

Organizational Cynicism Level of Primary School Teachers and Managers: Example of Gaziantep, Turkey

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Abstract

The aim of this study is to establish the level of organizational cynicism of teachers and administrators in primary institutions by considering their organizational perception. The research applied in 2010-2011 education year to 518 persons in total that contains 456 teachers and 62 administrators who are charred in the primary schools in Gaziantep, Turkey.

The questionnaire that is used in the research is formed with two sections. The first section is formed from questions that are used for gathering demographic transmitting. "Organizational Cynicism Measure" is used in the second section which is improved by Brandes, Dharwadkar and Dean (1999) that contains thirteen materials of which validity and reliability studies made with explanatory and confirmatory factor analysis.

The results revealed that organizational cynicism level in primary schools is high. The variables of gender, title, working years, age account for a meaningful difference in organizational cynicism level.

Introduction

Today's success focused organizations are conscious about that organizational success is connected with the manner of those who are in the organization. There are many factors that form these manners of workers who are present in and out of the organization and while some of these factors effect their manner in positive way others affect in negative.

The increase in the incipience of workers for their organizations, the decrease of organizational justice and support that is perceived, the belief that that the organization is deprived of honest, negative senses to the organization cause increasing of organizational cynicism.

Cynicism is distrust of the intentions of others, a belief that others are not representing their true motives. More recent work has equated cynicism with disillusionment resulting from the failure of specific institutions in society to meet the high expectations presented by modern-day life (Kanter and Mirvis, 1989). Although cynicism has been described as an attitude toward business or environment and it is susceptible to change by exposure to factors in the environment (Anderrson and Bateman, 1997:450).

The name Cynic derives from Ancient Greek (*kynikos*), meaning "dog-like", and *kyôn*, meaning "dog". Cynicism refers to the beliefs of an ancient school of Greek philosopher

known as the Cynics. They had believed that the purpose of life was to live a life of virtue in an agreement with nature so the world belonged equally to everyone. The first philosopher to outline these themes was Antisthenes and he was followed by Diogenes of Sinope.

The oldest cynics Antisthenes, Diogenes and philosophers of Cynics School defended that the highest virtue was personal wisdom. Because of that they saw themselves questioning and the right to criticize the rules that were attached great importance by vast majority of society and traditions had established of the society (Özgener et al., 2008). Cynicism offered people the possibility of happiness and freedom from suffering in an age of uncertainty.

Today, cynicism used for a different meaning in organizational physiology and workplace behaviors. As a general definition it is defined as distrust to organization (Efeoğlu and İplik, 2011). Cynicism refers to the development of negative, cynical attitudes towards the recipients of one's services or towards work in general (Bakker and Schaufeli, 2000)

Organizational cynicism is an attitude consisting of negative behavioral tendencies, beliefs, and effects. Because it mediates the relationship between the emotions that the employee feels a negative event in his/ her workplace and the behaviors that the employee performs this same event (Eaton, 2000). Cynicism is an inborn and determined personality trait which reflects generally negative perceptions about human behavior (Abraham, 2000).

Andersson and Bateman (1997) define cynicism is a specific attitude, characterized by frustration and disillusionment as well as negative feelings toward of a person, group, ideology, social convention, environment or institution. According to James (2005) base belief of cynicism that individual interests are more important than honesty, integrity and sincerity (Sur, 2010). At the same time cynicism is an attitude that characterized with despair, frustration and disappointment and associated with contempt, disgust and distrust.

People who think that everybody is expedient and interested only in their benefits and, people whose attitude toward other people is negative are called "cynic" person and idea which tries to explain this phenomenon is called "Cynicism" (Sur, 2010: 13). Cynics "agree that lying, putting on a false face, and taking advantage of others are fundamental to human character and conclude that, basically, people are just out for themselves" and that "such cynical attitudes about life are paralleled in attitudes about work (Mirvis and Kanter, 1991). The cynic who does not believe humans show altruistic behavior can easily behave in a self-calculating way (Horton, 2004: 4).

There are different types of cynicism such as social cynicism, employee cynicism, civil servant cynicism, work cynicism and organizational cynicism (Dean et al., 1998; Abraham, 2004).

The actions and attitudes that are subject for cynicism are been in different organizations and sectors. Because of this organizational cynicism often is argued by researchers.

