etkilerini araştırmaktadır. Bu çalışmada, farklı kültür profilleri ve bu profillerle ilişkili değerlerin yönetsel sinizm üzerinde kayda değer bir etkisinin olup olmadığının ortaya konulması amacıyla, Cameron ve Freeman (1991) tarafından geliştirilen dört boyutlu örgüt kültürü çerçevesinden yararlanılmıştır.

Çalışmada, farklı örgüt kültürü profilleri ile yönetsel sinizm arasındaki ilişkinin ortaya konulması amacıyla, Eskişehir'de faaliyet gösteren beyaz eşya üreticisi dört işletmenin mavi yakalı çalışanlarından veri toplanmıştır.

Anahtar Kelimeler: Sinizm, Örgüt Kültürü, Ast-Üst İlişkileri

Introduction

Due to the recent changes in the dynamic business environment, especially in the last decade, body of research concerning the workplace engagement, attitudes toward management and employee-supervisor relations have steadily increased. There are few possible reasons for such a paradigm shift. Especially, some organizational initiatives such as downsizing, business process reengineering, lean management, organizational re-design, and new investment strategies have become powerful and attractive management tools. Managers enthusiastically embraced these tools to keep their organizations in the market and maintain the balance between their organizations and environmental conditions since they knew that a possible failure in maintaining such a balance would most likely to have bitter consequences. Thus, organizations' power to adapt itself to the changing needs of the environment, building and maintaining a strong competitive position, and extending the life cycle of the organization and its products/services became the most vital issues for managers. Nevertheless, in many cases, many management tools and strategies failed to succeed due to the neglecting of the social side of the organization. Simply and solely focusing on the technical side of the organization was proved to be a major problem and a leading cause for possible disastrous failures.

Today, it is widely accepted that the employees' attitudes and behaviors toward the organization, managers, and their peers are considered to be one of the most important issues when discussing the survival of the organization and its adaptive capacity to the constantly changing environment. We believe that the cultural profile of the organization is one of the top determinants that shapes the employees' attitudes and behaviors toward their organizations and their managers. When employee attitudes and behaviors are under discussion, employee cynicism is currently considered to be among the most debated issues. Because cynical attitudes toward organizational initiatives and managers would most likely to lead to problems and failures in those initiatives. Such cynicism, especially towards management, is a function of the past performances of managers. When their decisions are proved to be poor in time, employees tend to have a belief that their managers' next decisions will also be poor. Furthermore, breaking

of the social and psychological contract between the employees and their organizations also contributes to the emergence of cynical attitudes and behaviors within the organization.

As mentioned above, we believe that the cultural values of the organization have significant effect on the emergence of cynicism. Thus, we tested how different cultural profiles affect employee cynicism toward management. Furthermore, we also believe that positive relations between supervisors and subordinates tend to be useful in overcoming cynicism especially when the cynical behaviors are directed towards the organization.

Employee Cynicism

Recent dramatic changes in the business environment and how organizations respond to these changes reveal important questions, especially in regard to the employee attitudes and behaviors. Roberts and Zigarmi (2014) suggest that, in the last decade, research on employee work engagement and work passion has emerged. As mentioned in the introduction, we claim that the main reason for such an emergence is that managers today are convinced that their strategies, actions, and decisions lead to necessary impact only insofar they are effectively and efficiently executed at employee level. Such an effective and efficient implementation of managerial decisions calls for an effective leadership and, furthermore, healthy relations between the employees and their organization. In a narrower sense, what employees think about managerial practices is of paramount value when it comes to the effective implementation of managerial decisions.

