The Relationship between Locus of Control and Organizational Cynicism in Term of Being Unionized

Metin Reyhanoglu, Evren Kiran

1. Introduction

The study is deployed on three pillars, which are cynicism, organizational cynicism and locus of control. It is aimed to examine the differences between concepts within the context of people's lifestyles.

Firstly, cynicism concept is considered as a tendency of a pessimistic behavior about undisclosed purpose of people and an attitude description of disappointment events about them (Kanter & Mirvis, 1991). Cynics think that people are selfish and utilitarian, but they do not demonstrate their intention obviously in communities. Second concept is organizational cynicism that those cynic people also can be found in organizations considered as belief that the organization lacks integrity, negative emotions and critical attitudes (Dean, Brandes, & Dharwadkar, 1998).

Thirdly, locus of control is that the "degree to which persons expect that a reinforcement or an outcome of their behavior is contingent on their own behavior or personal characteristics versus the degree to which persons expect the reinforcement is a function of chance, luck or fate, is under the control of powerful others, or is simply unpredictable" (Rotter, 1990, 489). Those concepts can be defined like what said above but those concepts have also some dimensions that it will be explain at follows.

The main purpose of this study is to analyze moderation effect of lifestyle on the relation between organizational cynicism and locus of control. We used union status and union affiliation of people in terms of lifestyle. Also demographic factors, gender, age, work experience, tenure, marital status and education as control variable investigated as moderation effects.

Although the concepts have recently examined its relationship with other concepts, the relationship between locus of control and cynicism, especially organizational cynicism, were not investigated yet. This study exactly is explorative studies based on the questionnaire. With the findings of the study, hopes to provide the new research directions, also managers will be able to take a chance to develop new policies to overcome the behavior of fatal, skeptical and cynic staffs.

2. Literature and Research Hypotheses

Cynicism is an attitude that directs human behavior. The history of the concept goes up to Diojen in the ancient Greece. In Kanter and Mirvis' the bestselling book (1989), Americans had been integrated this concept with unhappy, skepticism, insecurity, disbelief, and negative and pessimistic views. Cynical people can be also found in organizations as called organizational cynicism.

The concept of organizational cynicism affects the work efficiency, morale and motivation of employees and their belongingness in the negative. It includes negative attitudes and behaviors that employees develop against their organizations. Attitudes consist of three components: cognitive, emotional and behavioral. While emerging an attitude it must be harmonious and coordinated between these three elements (Kalagan, 2009, 44).

The cognitive dimension is the related to belief. Organizational cynicism represents a learned belief that can be related to many objects, resulting from an attitude or experience, generalized from one situation to another (Pelit & Pelit, 2014, p. 82). In this dimension, cynical people tend to believe that human behavior is devoid of goodness and sincerity. For this reason, they think the organization they work for with has betrayed them and believe that the organizations lack in concepts such as honesty, justice and sincerity (Ozler, Atalay, & Sahin, 2010, p. 49). The cognitive dimension is subjected to negative emotions about employee's organization. It includes emotional reaction from the negative side, such as shame, embarrassment, anger as well as individual subjective beliefs and ideas about their organization, associated with experiences (Kutanis & Cetinel, 2010, p. 48). Individuals that experiencing feelings of anger, sadness, fear, and frustration against the organization criticize negatively to the outside world. The behavioral dimension is the action of above-mentioned negative

attitudes. In this dimension, it is subjected that is the lack of honesty in the organization, the meaningful gestures and mimics of employees, sarcastic attitudes, ruthless criticisms, negative discourse targeting the organization and similar situations in parallel with the attitudes and beliefs about the organization (Kutanis & Cetinel, 2010, pp. 188-189).

Employees lose their belief and trust about the organizations because of administrated the wrong practices and politics. Thus, employees become unhappy and desperate, pessimistic, disappointed, and have negative emotions and thoughts against the works and organizations. All these negativities cause the individuals to be unable to enjoy their work, to cool off against all things that related to work (colleagues, organizations, work tools, customers, etc.). These can cause the individual to lower their job performance, also intend to leave the job, or even leave the job. All these are undesirable situations for the organization.

