

Examining the organizational cynicism levels of coaches: a cross-sectional analysis across Turkey

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Abstract. This study mainly aimed to examine the organizational cynicism levels of coaches in terms of different variables. **Methods:** This research was designed according to the cross-sectional approach. In accordance with the approach, the problem of whether different variables make a difference in the organizational cynicism levels of the coaches was examined. As of 2021, the population of the research consisted of 270.169 coaches working in the public and private sectors, while the sample of the research consisted of 402 coaches following the sampling method according to the fields. The data of the research were collected through an online questionnaire. Data were collected through personal information form and organizational cynicism scale. Before the analysis phase of the data, normality tests were checked, and it was seen that the data had a normal distribution. Thus, the T-test, ANOVA test and MANOVA test were used in statistical analysis. **Results and Conclusion:** According to the research results, it was seen that coaches with relatively higher years of service had higher mean scores in affective and behavioural cynicism sub-dimensions. The organizational cynicism perceptions of the coaches who wanted to change jobs were determined at a higher level compared to the coaches who did not want to change their jobs. It was observed that the tendency of the coaches working as permanent and permanent workers to criticize the policies of the institution they work at was higher than the contract workers. Despite these situations, the variables of gender and working region did not make any difference on the organizational cynicism perceptions of the coaches.

Keywords: sports, organizational cynicism, coaches.

Introduction

Coaches are individuals who contribute to the training and development of athletes. Depending on the institution they work for, it is known that coaches train performance athletes as well as participation athletes. At the same time, they contribute to many projects performed by public and private institutions for the development of sports in the country. In other words, coaches can work in public institutions as well as in the private sector. The mental states of the coaches who undertake these tasks must be at positive levels. The fact that the coaches undertake a duty under an institution and express their opinions about the institution can make them mentally healthier, which can positively affect their job performance.

One of the factors that can affect the mental state of the coaches is the concept of organizational cynicism. Before examining the concept of organizational cynicism, it will be useful to examine the concept of cynicism. Those who think that individuals only care about their own interests and that everyone is selfish are called "cynical", and the idea that tries to explain this is called "cynicism" (1). Cynicism is a philosophy that dates back to the 5th century BC. There is a prevailing opinion that individuals reject social values and moral rules, claim that virtues can acquire knowledge, and believe that they can achieve happiness through virtues as a life purpose (2).

Employee cynicism is generally referred to as organizational cynicism by many researchers. Employees with a high degree of organizational cynicism show a negative attitude towards the organization they work for (3,4). Organizational cynicism is a negative attitude towards the employer organization that includes cognitive, affective, and behavioural components resulting from a critical evaluation of organizational motives, actions and values (5,3). The cognitive dimension is the belief that organizations lack integrity. Emerging inconsistencies such as complex decision-making structures and conflicting interests of stakeholders can be perceived as a lack of integrity and open the door to organizational cynicism (6,7). Affective cynicism is emotional reactions to the organization, such as provocation, anger, anxiety, and tension. Behavioural cynicism, on the other hand, refers to negative behaviours towards the organization,

including criticism of the organization, sarcastic humour, and negative predictions about organizational practices and their future (8).

For decades, researchers have sought to understand the impact of employee attitudes and behaviours that are potentially beneficial to organizational performance and success. However, current research has begun to pay more attention to employee attitudes that can have devastating effects on organizations. In other words, organizational cynicism is important in terms of its negative consequences, because it reduces organizational efficiency and effectiveness by causing a decrease in job satisfaction, trust and organizational commitment, alienation of the employee from his/her work, and exhaustion of the employees (9).

In the national and international literature, it is seen that there are studies that examine the concept of organizational cynicism in different disciplines. Studies indicate that many factors may affect the formation of organizational cynicism. These factors can be listed as not meeting personal and organizational expectations, long working hours, high wages of managers compared to other employees, poor communication/lack of communication, excessive dismissals, perception of injustice within the organization, low level of effectiveness in decision making, and ineffectiveness of leaders in organizations (2, 10).