Although there are many factors affecting how employees feel about managerial practices, especially in the last several years, body of research on cynicism has been emerging in management studies. Although research on cynicism is relatively new in the field of management, as a concept, cynicism dates back to Cynic School in the 4th century BC. Cynics seem to have survived into the 3rd century CE. As a "school" of thought, Cynicism ended in the 6th century CE, but its legacy continues in both philosophy, literature, and other fields including management (Piering, 2017). There are many different definitions of cynicism. For example, Greenglass et al. (2001) defines cynicism as distancing oneself from work itself and, to the development of negative attitudes toward work in general. For Llorens et al. (2006), cynicism refers to an indifferent or detached attitude toward one's work, losing interest in one's work, and feeling that one's work has lost its meaning. Hakanen et al. (2006) defines cynicism as an indifferent or a distant attitude towards work in general and the people with whom one works, losing one's interest in work and feeling for work has lost its meaning. Similarly, Safdar et al. (2006) note that cynicism also refers to prejudices against people and distrust in social structures. According to their perspective, cynicism represents a view that suggests human nature can easily be corrupted by the possession of power. Finally, in their research, Stanley et al. (2005) claimed that there is a consensus in regard to the definition of cynicism and according to that definition, cynicism refers to a negative attitude that can be both broad and specific in focus, and has cognitive, affective and behavioral components. According to Qian and Davis (2008), cognitive component refers to a disbelief of management's stated or implied motives for the change while affective component refers to a feeling of pessimism and frustration about the

change. Finally, behavioral component refers to the outcomes of cognitive and affective components as cynical behaviors. In other words, cognitive dimension is about what employees think about the organization and managers, affective dimension is about how they feel about them, and finally behavioral dimension refers to what employees do or how they behave in response to organizational initiatives and managerial actions/decisions. Selander and Henfridsson (2012) define cognitive distance as conscious distancing from management that in return creates resistance spaces in which one might form, and preserve, a sense of self and autonomy – distanced from managerial claims. Negative affect incorporates a wide range of negative affect including defeatism, betrayal and disillusionment, typically instantiated as irony, sarcasm and mockery and finally in espoused claims, cynicism manifests itself as a resistance in the form transgressive behavior. For Bouckenooghe (2010), affective dimension is about a set of feelings while cognitive dimension refers to the opinions and thoughts of employees in regard to certain issues like organizational change. Behavioral dimension refers to the actions already taken or which will be taken. More specifically, cognitive, affective, and behavioral components are the three primary components of organizational cynicism: a belief that the organization lacks integrity (cognitive); a negative affect toward the organization (affective); and a tendency to disparage and criticize the organization (behavioral) (Kim et al., 2009). However, it is important to note that these cognitive, affective, and behavioral dimensions involve both positive and negative views. On the other hand, since this study focuses on management cynicism in general, all these three dimensions are considered from a negative standpoint due to the negative nature of the concept of cyncisim.

It is possible to write many further definitions of cynicism. At this point it is important to differentiate between cynicism and other similar concepts such as job satisfaction and trust. According to Griffin and Bateman (1986) job satisfaction is an attitude in regard to the degree to which one's work is capable of satisfying – or in the case of dissatisfaction frustrating. On the other hand, cynicism is both a generalized and specific attitude involving negative emotions toward a person, group, organization, or an object. Thus, it could be argued that cynicism has a broader scope involving not only frustration but also hopelessness, contempt, and distrust. Wanous et al. (1994) claims that while job satisfaction is intrinsic and retrospective, cynicism has an external focus and anticipatory.

Another concept which is commonly mistaken with cynicism is trust – or distrust. Andersson (1996) defines trust as a belief held by an individual that the word, promise, or oral or written statement of another individual or group can be relied on. As seen in the definition, while trust is a belief, cynicism is an attitude consisting of an affective component as well as belief. Thus, we can argue that, as in the case of job satisfaction, cynicism is a broader concept compared to trust.

Dean, Brandes and Dharwadkar (1998) refer to five major conceptualizations of cynicism. Although these major conceptualizations are independent from each other, they share some similarities. They suggest that (1) personality approaches, (2) societal/institutional focus, (3) occupational cynicism focus, (4) employee cynicism focus and finally (5) organizational change

focus are the major conceptualizations of cynicism. Personality approaches are generally adopted for discussing the concept of cynicism as an overall outlook on human nature. Societal/institutional focus, according to Kanter and Mirvis (1989), is an outcome of fluctuating fortunes in the American social and political scenes in the twentieth century. Also the exploitation of the workers in the early industrialization process has contributed the emergence of societal and institutional focus since its promise of a better work life has not lived up to its promises. Occupational cynicism stems from the interaction of role ambiguities and conflicting pressures regarding professionalization of the relevant work. According to employee cynicism focus, employee cynics show negative feelings, such as contempt, frustration, and hopelessness toward their targets. Finally, organizational change focus suggests that all types of organizational change efforts are possible targets for cynical attitudes.