When the studies on domestic and foreign academic writing are examined the concept goes back 20 years only. Although the concept came from 500 BC The first study towards organizational cynicism in foreign academic writing is a doctoral thesis by Brandes (1997) that developed a scale. In 2007, Erdost, Karacaoglu and Reyhanoglu translated the scale to Turkish and applied it to employees of a manufacturing company with high reliable and validity. There are also other translation studies (Kalagan 2009; Karacaoglu & Ince, 2012). In Turkish academic writing organizational cynicism has been examined in relation to other concepts such as organizational support, silence, culture, justice, identification, change, opposition, citizenship and commitment, psychological contract, burnout, leadership, mobbing, job satisfaction and performance, emotional labor and intelligence, trust (Kutanis & Cetinel, 2010; Korkmaz, 2011; Aydugan, 2012; Ozler et al., 2010; Balay, Kaya, & Culha, 2013; Cakici & Dogan, 2014). The reason of organizational cynicism studies mainly applied to staff of service industries (Kalagan, 2009; Kasalak & Bilgin Aksu, 2014; Begenirbas & Turgut, 2014; Misirdali Yangil, Bas, & Aygun, 2013), these professions serve directly to people as human-intensive jobs and that these jobs require communicating with human by face to face.

Locus of control based on two main dimensions: internal and external of control. Some people think about all events realize from depended on their own behavior. However, external locus of control is a concept that person expects the reinforcement from chance or fate, events happen by fatal or powerful people. Thus, locus of control can be also approached as different dimensions instead of taking the form of a binary, internal and external. Here the most of usage of dimensions of locus of control is Rotter's (1990) internal and external control dimensions that are personal control, belief in chance, meaninglessness of the effort, belief in fate, and belief in an unjust world. Personal control is a dimension of internal control; the other dimensions belong to the external control.

So far the research hypothesizes have been developed as follows:

H_1: Locus of control effects to general cynicism and organization cynicism.

$H_{1.1}$: Internal control effects negatively to general and organization cynicism.

$H_{1.2}$: External control effects positively to general and organization cynicism.

H_2: Locus of control, general cynicism and organization cynicism depend on the union affiliation.

H_3: The relationship between locus of control, general and organization cynicism varies according to different union membership.

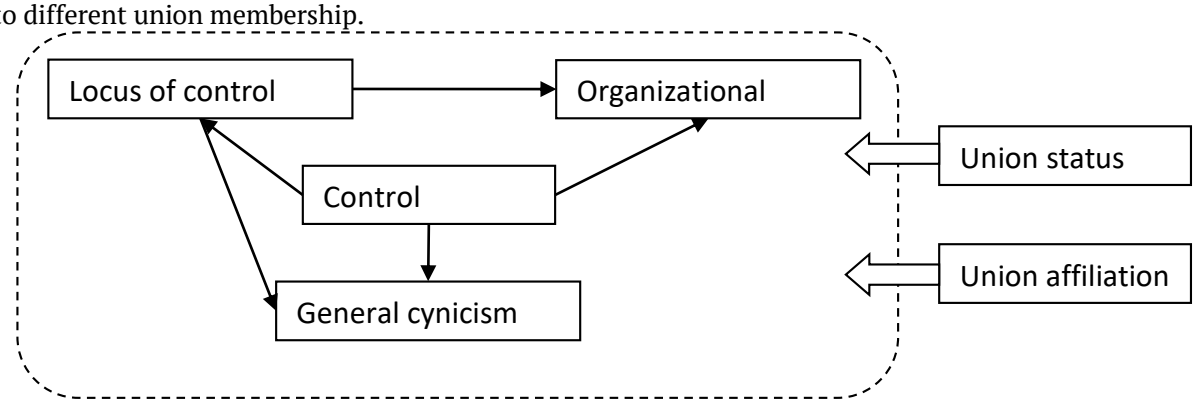


Figure 1. The Proposed Model

3. The Research Method

The proposed model can be seen at the Figure 1. Locus of control with its dimensions effect on organizational cynicism, likewise locus of control effects on general cynicism. IBM SPSS 22 and AMOS 20 were used in the analysis. Here paths analysis conducted to determine the effects between constructs. In the study was used structural equation model that is useful to analyze all constructs together as a model (Hair, Black, Babin, Anderson, & Tatham, 2016, p. 711). Also our main purpose that whether lifestyle of staff change this model or not. Union status and union affiliation was used to determine lifestyle of staff. This is our 'postulate' that it can be debatable.

3.1. The Research Population and Sampling

The research conducted on teachers, where work in primary, middle and classical and vocational high schools in Hatay, a province of south of Turkey, in 2016, May-June. 314 usable questionnaires were returned from 500 that distributed to 43 selected schools, return rate is 62.8%. The school sample were selected on the basis of the school distribution of MEB affiliated public schools, primary, secondary and high schools (including technical and vocational schools). 21 of these schools are in primary education, five in secondary education, totally 17 of them are in high school level that 8 in classical and 9 in technical and vocational schools. In each school convenience sampling method (Bryman & Cramer, 2009, 126) was chosen because of unable to reach personnel lists.

3.2. Measurements

We used a questionnaire technique as face to face, to conduct of the study. Our questionnaire has four parts. First three of parts are scales; all were developed with high reliability and validity. Although those scales developed in western countries, based in English, but translated to Turkish with high reliability and validity.