In their meta-analysis study, Chiaburu et al. (11) found that organizational cynicism was negatively related to organizational commitment and job satisfaction. The results of these studies have shown that the more organizational cynicism an employee has, the less the employee will feel connected to the employee organization and job. In other words, these studies can be said that cynical employees will withdraw, and this withdrawal is due to their belief that the organization can no longer meet their expectations and needs.

Other studies support the idea that organizational cynicism is reflected in the actions of employees. For example, in a correlational study, Basir and Nasir (12) have revealed that there is a significant relationship between organizational cynicism and organizational commitment. When the studies on organizational cynicism in the field of sports sciences are examined, studies conducted in the sample of physical education teachers, coaches, staff, and academic staff stand out (13-18). As far as it's known, studies dealing with the concept of organizational cynicism in the sample of coaches are limited. In this context, it is thought that the present study will contribute to the literature.

The belief that an organization lacks integrity, coupled with a strong negative emotional response, leads to humiliating and critical behaviour (19). In environments where employees do not trust the goals of management, higher organizational cynicism may occur, and in this case, employee performance may decrease (20). Since employees' perceptions of organizational action during a change may play a role in whether employees are emotionally committed to that change, it is important to examine what can shape employee perceptions.

In this context, this study aimed to examine the organizational cynicism levels of coaches in terms of different variables on a large sample. With the determination of the organizational cynicism levels of the coaches, possible cynical behaviour levels will be determined, and various suggestions will be put forward in this direction.

Material and Method

Research Model. This research was designed following the cross-sectional approach. Cross-sectional studies, one of the observational research models, are studies aimed at determining the frequency of occurrence of an event in a society in a time period. In instant studies, the survey method is mostly preferred (21).

Following the research approach, the question of whether different variables make a difference in the organizational cynicism levels of the coaches will be examined.

Research Problem and Sub-Problems. The main problem statement of the research was "Do some demographic variables make a difference on the organizational cynicism levels of the coaches?"

The sub-problem sentences. Does gender make a difference in the organizational cynicism levels of coaches?; Does the work experience make a difference in the organizational cynicism levels of the coaches?; Does the working status make a difference in the organizational cynicism levels of the coaches?; Does the working area make a difference in the organizational cynicism levels of the coaches?; Does the desire to change jobs differ on the level of organizational cynicism of the coaches?

It was accepted that the population of the research consisted of 270.169 coaches working in the public and private sectors in 2021 (81 provinces and districts), (<https://shgm.gsb.gov.tr/Sayfalar/175/105/Istatistikler>). The universe-sample formula was used to determine the sample size of the study and it was seen that at least 383 coaches were needed.

$$n = \frac{Nz^2.pq}{Nd^2 + z.pq}$$

N = population size; p= the proportion of those with a particular trait in a randomly drawn sample
q= 1-p; d= Sensitivity level; z = Confidence interval of the estimate;

When we estimate the population mean in a sample to be drawn from a population of 270,169 units, and 5% sensitivity, 95% confidence interval, z value = 1.96, incidence rate in the population was 0.5 (p), and absence rate 0.5 (q) was accepted, our research sample at least 383 participants were needed for the study.

$$n = \frac{270.169. (1,96^2). (0,5). (0,5)}{270.169. (0,05)^2 + 1,96. (0,5). (0,5)} = 383$$

In the study, the sampling method according to the fields was preferred as the sampling method. In this method, the researcher draws a map of the research area and creates equal areas on the map. Then, considering each area as a cluster, other homogeneous areas can be obtained from these areas, as in single or multi-stage clustering (22). In this context, data were collected from a total of 402 coaches in 7 regions and 21 different cities.

Data were collected from a total of 424 coaches within the scope of the research. The data of 402 coaches were evaluated within the scope of the study after the extreme values determined before the analysis of the data were excluded from the analysis.

Data Collection Tool and Method. The data were collected through an online survey due to the epidemic period. After summarizing the aim and importance of the research to the coaches, the data were collected within a week.

Personal Information Form. This form was prepared by the researcher, and it consisted of questions about independent variables such as gender, work experience, working status, region of work and desire to change job within the scope of the aim of the research.