Among these five dimensions, employee cynicism focus is relatively more important as this study mainly concerned with employee cynicism toward management. Because, as described by Andersson and Bateman (1997), employee cynicism can be about three factors. These factors are: (1) Organization itself in general, (2) Managers, and (3) Other factors related with the organization. Violation of psychological contracts by the managers or the organization can easily cause employees to develop cynicism about any of these aspects. From this standpoint, employee cynicism is directly associated with the experiences of the employees with the organization and/or the managers. Similarly, Dean et al. (1998) defines organizational cynicism as "a negative attitude toward one's employing organization, comprising three dimensions: (1) a belief that the organization lacks integrity; (2) negative affect toward the organization; and (3) tendencies to disparaging and critical behavior toward the organization that are consistent with these beliefs and affect".

As mentioned in all dimensions of cynicism, it is again characterized by frustration, hopelessness, and disillusionment, as well as contempt toward the organization itself and it reflects a belief that the decisions made within the organization lack sincerity. Neves (2012) suggests that organizational cynicism, as a broader concept compared to trust and job satisfaction, can be conceptualized as a global attitude toward the organization. As mentioned before, it generally is an output of violation of employees' expectations of social exchange and it can generalize from one object to another. For example, in their research, Pugh et al. (2003) found that after a layoff, the work experience with the previous employer can influence employees' cynicism about the new employer.

Management cynicism, which is the main focus of this study refers to the disbelief in managerial actions due to several possible reasons. For example, if employees have experienced that the decisions made by the managers in the past were poor, then they would most likely to believe that the future decisions will be as poor as the previous decisions that in return would build a distrust to management. According to Barnes (2010) management cynicism refers to a disbelief in management's stated or implied motives for decisions or actions in general.

All three dimensions – cognitive, affective, and behavioral – of cynicism is an integral factor that explain how employees think, feel, and behave within the organization. It is also important to point that all these dimensions are believed to be in close relationship with organizational culture. Such a belief is the main motivation behind this study since we have aimed to shed light on how different types of organizational cultural profiles affect employee cynicism toward management. In this study, four different type of archetypal organizational cultural profiles including entrepreneurial, hierarchical, team and rational are investigated in regard to their relations with management cynicism. This classification is based on the competing values framework originally developed by Quinn and Rohrbaugh (1981). Competing values framework depicts the main differences between organizational cultures in two dimensions – namely as structure and focus. Structure dimension ranges from flexibility to control. On the other hand, focus dimension ranges from internal organizational factors to factors external to the organization. Structure dimension shows the main differences between organizations based on their approach to flexibility and control. While some organizations have a tendency to have more consistent behavioral patterns, others tend to empower their people to participate in decision-making processes. As a sub-dimension of the focus dimension, internal organizational factors focus on issues such as employee satisfaction. On the other hand, factors external to organization focus mainly on organization's capacity to adapt itself to the changing environment (Gregory et al., 2009). Figure 1 shows the dimensions and the sub-dimensions or quadrants of competing values framework for various organizational cultures. Each quadrant competes with or contradicts to the quadrant on the diagonal (Cameron & Queen, 2005).
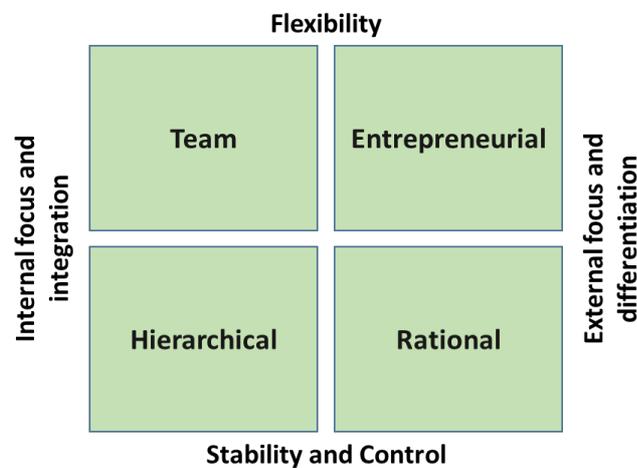
Source: Adapted from Cameron and Freeman (1991)