Locus of Control Scale (LCS) has 47 items with 5 dimensions' origins from Rotter's (1990) Internal and External Control Scale, which was translated and developed by Dag (2002), reliability is alpha .91 (in our study reliability is .88). Second part is General Cynicism Scale (GCS) has 7 items with one dimension borrowed from Kanter and Mirvis (1991) and translated in Turkish by Erdost and her colleagues in 2007 with high reliability that is alpha .76 (in this study reliability resulted as .75). Third part is Organizational Cynicism Scale has 13 items with 3 dimensions borrowed from Dean et al. (1998) translated into Turkish again by Erdost et al. (2007). Reliability of these scale is alpha .91 (in this study reliability is .90).

Scales are in the Likert format, ranging between 'strongly disagree' with degree 1 and 'strongly agree' with degree 5. 22 items from locus of control, which are items about all 'personal control' items and five of 'belief in chance' items, are reverse items. The last part of the questionnaire are demographic questions, which are union status, affiliate of union, gender, age, work experience, tenure, marital status, education (Table 1 and 2). In the case of misunderstanding, the Turkish Language Instructor firstly checked the questionnaire and 20 questionnaires were conducted as a pilot test.

3.3. Validity and Reliability

It was observed that the obtained data were not more than 10% missing in each respondent's answers and each statement related to the scales. The outliers were checked and no extreme values were found. It was seen that there were up to 8 missing data in 54 of totally 67 variables in which represents as the scales, and these missing data were filled by 'median of nearby points' because of scales being as ordinal. It is also filled with four variables with mean values, measured by nominal scales, each with a maximum of 5 missing variables. Due to the fact that there are 58 respondents who are not members of any union, the union affiliation has not been filled naturally. For consistency of the responses of each respondent to the scales were examined and it was seen that the standard deviation of responses of any respondent above .50.

Table 1. Descriptive statistics, correlations, validity and reliability

	1	2	3	4	5	6	7	8	9	10	11	12
mean (standard deviation)	179.44 (99.07)	170.55 (99.02)	2.11 (.73)	2.31 (.62)	1.13 (.92)	1.78 (.86)	2.13 (.78)	2.31 (.65)	2.83 (.89)	2.24 (.73)	2.73 (.80)	3.33 (.90)
AVE			.50	.47	.74	.58	.52	.43	.44	.48	.35	.51
CR			.75	.77	.92	.87	.81	.89	.70	.78	.62	.76
Cronbach's Alpha			.67	.71	.95	.90	.76	.87	.64	.68	.56	.64
1.experience	1											
2.tenure	**.96****	1										
3.oneself	.04	.05	1									
4.self-seeking	-.09	-.10	**.40****	1								
5.affective	.07	.09	**.19****	**.18****	1							
6.cognitive	**.14***	**.50****	**.24****	**.21****	**.63****	1						
7.behavioural	-.05	-.06	**.13***	**.12***	**.31****	**.42****	1					
8.personal control	.08	**.12***	-.04	**-.22****	.01	-.04	**-.19****	1				
9.meninglessness of effort	**.14***	**.15***	**.24****	**.20****	**.22****	**.27****	**.13***	-0.10	1			
10.belief in chance	.04	.04	.06	.01	.01	.03	-.01	**.22****	**.29****	1		
11.belief in an unjust world	**.10***	**.16****	-.06	-.07	.01	-.07	-.10	**.53****	.10	.08	1	
12.fatalism	**-.20***	-.11	.08	**.15***	-.06	.02	**.14***	**-.15****	**.36****	**.21****	-.01	1

Notes: AVE=Average Variance Extracted; CR=Composed Reliability; ** p-value < .01; * p-value < .05

The respondents were assumed to be related to the questionnaire that the questionnaire it has not contain any systematic answering bias (Armstrong & Overton, 1977). It was observed that the highest values of skewness were 1.491 and kurtosis were 2.451, and the critical values (West, Finch, & Curran, 1995, p. 454) were not exceeded. It has been observed whether the multi-collinearity of the assumptions of the regression analysis is examined and it is seen that the tolerance and VIF does not exceed the critical value at above 1 and below 5, respectively (Buyukozturk, 2009, p. 100). Furthermore, the correlation coefficients between the independent variables to be analyzed are below .80 (Bryman & Cramer, 2009, p. 300), indicating that there is no multi-collinearity (see Table 1). It is seen that the Durbin-Watson values that measure the autocorrelation relationship are between 1.5 and 2.5, which is the threshold values in all regression analyzes (Buyukozturk, 2009, p. 100). Consequently, it has no any doubtful of data.