Brandes (1997) defines organizational cynicism as a negative attitude with three dimensions towards the organization where one works. These dimensions are (1) a belief that the organization lacks unity, (2) a negative feeling towards the organization, and accordingly (3) humiliating and critical behaviors towards the organization (Tokgöz and Yılmaz, 2008).

Dean and friends (1998) express organizational cynicism as humiliating the management and acting negative attitudes to organizations by employees (Sur, 2010).

Many researchers say organizational cynicism is a learned situation but the others say it is related to personality characteristics of individuals. James says that organizations has

been timid and coward employees almost all (Güzeller and Kalagan, 2010). These employees effect their environment in time and this causes increasing number of cynics in organizations.

Cartwright and Holmes classify the reasons of cynicism in three forms:

- Incompatibility between acts and applications, negative behaviors, organizational social responsibility and inadequate salary,
- Employee absenteeism, miscommunication, weakness of change management,
- Behavior conflict, ambiguity of role and increasing workload.

Also prevention, hierarchy, violations of structural intensity and social change are the reasons of cynicism (Erdost et al., 2007).

Primary schools teachers and managers meet with the organizational problems as other organizations, too. These problems can be solved at first steps but without timely intervention stress and unrest occur in primary schools. If these problems continues burnout syndrome occurs in schools and after this organizational cynicism begin for teachers and managers.

This study aims to research to organizational cynicism level of primary school teachers and managers in Gaziantep, Turkey. The research is applied in 2011- 2012 education year to 518 persons in total which contains 456 teachers and 62 administrators who are charged in the primary schools that are Şahinbey country of Gaziantep.

The findings of this research can be summarized as;

- The perception of the administrators to the institution and process of institution for the duty is more positive than the teachers.
- As for gender, females have low perception of organization than the males.
- The perception of the older to the institution and process of institution and process of institution is more positive than the younger.
- The institutional perception of those who have more service period in total and in school is more positive than those who have less service

Method

In this section model of study, sample and participants, data collecting tools, data analysis processes and finding and results of study have been evaluated in detail.

Model of Study

This study is a kind of survey method descriptive study. So the study aimed to describe a pas tor current situation existing as.

Sample

The sample of the study consists of teachers and managers who work on primary school in Gaziantep, Turkey in spring term of 2011-2012 educational year. The participants of study had selected with simple random sampling method. 456 teachers and 62 managers participate the study.

55,2% were female of the participants, and 44,8% were male. 18,1% of the participants age was 20-29, 51,2% 30-39, 23%40-49 and 7,7% over 50. showing that the majority were middle aged in 30-39. With regard to title, the majority of participants were

teachers(45,180%), 42,85 were branch teacher and 11,97% were manager. As for seniority, experience of the largest groups were of 11-20 years (40,54%), followed by 6-10 years (23,94%), 1-5 years (19,3%) and 21 years or more (16,22%). If we analyse the experience in current school we could say 2-5 years (43,63%), 0-1 year (30,11%), 6-10 years (16,99%) and 11 years or more (9,27%). With respect to educational status, those who were educated with a 4 years undergraduate program 84, 56% of the sample, 2 years undergraduate program 8,8%, 2+1 years undergraduate programs 3,47%. 3, 09% of the participants has a master degree also.

Data Collecting and Analysis Method

Personnel Information Form and Organizational cynicism scale was used as data gathering method. In the first section consist of demographic questions as age, gender, educational status, tenure and title. In the second section Organizational cynicism scale that was formed by Brandes, Dharwadkar and Dean (1999) was used. The original instrument and its Turkish version (Kalagan, 2009) were contrasted, and validity and reliability studies were undertaken by the researcher. A Likert Type scale with the responses ranging from 1 (Never) to 5 (Always). Was used as an instrument

The data were analyzed by the software of SPSS 17.0. Data is discussed 0.05 level of significance. Quantitative data were analyzed by descriptive statistic; percentages, means and Standard deviations. T-test was used for testing a meaningful difference between averages of two unbound samples. One Way ANNOVA was used for testing a meaningful difference then zero of average of two or more unbound samples

Results

The organizational cynicism scale was used to scale the cynicism level of primary school teachers and managers. Table-1 shows the perception of cynicism. A meaningful factor structure could be achieved with this analysis.