Figure 1. Competing Values Framework Model

As seen in the figure, upper left quadrant identifies values that emphasize flexibility and internal focus, whereas upper right quadrant emphasizes flexibility and external focus, and differentiation. On the other hand, lower left quadrant identifies internal and stability, and control values, whereas lower right quadrant emphasizes an external, control focus (Cameron & Queen, 2005).

Team Culture

Team culture emphasizes flexibility and internal focus and integration. In general, team culture refers to a cooperative organizational climate characterized by some qualities such as openness, patience, enjoyment, and the ability of members to learn from each other (Sucher and Cheung, 2015). Organizations with team cultural values encourage extensive participation by employees, emphasize teamwork and empowerment, and consider human resources as a top priority for the organization (Helfrich et al., 2007). According to Denison and Spreitzer (1991), leaders of the organization play an important role in the team culture since they tend to be supportive and participative. As mentioned above, such an organizational culture claims leaders to support employee empowerment and coordination and interaction through effective teams. They are also expected to take employee inputs into consideration when making decisions. Finally, effectiveness criteria include the development of human potential and member commitment.

Entrepreneurial Culture

The second dimension in the Competing Values Framework is the entrepreneurial culture. Positioned in the upper right quadrant of the model, entrepreneurial culture emphasizes flexibility and external focus. Entrepreneurial culture is mainly about risk taking, innovation, change, and willingness to learn. Thus, such values and initiatives are strongly encouraged within the organization. An entrepreneurial culture that encourages and rewards experimentation, learning, and risk taking will motivate employees and managers since such a management approach tackles organizational inertia and promotes gaining competitive advantage through offering unique products and services. Organizations with entrepreneurial culture profile promotes open communication, encourage shop-floor employees to try out new ideas while recognizing and rewarding innovative efforts. Entrepreneurial culture holds a toleration for making mistakes since it emphasizes learning from experiences. In other words, organizations with entrepreneurial culture learn from their mistakes rather than punishing its people for them. Furthermore, entrepreneurial culture supports organization's ability to adapt itself to the changing environmental conditions. Forkuoh et al. (2012) points that the entrepreneurial culture refers to the sum total of dynamic, creative, and innovative ways in which an organization responds to the changes in the environment. Values associated with entrepreneurial culture include openness, trust, authenticity, creativity, innovation, experimentation, and confrontation.

Hierarchical Culture

Third dimension in the Competing Values Framework is the hierarchical culture. Positioned in the lower left quadrant of the model, hierarchical culture emphasizes internal focus, stability, and control. Cameron and Freeman (1991) suggest that order, rules, regulations, uniformity, and efficiency are among the main characteristics of an organization with a hierarchical culture. They also suggest that the primary focus of such organizations is stability and predictability. It should also be noted that formalization and centralization are among the primary factors associated with hierarchical culture. The degree of hierarchy is a common measure of centralization and centralization is more likely to be seen in organizations where highly formalized practices exist (Demirci, 2013). An important issue with hierarchical culture is that

organizations with hierarchical values tend to neglect the effects of the environment on the organization. Ruppel and Harrington (2001) claims that organizations with hierarchical culture do not consider environment as a significant factor. Management of such organizations rather focus on measurement, documentation, and information management. Since this culture emphasizes internal focus and control, it seeks ways to bring order to the internal organization. High level of specialization, centralized decision making, strict rules, inflexible policies, and intensive control structures are the main characteristics of the organizations with hierarchical culture.