Also common method variance (Podsakoff, MacKenzie, Lee, & Podsakoff, 2003) checked with Harman's single factor test (Podsakoff & Organ, 1986), as total variance explained of EFA (Explorative Factor Analysis) is very below (12.21%) from 50%. It was decided that not all of the scales were collected in one factor. Those were analyzed internal consistency as Cronbach Alfa for reliability and exploratory and confirmatory factor analysis for validity. Also Correlation analysis were employed to uncover the relationship between variables and for the effect of locus of control to general and organizational cynicism, a model was built and tested with structural equation model. In addition, we calculated average variance extracted (AVE) and composed reliability (CR) of factors as reliability.

All scales checked for EFA and CFA (confirmative factor analysis) in one pool. We used principal component analysis for extraction and varimax for rotation produced (KMO: .825; Barlett's .000) 10 factors after deletion 23 items from LCS. The result of 10 factors supports theoretical background except for general cynicism that breaks in half. Due to the contents of items, we named general cynicism dimensions as 'oneself' and 'self-seeking'.

We conducted CFA for validity of scales in theory. Firstly, first order CFA conducted in one pool and produced acceptable results according to Hair et al. (2006) as χ^2(CMIN)= 1119.641, *df*=733,

χ^2(CMIN)/*df*= 1.527 (p=,000), GFI=.857, CFI=.926, TLI=.917 RMSEA=.041 (PCLOSE=.999). All items factor loadings estimates are significant that are between .497 and .964.

In addition, we conducted second order CFA. But LCS and GCS did not produce acceptable results as one construct for each dimension, (χ^2(CMIN)= 1269.754, *df*=766, χ^2(CMIN)/*df*= 1.658 (p=.000), GFI=.838, CFI=.904, TLI=.897 RMSEA=.046 (PCLOSE=.939); factor loadings of personal control and belief in an unjust world are not significant. Then we decided using dimensions of constructs separated from main construct with average scores that is from latent variable in the model.

Some dimensions do not produce good validity, especially for AVE (between .35 and .74). Values of CR are between .62 and .92; and alpha are between .56 and .95. According to Fornell and Larcker (1981), the convergent validity of the construct is still valid if the AVE is below .50 but CR above .70. One dimension, which is belief in an unjust world (AVE, CR and alpha are .35; .62; .56 respectively), of LCS dropped from model due to CR below .70. Other values of reliability and validity of constructs are acceptable as can be seen on Table 1.

Table 2. Frequencies

		Frequency	%			Frequency	%
Gender	Female	128	41	**Education**	Graduated	281	89
	Male	186	59		Post-graduated	33	11
Marital status	Married	256	82	**Union status**	Yes	265	84
	Single	58	18		No	49	16
Age	⩽29	38	12	**Total**		**314**	**100**
	30-34	63	20	**Union affiliation**	Egitim-Bir-Sen	88	34
	35-39	81	26		Turk-Egitim-Sen	76	30
	40-44	63	20		Egitim-Sen	53	21
	45⩽	69	22		Others	15	15
Total		**314**	**100**	**Total**		**232**	**100**

4. Findings

As it can be seen on the Table 2, female and male are the same percentage. Sample is mostly married, age groups are well distributed, respondents are mostly graduated, belongs to one union. Respondent's union affiliation who belongs Egitim-Bir-Sen (Educators Trade Union), which is more religious-conservative union, has 34%, second Turk-Egitim-Sen (Turkish Education Union), which is more Turkish nationalist-conservative, has 30% and with 21% Egitim-Sen (Education Union), which is more left thinking as politics. The result of union affiliation is nearly[1] to population (Turkish the Official Gazette 2014, July 14th No. 29050, a notice). We used those unions as multigroups analysis.

As it can be seen on the Table 1, reliability of dimensions of Locus of control are not high like general and organizational cynicism. There are significant correlations between some dimensions.

We conducted path analysis from latent variables. One dimension, belief in chance, dropped from the model because of no-significant estimates. All control variables were dropped from the model due to not significant. After revision, the model produced good fit indices, that are χ^2(CMIN)= 16.723, *df*=6, χ^2(CMIN)/*df*=2.787 (p=.010), GFI=.987, CFI=.974, TLI=.877, RMSEA=.076 (PCLOSE=.138).