Organizational Cynicism Scale. The "Organizational Cynicism Scale" was developed by Brandes, Dharwadkar and Dean (3) to determine the organizational cynicism perception levels of the coaches and adapted to Turkish by Kalağan (23). The scale consisted of a total of 13 items, 5 questions about cognitive, 4 questions about affective and 4 questions about behavioural attitudes. The scale was arranged in a 5-point Likert structure as 1=I strongly disagree; 2=Disagree; 3= partially agree; 4=I agree, and 5= totally agree".

The reliability coefficients of the sub-dimensions of the scale were determined as $\alpha = 0.91$, $\alpha = 0.94$ and $\alpha = 0.86$, and the general reliability coefficient including all questions was determined as $\alpha = 0.93$ (17). In our study, the reliability coefficients of the organizational cynicism scale were calculated as $\alpha = 0.87$, $\alpha = 0.83$ and $\alpha = 0.86$, respectively.

Data Analysis. The data were analyzed using the SPSS (Statistical Package for Social Sciences) 26.0 program. Before proceeding to the analysis phase, the normality distributions of the data were examined and preliminary analyzes were performed. For the detection of extreme values, 5% trimmed value values in the descriptive table were checked, and in this context, 22 data (5%) were excluded from the analysis. Shapiro Wilk test, which was one of the normality tests, was preferred in the study. Besides, skewness and kurtosis values that should be between -2 and +2 for the normal distribution of the data were considered (15). When both the normality test results and the skewness and kurtosis coefficients were evaluated together, it was seen that the data had a normal distribution. Moreover, Levene test results were examined to determine the homogeneity of the variances and it was seen that the variances were homogeneous.

In the analysis of the data, following the mean scores of the answers given by the 402 coaches to the scales; the MANOVA test, T-Test and ANOVA analysis for two independent groups were used. In addition, the Tukey test, which was a Level 2 test, was used to determine the source of significant differentiation. Data were tested at $\alpha = 0.05$ significance level.

Results

A total of 402 coaches participated in the research. Table I showed the distribution of these coaches by gender, work experience, working status, and the region they work in, and the distribution of answers to the questions "Would you change your job if you had the opportunity?"

Table I. Frequency and percentage distributions of demographic characteristics of the coaches participating in the research

Demographic Characteristics		f	%
Gender	Female	125	31.1
	Male	277	68.9
Work Experience	1-5 Years	176	43.8
	6-10 Years	154	38.3
	11 Years and more	72	17.9
Working Status	Staffed	134	33.3
	Contracted	160	39.8
	Permanent	108	26.9
The work region	Marmara region	53	13.2
	Black sea region	97	24.1
	Aegean region	43	10.7
	Mediterranean region	47	11.7
	Central Anatolia Region	42	10.4
	Eastern Anatolia Region	21	5.2
Would you change your job if you had the opportunity?	Yes	120	29.9
	No	282	70.1

Accordingly, 31.10% (n=125) of the coaches participated in the study were female, 68.90% (n=277) were male; and 43.80% (n=176) were working for 1-5 years, 38.30% (n=154) of them worked for 6-10 years, 17.90% (n=72) of them worked for 11 years or more. Also, 33.30% (n=134) of the coaches were staffed, 39.80% (n=160) were contracted, 26.90% (n=108) were permanent workers; and 13.20% (n=53) of the coaches participated in the study worked in the Marmara region, 24.10% (n=97) worked in the Black Sea region, and 10.70% (n=43) worked in the Aegean region, 11.70% (n=47) worked in the Mediterranean region, 10.40% (n=42) worked in the Central Anatolia region, 5.20% (n=21) worked in the Eastern Anatolia region, 24.60% (n=99) worked in the South East Anatolia region.

In addition, 29.90% (n=120) of the coaches wanted to change their jobs if they had the opportunity, while the number of those who did not want to change their job was 70.10% (n=282).

Gender. To determine whether there was a significant difference between the organizational cynicism sub-dimension levels of the coaches depending on gender, the independent group t-test was applied for the paired groups at a = 0.05 significance level. The results were shown in Table II.