Rational Culture

Final dimension of the model is the rational culture. Positioned in the lower right quadrant of the model, rational culture emphasizes external focus, stability, and control. It is also sometimes referred as market culture. Rational culture refers to the rational goal perspective of an organization and is characterized by a preoccupation with stability and having a strong external focus (Wiewiora et al., 2012). According to Cameron and Quinn (2005) organizations with rational culture value competitiveness, productivity, goal clarity, efficiency, and accomplishment. As seen in the adopted values, market culture refers to a results-oriented organization and for such organizations main focus is getting the job done (Riratanaphong & van der Voordt, 2011). Prompt and efficient outcomes are of great importance and such organizations mainly operate through market mechanisms i.e. the major focus of markets is to conduct transactions (exchanges, sales, contracts) with other constituents in order to create competitive advantage. The core values that dominate are competitiveness and productivity (Ameti, 2015). Finally, according to San Park and Hyun Kim (2009), the leaders are hard drivers, producers, and competitors who are tough and demanding of their staff. The organization is held together by an emphasis on winning and increasing market share and penetration.

Research Design and Methodology
Research Hypotheses

This paper examines the relations between different organizational culture profiles and management cynicism. Our study will be focusing on four different profiles of organizational culture including entrepreneurial, team, hierarchical and rational and we will try to explore how these four different cultural profiles affect employees' cynical views on management.

For the initial hypothesis, we have analyzed the relationship between four cultures and employee cynicism toward management. However, depending on the outcomes of the research, we have reserved an additional hypothesis considering the supervisor-subordinate relations since we believe that the structure of the relationship between supervisors and employees is a major determinant for management cynicism along with the cultural factors.

Figure 2 shows the initial research hypothesis that do not consider supervisor-subordinate relationships. Hypotheses given in Figure 2 were tested in order to determine whether any of

four organizational cultures are associated with employee cynicism toward management and, if there is a relation, how they affect management cynicism.
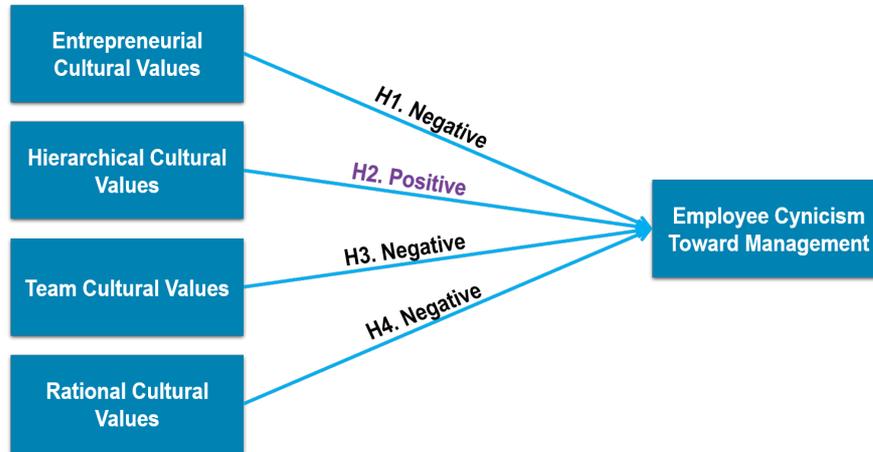

Figure 2. Initial Research Hypothesis

H1. Entrepreneurial cultural values negatively affect employee cynicism toward management.
H2. Hierarchical cultural values positively affect employee cynicism toward management.
H3. Team cultural values negatively affect employee cynicism toward management.
H4. Rational cultural values negatively affect employee cynicism toward management.

Research Sample

In order to support our arguments, we have surveyed the shop-floor employees of four leading vendor companies for big-sized domestic appliance manufacturers in Eskisehir. All four companies are involved with supplying high quality materials to domestic appliances industry. Considering the fact that majority of the relevant studies cover practices in western cultures, this study is expected to contribute to the corporate entrepreneurship literature due to the fact it reflects a perspective from eastern business practices.