Table 3. The regression weights of the estimated model

Paths			estimate	standardized estimate	standard error	critical ratio	p
self-seeking	**<---**	**personal of control**	**-.245**	**-.216**	**.062**	**-3.959**	***
oneself	**<---**	**meaninglessness of effort**	**.202**	**.246**	**.048**	**4.17**	***
cognitive	**<---**	**meaninglessness of effort**	**.286**	**.298**	**.056**	**5.12**	***
behavioral	**<---**	**meaninglessness of effort**	**.092**	**.105**	**.051**	**1.789**	**.034**
affective	**<---**	**meaninglessness of effort**	**.282**	**.274**	**.06**	**4.677**	***
affective	**<---**	**fatalism**	**-.165**	**-.16**	**.061**	**-2.706**	**.007**
cognitive	<---	fatalism	-.088	-.092	.056	-1.553	.121
self-seeking	**<---**	**meaninglessness of effort**	**.152**	**.185**	**.048**	**3.198**	**.001**
behavioral	**<---**	**personal of control**	**-.217**	**-.181**	**.067**	**-3.254**	**.001**
affective	<---	personal of control	-.022	-.015	.079	-.276	.783
cognitive	<---	personal of control	-.064	-.048	.073	-.877	.381
oneself	<---	personal of control	-.04	-.035	.063	-.639	.523
behavioral	<---	fatalism	.065	.075	.052	1.262	.207
self-seeking	<---	fatalism	.037	.045	.048	.77	.442
oneself	<---	fatalism	-.008	-.01	.049	-.167	.867

As it can be seen on the Table 3, H_1 hypotheses supports that locus of control effects to general and organizational cynicism with their dimensions. According to path analysis personal control, which is part of internal control, effects negatively on behavioral cynicism and self-seeking with β=-.18 and β=-.22, (p<.001) respectively, that it means that $H_{1.1}$ supports for only behavioral and self-seeking cynicism. Meaninglessness of effort, that is a dimension of external control, effects positively on all cynicism types, oneself β=.25; self-seeking β=.19; affective β=.28; cognitive β=.30 (p<.001) and behavioral β=.11 (p<.05). These results support to $H_{1.2}$ for all dimensions. Finally, fatalism, another one a dimension of external control, effects negatively on affective (β=-.16; p<.05) organizational cynicism. This result does not support to $H_{1.2}$, surprisingly. It should be positive effect.

Our main purpose of the study as mentioned above whether union status and affiliation of respondents change the model or not. For this purpose, we conducted moderate multigruop analysis with chi-squares differences. We have not find any difference between union statuses and affiliated union groups.

Table 4. Multigroup analysis (Estimates/Z-scores with critical ratios)

	union status			**affiliated union**			**z-scores of affiliated union**		
Paths	no	yes	z-score	TES	ES	EBS	TES-ES	EBS-ES	EBS-TES
personal of control→self-seeking	-.35	**.21*** **	.939	**-.22****	**-.28*****	**-.18***	-.40	-.72	-.31
meaninglessness of effort→self-seeking	.14	**.17*** **	.22	**.30*****	.07	**.24*****	**-1.971****	-1.53	.53
meaninglessness of effort→oneself	**.24****	**.19*** **	-.34	**.24****	**.22*****	**.16****	-.10	.53	.60
meaninglessness of effort→cognitive	**.29****	**.27*** **	-.15	**.60*****	.17	**.16***	**-2.564****	.12	**2.92*****
meaninglessness of effort→behavioural	**.29****	.08	-1.41	**.22****	.03	.06	-1.44	-.25	1.22
meaninglessness of effort→affective	**.45*****	**.24*** **	-1.17	**.58*****	.17	.15	**-2.35****	.13	**2.60*****
fatalism→affective	-.20	**-.20*** **	.00	**-.20***	-.06	-.15	.21	-.10	-.33
fatalism→cognitive	-.01	**-.14****	-.85	-.11	**-.22***	-.04	-.63	-1.18	-.50
self-seeking→cognitive	**.29****	**.15****	-.98	.18	.03	**.20***	-.81	-1.15	-.14
self-seeking→affective	.21	**.16****	-.30	-.01	.08	**.32*****	.41	-1.39	**-1.67***
personal of control→behavioural	-.24	**-.23*** **	.03	**-.25****	**-.29*****	-.16	-.25	-.81	-.48
overall model (chi-square difference / df)	6.311 / 11			25.223 / 22					

Notes: TES=Turk Egitim-Sen (Turkish Education-Union); ES=Egitim-Sen (Education-Union); EBS=Egitim Bir-Sen (Educators Trade Union); *** p-value < .01; ** p-value < .05; * p-value < .1.

Therefore, we conducted the analysis on the basis paths with critical ratios. As it can be seen z scores on the Table 4, we could not find any differences based on union status (H_2 hypotheses does not supported). Nevertheless, we have find some differences based on union affiliation (H_3 hypotheses does supported, partially). Turk-Egitim-Sen (β=.30; p<.01) has higher meaningless of efforts effects (z = -1.971; p<.05) on self-seeking than Egitim-Sen (β=.07; p>.1). Also effects of meaningless of effort on cognitive (z = -2.564; p<.05) and affective (z = -2.35; p<.05) organizational cynicism of Turk-Egitim-Sen (β=.60 and β=.58 respectively; p<.01) higher than Egitim-Sen (β=.17 and β=.17 respectively; p>.1). These results is rational because left thinking more cynics than rights thinking.