Table II. T-Test results of organizational cynicism scale sub-dimensions by gender

Sub-Dimensions	Gender	N	Mean	SD	T	P
Cognitive Cynicism	Female	125	2.41	1.08	-1.03	0.30
	Male	277	2.53	1.07		
Affective Cynicism	Female	125	2.38	1.06	-1.29	0.19
	Male	277	2.53	1.09		
Behavioral Cynicism	Woman	125	2.52	1.21	-1.07	0.28
	Man	277	2.65	1.11		

*P<0.05

Results showed that there was no statistically significant difference between the arithmetic means of the groups at the level of all sub-dimensions according to gender ($t_{.400}=-1.03$; $p>0.05$, $t_{.400}=-1.29$; $p>0.05$, $t_{.400}=-1.07$; $p>0.05$).

Work Experience. To determine whether there was a significant difference between the organizational cynicism sub-dimension levels of the coaches depending on the work experience, the One-Way ANOVA test was applied for groups of three and above at a = 0.05 significance level. Results were shown in Table III.

Table III. ANOVA Test results of organizational cynicism scale sub-dimensions by work experience

Sub-Dimensions	Work Experience	N	Mean	SD	F	P	Difference
Cognitive Cynicism	1-5 Years	176	2.39	1.13	1.469	0.231	
	6-10 Years	154	2.56	0.98			
	11 Years and Above	72	2.61	1.11			
Affective Cynicism	1-5 Years	176	2.36	1.08	3.087	0.047	3>1
	6-10 Years	154	2.50	1.03			
	11 Years and Above	72	2.74	1.16			
Behavioral Cynicism	1-5 Years	176	2.42	1.16	4.364	0.013	2>1
	6-10 Years	154	2.77	1.08			
	11 Years and Above	72	2.73	1.18			

*P<0.05

The test results showed that there was a significant difference between the affective and behavioral cynicism sub-dimension scores depending on the Work Experience of the coaches. As a result of the Tukey test, which was conducted to determine between which groups the significant difference was; it was seen that the coaches who worked for 11 years or more ($\chi = 2.74$) had higher mean scores than the coaches who worked for 1-5 years ($\chi = 2.36$) in the affective cynicism sub-dimension ($F_{2,399}$; 3.087; $p < 0.05$). In addition, it was determined that the coaches who worked for 6-10 years ($\chi = 2.77$) had higher mean scores than those who worked for 1-5 years ($\chi = 2.42$) in the behavioral cynicism sub-dimension ($F_{2,399}$; 4.364; $p < 0.05$).

Working Status. To determine whether there was a significant difference between the organizational cynicism sub-dimensions levels of the coaches depending on the working status, the One-Way ANOVA test was applied for the groups of three and above at a = 0.05 significance level. Results were shown in Table IV.

Table IV. ANOVA test for organizational cynicism scale sub-dimensions by working status

Sub-Dimensions	Working Status	N	Mean	SD	F	P	Difference
Cognitive Cynicism	Staffed	134	2,50	1,02	1,799	0,167	
	Contracted	160	2,39	1,12			
	Permanent	108	2,65	1,06			
Affective Cynicism	Staffed	134	2,52	1,07	2,886	0,057	
	Contracted	160	2,34	1,07			
	Permanent	108	2,66	1,10			
Behavioral Cynicism	Staffed	134	2,74	1,11	6,540	0,002	1>2 3>2
	Contracted	160	2,36	1,13			
	Permanent	108	2,82	1,15			

*P<0.05

Results showed that there was a significant difference between the behavioral cynicism sub-dimension scores depending on the working status of the coaches. As a result of the Tukey test, which was conducted to determine between which groups the significant difference was, staffed coaches ($\chi = 2.74$) had higher mean scores than contracted coaches ($\chi = 2.36$), and permanent coaches ($\chi = 2.74$) had higher mean scores than compared to contracted coaches ($\chi = 2.36$). ($F_{2,399}$; 6.540; $p < 0.05$).

The Work Region. One-Way ANOVA test was applied for groups of three and above at a=0.05 significance level to determine whether there was a significant difference between organizational cynicism sub-dimension levels depending on the region where the coaches work. Results were shown in Table V.