Table 1 Level of Participation, Mean, Standard Deviation and Frequency of Participants

	Strongly Disagree		Disagree		Neutral		Agree		Strongly agree		Mean X	SD	Level of Participation
	f	%	f	%	f	%	F	%	f	%			
I believe that my organization says one thing and does another.	80	15,4	186	35,9	66	12,7	158	30,5	28	5,4	2,74	1,19	Neutral
My organization's policies, goals, and practices seem to have little in common	60	11,6	208	40,2	96	18,5	124	23,9	30	5,8	2,72	1,11	Neutral
When my organization says it's going to do something, I wonder if it will really happen.	72	13,9	198	38,2	104	20,1	112	21,6	32	6,2	2,67	1,14	Neutral
My organization expects one thing of its employees, but rewards another	58	11,2	190	36,7	134	25,9	108	20,8	28	5,4	2,72	1,08	Neutral
I see little similarity between what my organization says it will do and what it actually does.	50	9,7	198	38,2	102	19,7	138	26,6	30	5,8	2,8	1,1	Neutral
When I think about my organization, I experience irritation	134	25,9	244	47,1	54	10,4	70	13,5	16	3,1	2,2	1,06	Disagree
When I think about my organization, I experience aggravation	136	26,3	260	50,2	58	11,2	52	10	12	2,3	2,11	0,98	Disagree
When I think about my organization, I get tension	126	24,3	252	48,6	56	10,8	72	13,9	12	2,3	2,21	1,03	Disagree
When I think about my organization, I feel a sense of anxiety	118	22,8	256	49,4	54	10,4	78	15,1	12	2,3	2,24	1,04	Disagree
I complain about what is happening in the work to my friends beyond my institution	116	22,4	210	40,5	38	7,3	128	24,7	26	5	2,49	1,22	Disagree
We look at each other in a meaningful way with my colloquies when my institution and its employees are mentioned.	78	15,1	224	43,2	72	13,9	122	23,6	22	4,2	2,58	1,12	Disagree
I often talk to others about the ways things are run at my organization	44	8,5	112	21,6	32	6,2	270	52,1	60	11,6	3,36	1,18	Neutral
I criticize the organization's practices and policies with others.	56	10,8	138	26,6	36	6,9	238	45,9	50	9,7	3,16	1,23	Neutral

As seen Table-1 "I often talk to others about the ways things are run at my organization (X=3.36)" and "I criticize the organization's practices and policies with others

($X=3.16$)” items have the highest arithmetic average. “When I think about my organization, I experience aggravation ($X= 2.11$)” has the lowest average. So we can say negative feelings and thoughts has low level but trust of functions’, processes’, applications’ and goals’ of organization are higher.

Except “When I think about my organization, I experience aggravation ($SD=0, 98$)” item standard deviations of all items is greater than 1:00. This shows us teachers’ and managers’ opinions are not homogeny.

Table-2 shows the relations between age and organizational cynicism level of participants.

Table 2 Descriptive Statistics about the Relations between Gender and Organizational Cynicism

	Gender	N	Mean	Std. Deviation	Std. Error
Total	Female	232	36,43	10,83	,71149
	Male	286	32,17	8,69	,51432

As seen from Table-2 women are more cinics (Mean=36, 43) than men. Accordingly this finding organizational cynicism level changes by gender. But this is not compatible with in the literature that made by Bateman, Sakano, and Fujita (1992), Mirvis and Kanter (1991), Reichers et al (1997), Wanous et al (2000).

To understand this finding is random or meaningful, independent samples tests (Levene Test and T-Test) has done.

Table 3 Independent Samples Tests of Relations Between Gender and Organizational Cynicism

		Levene Test		T-Test						
		F	Sign.	t	Degress of freedom	Sign.	Mean difference	SD Difference	Confidence Interval of Difference (%95)	
								Lower Level	Upper Level	
Total	attention of equal variables	19,272	,000	4,969	516	,000	4,26483	,85829	2,57865	5,95101
	without attention of equal Variables			4,858	438,455	,000	4,26483	,87792	2,53938	5,99028

As seen Table-3 the differences of organizational cynicism level in terms of gender variable are not random ($p = 0, p <0.05$) both attention of equal variables and without attention of equal variables. We can say that the relationship between organizational cynicism level and gender is meaningful.

Table-4 shows the relation between organizational cynicism level and position of participants with descriptive statistics.

Table 4 Descriptive Statistics of Relation between Organizational Cynicism Level and Position

Position	N	Mean	SD
Grade Teacher	234	35,21	10,04
Branch Teacher	222	33,77	9,81
Manager	62	30,93	9,29
Total	518	34,08	9,93

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Table-4 organizational cynicism level of managers (Mean=30, 93) is lower then grade (Mean=35, 21) and branch teachers (Mean=33, 77).