Another finding is not rational that Turk-Egitim-Sen (β=.60 and β=.58 respectively; p<.01) has higher scores than Egitim-Bir-Sen (β=.16; p<.1 and β=.15; p>.1 respectively) based on meaningless of effort effects on cognitive (z = 2.92; p<.01) and affective (z = 2.60; p<.01) organizational cynicism.

5. Conclusion and Discussion

Some important conclusions have been achieved as results of the analysis made about the difference in the way of life in the influence of the locus of control in general and organizational cynicism. The result of path analysis that used the structural equation model, internal control that is also named as personnel control effects negatively to both general and organization cynicism.

However, the effect of external control on cynicism was different resulted in two different dimensions. Whereas the effects of meaningless of effort on all type cynicism valued as positive, fatalism effects negatively on affective and cognitive organizational cynicism. We think that fatalism in Turkey is different from external control in term of western Christian view that it consists of religious point of view. Islamist view calls as 'kader' that everything is written beforehand and known by God. Nevertheless, differently we do not know what it happens, so we have the freedom to choose our way, without knowing the consequences. This perspective is closer to internal control.

Another hypothesis that locus of control, general cynicism and organization cynicism depend on the union affiliation, do not supported from the result of multi group analysis. Due to the small number of non-union member (only 49 non-union to 265 union member) in the sample, variance difference may cause this result. Last hypothesis that the relationship between locus of control, general and organization cynicism varies according to different union membership supported partially for paths of meaningless of effort to self-seeking, cognitive and affective organizational cynicism. Here politically left side union (Egitim-Sen) is more cynic and meaninglessness of effort than nationalist and conservative (Turk-Egitim-Sen) one. But when Egitim-Bir-Sen's situation is handled, which is also conservative but more religious, Turk-Egitim-Sen has more effects than counterpart. We realized that Egitim-Bir-Sen is conservative union but its members are mixed because this union became central unions[2] because of government, which ruled by Justice and Developing Party (AK-Party) for 15 years, support this union strongly.

Our study has some limitations. Firstly, as it was indicated before union affiliation is considered as lifestyle of people, this is debatable. Secondly although the constructs (general cynicism, organizational cynicism and locus of control) are approached in the form of bilateral relations in literature this study approached as related with each other, that is exploratory study. Thirdly, the research conducted on teachers in Hatay, the province of Turkey with limited to time and space and concepts. Fourthly, it was used scales with high reliabilities and questionnaire technique, but some of them were resulted poor reliability and validation.

6. References

Armstrong, J.S., & Overton, T.S. (1977). Estimating nonresponse bias in mail surveys. *Journal of Marketing Research*, 14, 396–402. doi:10.2307/3150783.

Balay, R.; Kaya, A., & Culha, A. (2013). Orgut kulturu ve orgutsel sinizm iliskisi [Relationship between organizational culture and organizational cynicism]. C.U. *Iktisadi ve Idari Bilimler Dergisi [C.U. Faculty of Economics and Administrative Sciences Journal]*, 14(2), 123-144.

Begenirbas, M., & Turgut, E. (2014). Is yasaminda çalisanlarin duygusal emeklerinin orgutsel sinizme etkileri: Bankacilik sektorunde bir arastirma [The effects of emotional labor on organizational cynicism in work life: A research in banking sector]. *Cankiri Karatekin University, Journal of The Faculty of Economics and Administrative Sciences*, 4(2), 223-246.

Brandes, P. (1997*). Organizational Cynicism: Its Nature, Antecedents, and Consequences* (Unpublished doctoral dissertation). The University of Cincinnati, Cincinnati, USA. Retrieved from ProQuest Dissertations and Theses database. (UMI No. AAT 9814494)

Bryman, A., & Cramer, D. (2009). *Quantitative Data Analysis with SPSS 14, 15 & 16 Guide for Social Scientists.* New York: Routledge Taylor & Francis Group.

Buyukozturk, S. (2009). *Sosyal bilimler icin veri analizi el kitabi [Data analysis handbook for social sciences]* (10th ed.). Ankara: Pegem Akademi.

Cakici, A., & Dogan, S. (2014). The impact of organizational cynicism on job performance: a survey research at vocational colleges. *Dogus University Journal*, 15(1), 79-89. Retrieved from http://journal.dogus.edu.tr/index.php/duj/article/view/683.

Dag, I. (2002). Locus of control scale: scale development, reliability and validity study. *Turkish Journal of Psychology*, 17(49), 77-92.