Table V. ANOVA test results of organizational cynicism scale sub-dimensions by the work region

Sub-Dimension	Region	N	Mean	SD	F	P	Difference
Cognitive Cynicism	Southeastern Anatolia	99	2.26	1.04	1.439	0.198	
	Black Sea	97	2.46	1.09			
	Aegean	43	2.57	0.98			
	Central Anatolia	42	2.68	0.84			
	Marmara	53	2.57	1.27			
	Mediterranean	47	2.70	1.08			
	Eastern Anatolia	21	2.60	1.07			
Affective Cynicism	Southeastern Anatolia	99	2.30	1.02	1.208	0.301	
	Black Sea	97	2.40	1.11			
	Aegean	43	2.59	1.11			
	Central Anatolia	42	2.53	0.86			
	Marmara	53	2.57	1.13			
	Mediterranean	47	2.65	1.06			
	Eastern Anatolia	21	2.80	1.36			
Behavioral Cynicism	Southeastern Anatolia	99	2.47	1.16	1.133	0.342	
	Black Sea	97	2.46	1.13			
	Aegean	43	2.72	1.12			
	Central Anatolia	42	2.74	0.99			
	Marmara	53	2.66	1.24			
	Mediterranean	47	2.79	1.13			
	Eastern Anatolia	21	2.92	1.23			

*P<0.05

Results showed that there was no significant difference between all sub-dimension scores of organizational cynicisms depending on the region where the coaches work. Although there was no statistical difference, it was seen that the mean score of the coaches working in the Mediterranean region in the cognitive cynicism sub-dimension and the coaches working in the Eastern Anatolia region in the affective cynicism and behavioral cynicism sub-dimension was higher ($F_{2,399}; 1,439; p>0.05$, $F_{2,399}; 1,208; p>0.05$, $F_{2,399}; 1,133; p>0.05$).

Desire to Change Jobs. The MANOVA test, which was conducted to determine whether the answers of the coaches in two different categories to “Would you change your job if you had the opportunity?” were effective on the sub-dimensions of organizational cynicism, were shown in Table VI.

Table VI. MANOVA Results According to the Organizational Cynicism Levels of the Coaches and their Desire to Change Jobs

Wilks' Lambda	F	Hypothesis df	Error df	P
0,811	30,8377	3	398	0,000

MANOVA results on the sub-dimensions of the Organizational Cynicism Scale revealed that there were significant differences in the sub-dimensions of the organizational cynicism scale depending on the desire to change job ($WilksL(\lambda)=,811$; $F_{(3,398)}=30,837$; $p<0.05$). This result showed that the scores to be obtained from the linear component consisting of sub-dimension scores vary depending on the desire to change jobs.

Since there was a significant difference in the MANOVA test, the ANOVA test was performed to examine how the group mean differed according to the desire to change job, and the results were presented in Table VII. Considering the results obtained for the dependent variables separately, when the ANOVA results were

evaluated using the Bonferroni adjusted alpha level of 0.0125, significant differences emerged in the cognitive, affective, and behavioral cynicism sub-dimensions of the coaches. When the results obtained for the dependent variables were considered separately, Bonferroni was adjusted at the 0.0125 level, and when the ANOVA results were evaluated using the alpha level, significant differences emerged in the cognitive, affective and behavioral cynicism sub-dimensions of the coaches ($F_{(1,400)} = 91,63$, $p=0,00$, $F_{(1,400)} = 63,63$, $p=0,00$, $F_{(1,400)} = 68,85$, $p=0,00$). In summary, the results showed that the mean scores of the coaches who wanted to change their job were significantly higher in all sub-dimensions than those who did not want to change their job.

Table VII. ANOVA results according to the organizational cynicism levels of the coaches and their desire to change Jobs

Sub-Dimensions	Would you change your job if you had the opportunity?	N	Mean	SD	F	P
Cognitive Cynicism	Yes	120	3.21	0.08	91.63	0.00
	No	282	2.19	0.05		
Affective Cynicism	Yes	120	3.10	0.09	63.63	0.00
	No	282	2.22	0.06		
Behavioral Cynicism	Yes	120	3.28	0.09	68.85	0.00
	No	282	2.32	0.06		

Discussion and Conclusion

The result of this study showed that the variables of the coaches' work experience, working status and desire to change jobs made a difference on the perceptions of organizational cynicism, while the variables of gender and the region where they work did not make a difference on the organizational cynicism perceptions of the coaches.