In the end of the data collection process, we ended up with 370 surveys 333 of which are usable for statistical analysis. Our research findings have revealed that there is a strong correlation and varying nature of relationship between different organizational cultural profiles and management cynicism. Homogeneity was also maintained through choosing respondents from identical departments in four organizations.

Finally, four companies were chosen for the research as these companies are identical in terms of the number of employees, sales and specific field of operations. Although there are many other smaller companies operating in the domestic appliance manufacturers industry, they were not considered for this research due to compatibility issues.

Research Instrument

Organizational culture was measured with an instrument developed by Cameron and Freeman (1985) based on Quinn and Rohrbaugh's (1981) competing values framework. The scale

measures the relative impact of different organizational culture types – team, entrepreneurial, hierarchical and rational – that composes an organization's culture.

Management cynicism was measured with the scale developed by Stanley, Meyer and Topolnytsky (2005). For the additional supporting hypotheses supervisor-subordinate exchange quality was measured with the scale consisting three items developed by Amabile et al. (1996), two items developed by Zhou (2003) and one item developed by Tang and Ibrahim (1998).

Organizational culture scale was also adopted by other scholars (Deshpande, Farley & Webster, 1993; Leisen, Lilly & Winsor, 2002; Lund, 2003; Berrio, 2003; Demirci; 2013) and their studies have revealed that the instrument is valid, reliable and internally consistent. Similarly, cynicism scale was also tested in further studies by many other scholars (Stanley, Meyer & Topolnytsky, 2005; Qian & Daniels, 2008; Rubin et al., 2009).

Supervisor-subordinate exchange quality was measured with the scale consisting three items developed by Amabile et al. (1996), two items developed by Zhou (2003) and one item developed by Tang (1998).

We also found that the scale was reliable, valid and internally consistent. Our observed alpha coefficient is .74. Nunnaly (1978) suggests that a Cronbach Alpha value of .70 and above are suffice and acceptable. Since the value of Cronbach's Alpha was above .70, our scale was deemed reliable. Scale was originally designed in English. As the study aims to measure the perceptions of Turkish employees, translated version of the survey was distributed to the research subjects. In order to increase the reliability of the translation, a translator native in English and fluent in Turkish has back-translated the scale into English to confirm the reliability of the initial translation. A colleague experienced in the field reviewed the back-translation with the researcher.

Research Findings and Discussion

Descriptive statistics and correlations among the variables used in the study are presented in Table 1. The table shows that variables used for this study are consistent. The table shows that variables used for this study are internally consistent and there are statistically significant relations between the variables. As shown in the table, we can suggest that the research subjects have made over-average statements – *except in the rational culture* – regarding the relations between management cynicism and different organizational cultures.

Table 1. Correlations Among The Research Variables

Variables*	Mean	ENT	HIER	TEAM	RATL	MCYN
ENTREPRENEURIAL	2.6034	1	.494**	.723**	.645**	-.420**
HIERARCHICAL	2.6332		1	.475**	.578**	-.155**
TEAM	2.5585			1	.607**	-.407**
RATIONAL	2.3978				1	-.341**
MAN.CYNICISM	3.1324					1

**. Correlation is significant at the 0.01 level (2-tailed).
*ENT: Entrepreneurial **HIER:** Hierarchical **RATL:** Rational **MCYN:** Management Cynicism*

Table 2 shows the results of the multiple linear regression results for organizational cultures and management cynicism.

Table 2. Perceived Effects of Different Organizational Cultures on Cynicism Toward Management

Indp. Variables*	Std. Beta	t	Sig.
Entrepreneurial	-.216	-3.292	.001
Hierarchical	.040	2.432	.016
Team	-.157	-2.923	.004
Rational	-.100	-1.788	.060
R^2 = ,206	**P = .0000**		

As seen in Table 2, about 20 percent of the cynical attitudes and behaviors toward management within the considered organizations can be explained through independent variables. Other 80 percent can be explained through other internal and external variables that affect management cynicism. Overall, it can be seen that there is a strong positive correlation between three organizational cultures and management cynicism. However, according to our study, employees do not perceive any solid relationship between rational organizational culture and management cynicism. According to the results given above, among the initial hypothesis, Hypothesis 1, 2, and 3 are accepted, while Hypotheses 4 is rejected.