Dean, J.W., Brandes, P., & Dharwadkar, R. (1998). Organizational cynicism. *Academy of Management Review*, 23(2), 341-352. Retrieved from http://www.jstor.org/stable/ 259378.

Erdost, E., Karacaoglu, K., & Reyhanoglu, M. (2007). Orgutsel sinizm kavrami ve ilgili olçeklerin Turkiye'deki bir firmada test edilmesi [The concept of organizational cynicism and Testing the relevant scales in a Firm in Turkey]. *15. Ulusal Yonetim ve Organizasyon Kongresi Bildirileri [Proceedings of 15th National Administration and Organization Congress]* (pp. 513-524), Sakarya: Sakarya University.

Fornell, C., & Larcker, D. F. (1981). Evaluating structural equation models with unobservable variables and measurement error. *Journal of Marketing Research*, 18, 39–50. Retrieved from http://www.jstor.org/stable/3151312.

Hair, J. F., Black, W. C., Babin, B. J., Anderson, R. E., & Tatham, R. L. (2006). *Multivariate data analysis* (6th ed.). New Jersey: Pearson Prentice Hall.

Kalagan, G. (2009). *Arastirma gorevlilerinin orgutsel destek algilari ile orgutsel sinizm tutumlari arasindaki iliski [The relationship between research assistants' perceived organizational support and organizational cynicism]* (Unpublished master dissertation). Akdeniz University, Antalya, Turkey. Retrieved from https://tez.yok.gov.tr/UlusalTezMerkezi/.

Kanter, D. L., & Mirvis. P. H. (1991). Cynicism: The new American malaise. *Business and Society Review*, Spring, 57-61.

Kanter, D. L., & Mirvis. P. H. (1989). *The cynical Americans*. San Francisco: Jossey-Bass.

Karacaoglu, K., & Ince, F. (2012). Reliability and validity of the Turkish version of Brandes, Dharwadkar, and Dean's (1999) organizational cynicism scale: The case of organized industrial zone, Kayseri. *Business and Economics Research Journal*, 3(3), 77–92.

Kasalak, G. & Aksu, M. B. (2014). The relationship between perceived organizational support and organizational cynicism of research assistants. *Educational Sciences: Theory & Practice*, 14(1), 115-133. doi:10.12738/estp.2014.1.1765

Korkmaz, C. I. (2011). *Kisilik sinizmi ve algilanan ust yonetim desteginin orgutsel sinizm uzerindeki etkisini incelemeye yonelik bir arastirma [A research on the impact of personality cynicism and perceived top management support on organizational cynicism]* (Unpublished master dissertation). Marmara University, Istanbul, Turkey. Retrieved from https://tez.yok.gov.tr/UlusalTezMerkezi/.

Kutanis, R. O. & Cetinel, E. (2009). Adaletsizlik algisi sinizmi etkiler mi? Bir ornek olay [Does the sense of injustice affect cynicism? A case study]. *17. Yonetim ve Organizasyon Kongresi Kongresi Bildirileri [Proceedings of* 17th *National Administration and Organization Congress]* (pp. 693-699), Eskisehir: Osmangazi University.

Misirdali Yangil, F., Bas, M., & Aygun, S. (2013). A review on hotel employees within the context of general & organizational cynicism. *Optimum Journal of Economics and Management Sciences*, 1(1), 99-112.

Ozler, D. E., Atalay, C., & Sahin, M. D. (2010). Orgutlerde sinizm guvensizlikle mi bulasir? [Does the cynicism contaminate in organizations with distrustfulness?]. *Organizasyon ve Yonetim Bilimleri Dergisi [Journal of Organization and Management Sciences]*, 2(2): 47-57.

Pelit, N & Pelit, E. (2014). *Mobbing ve orgutsel sinizm (teori-surec ve orgutlere yansimalari) [Mobbing and organizational cynicism (theory-processes and its reflections on organizations)]*. Ankara: Detay Yayincilik.

Podsakoff, P. M., & Organ, D. W. (1986). Self-reports in organizational research: problems and prospects. *Journal of Management*, 12, 531–544.

Podsakoff, P. M., MacKenzie, S. B., Lee, J., & Podsakoff, N. P. (2003). Common method bias in behavioral research: A critical review of the literature and recommended remedies. *Journal of Applied Psychology*, 88, 879-903. doi:10.1037/0021-9010.88.5.879.

Rotter, J. B. (1990). Internal vs. external control of reinforcement: A case history of a variable. *American Psychologist*, 45, 489-493.

Turkish Official Gazette (2002). May 31th no: 24808, a notice from Ministry of Labor and Social Security.

Turkish Official Gazette (2014). July 14th no: 29050, a notice from Ministry of Labor and Social Security.