It was found that the organizational cynicism perceptions of female and male coaches were similar. In other words, it can be said that the thoughts and feelings of male and female coaches towards the institution they work for were similar. In the literature, there were studies with similar and different results. While Karakaya (14) found a significant difference in favor of women in the behavioral cynicism sub-dimension mean scores according to gender, he did not find a significant difference in the cognitive and affective cynicism sub-dimension mean scores in his research conducted on the sample of physical education teachers. Çalışkan (24) did not find a significant difference in the mean scores of the organizational cynicism sub-dimension according to gender in his research conducted on the sample of physical education teachers.

It was observed that the affective and behavioral cynicism perceptions of the coaches with increasing work experience were higher. Moreover, it can be said that as the work experience increased, the coaches started to have negative feelings towards the institution they work for, and they tended to share the problems and troubles in their jobs with their friends outside the institution. Besides, in the literature, there were results that did not similar to the results of our study. In the study conducted by Kepoğlu et al. (18) on the sample of the provincial directorate of youth services and sports personnel, it was found that they did not detect a significant difference in the organizational cynicism levels of the personnel according to their working hours. While Ulukuş (25) in his study conducted with the sample of physical education teachers found a significant difference in the behavioral cynicism sub-dimension score mean according to the work experience in favor of those who worked for 6-10 years but did not detect a significant difference in the cognitive and affective cynicism sub-dimensions.

It was observed that the tendency of the coaches working as permanent and staffed workers to criticize the policies of the institution they work in was at a higher level than the contracted workers. Despite this situation, it can be said that the coaches who were permanent, contracted, and staffed workers have a similar mindset in terms of having negative feelings towards their institutions and evaluating the harmony between the policies and goals of the institution they work for. Karakaya (14) did not find a significant difference in the mean scores of the organizational cynicism sub-dimension according to the working status in his research

conducted on the sample of physical education teachers. This result partially overlaps with the results of the research.

It was seen that the coaches working in different regions had similar perceptions of organizational cynicism. This situation can be interpreted as the work and functioning of the institutions did not differ regionally. Mavibaş (26) found significant mean scores in the organizational cynicism sub-dimension according to the region of study in the study conducted on the sample of academic staff working in faculties of sports sciences. Moreover, he argued that academic staff working in the Aegean region had a higher perception of organizational cynicism. This result does not coincide with the research results.

It was observed that the coaches (29.9%) who wanted to change their jobs if they had the opportunity were more cynical than the coaches who did not want to change their job. This result was to be expected. Because it was an acceptable situation for coaches who were not satisfied with their working conditions, who criticized the institution they worked for, and who reflected this on their behavior, to want to change jobs. Bingöl (27) found a significant difference in favor of those who wanted to change their job in the mean scores of the organizational cynicism sub-dimension according to the working status in the doctoral thesis study conducted in the sample of coaches. This result was in parallel with the results of the research.

In conclusion, it was seen that the coaches who wanted to change their jobs and had relatively longer work experiences exhibited more cynical behaviors, in other words, perceptions of organizational cynicism were found to be higher. Despite this situation, the genders of the coaches and the regions they work in did not make any difference in organizational cynicism behaviors.

Recommendation and Limitations. This research has some limitations. Coaches working in honorary and private institutions were not included in the study. In this context, although the sample of the research represented the research universe, research on larger samples can be organized.

This research examined the question of whether socio-demographic variables made a difference in the organizational cynicism levels of coaches. In future research, structural equation models that deal with the relationship between burnout, organizational commitment and organizational cynicism can be arranged.

As a result of the research, it was seen that 120 coaches (29.8%) wanted to change their jobs. The causes of organizational cynicism perceptions can be investigated with more in-depth studies with qualitative research that can be done.

The coaches' similar training methods and possible asocial lifestyles may cause them to display more cynical behaviors towards their institutions. In this context, it was recommended that coaches diversify their training and create more free time for themselves with different activities.

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