Table 3. Hypothesis Test Results

Hypotheses	Status
H1. Entrepreneurial cultural values negatively affect employee cynicism toward management.	*Accepted*
H2. Hierarchical cultural values positively affect employee cynicism toward management.	*Accepted*
H3. Team cultural values negatively affect employee cynicism toward management.	*Accepted*
H4. Rational cultural values negatively affect employee cynicism toward management.	*Rejected*

Since the *Hypotheses 4* was rejected, we sought for a possible mediator that might change the status of the fourth hypotheses. Since we strongly believe that supervisor-subordinate relations are critical to the emergence of cynical attitudes and behaviors within the organization, we wrote an additional hypotheses regarding the possible mediating effects of supervisor-subordinate relations on the relationship between rational culture and management cynicism.
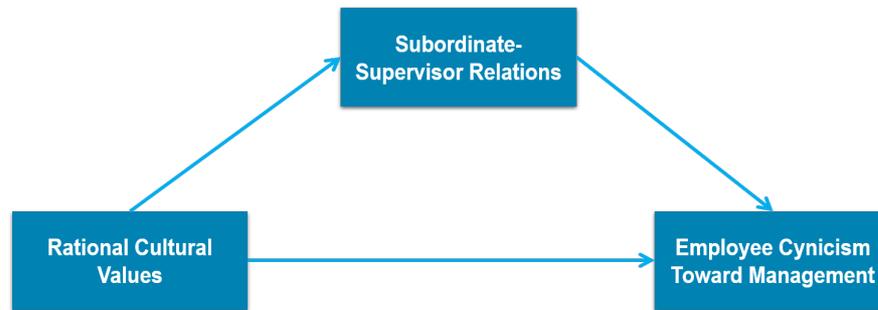

Figure 3. Additional Research Hypotheses

H4.1. *Rational organizational culture negatively affects employee cynicism toward management when there are positive relationships between supervisors and subordinates.*

Table 4. Correlations Among Research Variables

Variables*	Mean	RATIONAL	M.CYNICISM	SUP.-SUB. RELATIONS
RATIONAL	2.3978	1	-.341**	-.676**
M. CYNICISM	3.1324		1	.410**
SUP.-SUB. RELATIONS	3.5560			1

**. Correlation is significant at the 0.01 level (2-tailed).

Table 5. Supervisor-Subordinate Relations As A Mediating Variable

Constant	Std. Beta	t	Sig.	LLCI	ULCI
Sup.-Sub. Relations	.0525	4.8930	.0000	.1535	.3600
Rational	.0506	-1.7339	.0839	-.1872	.0118
$R^2 = ,457$	P = .0000				

Table 6. Direct and Indirect Effect of Rational Cultural Values on Employee Cynicism Toward Management

DIRECT

	Effect	Boot SE	BootLLCI	BootULCI
	-.0877	.0506	-.1872	.0118

INDIRECT

	Effect	Boot SE	BootLLCI	BootULCI
Sup.-Sub. Relations	-.1674	.0433	-.2626	-.0886

Table 7. Hypothesis Test Results After Additional Hypotheses

Hypotheses	Status
H4. Rational cultural values negatively affect employee cynicism toward management.	*Rejected*
H4.1. Rational organizational culture negatively affects employee cynicism toward management when there are positive relationships between supervisors and subordinates.	*Accepted*

The findings show that Cameron and Freeman's organizational culture framework and core values associated with three of the four quadrants have statistically significant impacts on management cynicism. Study has also revealed that rational culture's impact on management cynicism is mediated through positive relations between shop floor employees and their managers.

Initial insignificance might be considered as a reluctance among respondents regarding the nature of relationship between rational values and cynicism. National culture has also a crucial role in this belief. But, having positive relations with supervisor clearly removes the reluctance and enables organization to operate with rational values without causing cynical attitudes and behaviors among its members

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