West, S. G., Finch, J. F., & Curran, P. J. (1995). Structural equation models with nonnormal variables. Problems and remedies. In R. H. Hoyle (Ed.), *Structural equation modeling concepts, issues and applications* (pp. 56-75). Newbury Park, CA: Sage.

Notes:

[1]According to numbers from Ministry of Labor and Social Security's notice (Turkish Official Gazette 2014, July 14th No. 29050), by 2014 there were 721,690 union members in education sector that .39% of them are Egitim-Bir-Sen members, .32% are Turk-Egitim-Sen, .18 are Egitim-Sen and .11 are others.

[2]According to numbers from Ministry of Labor and Social Security's notice (Turkish Official Gazette 2002, May 31th No. 24808), there were 653,692 union members in education sector that only .028% of them are Egitim-Bir-Sen members. When compared to the figure in 2014, members of Egitim-Bir-Sen rises incredibly from 18,028 to 279,722.

Rasim Yilmaz
Mehmet Ali Icbay
Hasan Arslan

Research and Development on Social Sciences

IASSR
International Association of Social Science Research

Rasim Yilmaz
Department of Economics
Namik Kemal University, Turkey

Mehmet Ali Icbay
Department of Curriculum and Instruction
Çanakkale Onsekiz Mart University, Turkey

Hasan Arslan
Department of Educational Administration
Çanakkale Onsekiz Mart University, Turkey

ISBN: 978-83-948896-4-7

© E-BWN - Bialystok, Poland 2017

This work is subject to copyright. All rights are reserved by the Publisher, whether the whole or part of the material is concerned, specifically the rights of translation, reprinting, reuse of illustrations, recitation, broadcasting, reproduction on microfilms or in any other physical way, and transmission or information storage and retrieval, electronic adaptation, computer software, or by similar or dissimilar methodology now known or hereafter developed. Exempted from this legal reservation are brief excerpts in connection with reviews or scholarly analysis or material supplied specifically for the purpose of being entered and executed on a computer system, for exclusive use by the purchaser of the work. Duplication of this publication or parts thereof is permitted only under the provisions of the Copyright Law of the Publisher's location, in its current version, and permission for use must always be obtained from the Publisher. Violations are liable to prosecution under the respective Copyright Law. The use of general descriptive names, registered names, trademarks, service marks, etc. in this publication does not imply, even in the absence of a specific statement, that such names are exempt from the relevant protective laws and regulations and therefore free for general use. While the advice and information in this book are believed to be true and accurate at the date of publication, neither the authors nor the editors nor the publisher can accept any legal responsibility for any errors or omissions that may be made. The publisher makes no warranty, express or implied, with respect to the material contained herein.

This book is a publication of International Association of Social Science Research.
© 2012-2017 - http://www.iassr.org

Mine Yazıcı
The Potentialities of Research in Translation Studies as Interdisciplinary 119

Reşat Yildiz
A Search for a Translation Method for Proverbs and Idioms as Cultural Language Elements: The Cases of Russian and Turkish 125

Business and Management

Yeter Aytül Dağlı Ekmekçi
A Value Chain Approach to Turkish Sports Sector 133

Betul Balikcioglu
The Influence of Need for Uniqueness and Fashion Innovativeness & Opinion Leadership on Buying Impulsiveness and Impulse Purchase Behavior 141

Yasemin Bozdağlıoğlu, Hatice Küçükkaya
Where are the Transition Economies in Income Inequality Path? 149

Fatma Çakir, Mesut Çakir, Semih Solak
The Effect of Using Mascot on Products and Services to Remind the Brand 155

Daghan Dogan, Senem Gol Beser
Classification and Comparison of Characteristics of Project Managers of a Government Research Center and Private Sector R&D Centers in Turkey..... 163

Murat Esen, Gönül Kaya Özbağ
A Scientometric Overview Of Corporate Social Responsibility (Csr) (1975-2016) 179

Umut Evlimoğlu, E.Yasemin Bozdağlıoğlu
With Evaluation of Performances of Selected Transition Economies Overall Transition Indicators . 191

Severin Hornung, Denise M. Rousseau
Revisioning Evidence-based Management: Developing Propositions Towards Rapprochement of Concept and Criticism 201

Yeliz İlgar
The Position Of Sports In Strategic Plans Of Local Governments 211

Selçuk Kendirli, Fazlı Irmak, Emrah Şahin
Global Financial Crisis and Working Capital: A Research in BIST Production Sector about Performance 221

Metin Reyhanoglu, Evren Kiran
The Relationship between Locus of Control and Organizational Cynicism in Term of Being Unionized 233
Pınar Başar
The Effect of Organizational Justice on The Organizational Commitment 243
Simay Kızılkaya
The Impact of Health Expenditures on Development: An Econometric Application on OECD Countries 261