Table-5 shows the relation between organizational cynicism level and position of participants with ANOVA

Table 5 ANOVA Test about Relations between Organizational Cynicism Level and Position

	Sum of squares	Degrees of freedom	Mean of squares	F	Significance
Between Groups	934,466	2	467,233	4,804	,009
Within Groups	50085,797	515	97,254		
Total	51020,263	517			

A significant correlation found ($p=0,009$ ($p<0, 05$)) between organizational cynicism level and position of participants. To determine the source of the difference of groups Tukey HSD test made.

(I) Position	(J) Position	Mean difference (I-J)	SD	Significance
Grade Teacher	Branch Teacher	1,43890	,92396	,265
	Manager	4,27819*	1,40863	,007
Branch Teacher	Grade Teacher	-1,43890	,92396	,265
	Manager	2,83929	1,41658	,112
Manager	Grade Teacher	-4,27819*	1,40863	,007
	Branch Teacher	-2,83929	1,41658	,112

According to Tukey HSD test, a significant correlation found ($p=0,007$ ($p<0, 05$)) between organizational cynicism level of managers and grade teachers. According to this finding the cynicism level of grade teachers is higher than managers.

Table-6 shows the relations between seniority and organizational cynicism level.

Table 6 Descriptive Statistics about the Relations between Seniority and Organizational Cynicism

Total Working Years	N	Mean	SD
1-5 Years	100	35,58	9,34
6-10 Years	124	36,33	10,36
11-20 Years	210	32,09	9,75
21+ Years	84	33,95	9,55
Total	518	34,08	9,93

According to Table

-6 organizational cynicism level of the participants whose working years is 11-20 (mean=32,09), is lower than 1-5 years (Mean=35.58) and 6-10 years (Mean=36.33)

Table 7 Anova Test about the Relations between Seniority and Organizational Cynicism

	Sum of squares	Degrees of freedom	Mean of squares	F	Significance
Between Groups	1686,224	3	562,075	5,856	,001
Within Groups	49334,039	514	95,981		
Total	51020,263	517			

According to Table- 7 a significant correlation found between the organizational cynicism level of teachers and managers and their seniorities ($p=0,001$ ($p<0, 05$)).

Table 8 Tukey HSD Test between Organizational Cynicism Level and Seniority

(I) Working Years	(J) Working Years	Mean difference (I-J)	SD	Significance.
1-5 Years	6-10 Years	-,75871	1,31675	,939
	11-20 Years	3,48476*	1,19032	,019
	21+ Years	1,62762	1,44998	,676
6-10 Years	1-5 Years	,75871	1,31675	,939
	11-20 Years	4,24347*	1,10954	,001
	21+ Years	2,38633	1,38444	,312
11-20 Years	1-5 Years	-3,48476*	1,19032	,019
	6-10 Years	-4,24347*	1,10954	,001
	21+ Years	-1,85714	1,26478	,457
21+ Years	1-5 Years	-1,62762	1,44998	,676
	6-10 Years	-2,38633	1,38444	,312
	11-20 Years	1,85714	1,26478	,457

*. Mean difference is significant for $p < 0.05$.

The results of Tukey HSD test for the relationship between organizational cynicism and seniority are shown on the table Table-8 above.

As can be seen a significant difference between seniority of 1-5 years, 6-10 years and 11-20 years (($p=0,019$ ($p < 0, 05$)), ($p=0,001$ ($p < 0, 05$)) and organizational cynicism level.

Conclusion and Suggestions

Within the scope of the study, cynicism and organizational cynicism is generated and tried to point out the levels of organizational cynicism in Gaziantep, Turkey Primary Schools' teachers and managers. The following conclusions are reached as a result of the research data evaluation.

It is obtained that there is a significant difference between the demographic characteristics of the sample groups and their organizational cynicism levels. This finding doesn't overlap with the result of other studies in the literature that the demographic factors. Most of them say that demographic factors have not too much impact on organizational cynicism. But Labnika and Pagon support our study and say that women are more cynics than men in the organization (2004).

It is possible to say women are more cynics than men. The number of male in Primary Schools are higher than number of female in Gaziantep and also Turkey. Women's reviews of business condition and expectations of procedures are different from men because of the differences between socialization of gender and role (Kalagan, 2009). Patriarchal structure of Turkish society and life style of women requires being more distant from men. So sometimes women can't express themselves and can't communicate with men easily. Some researchers explain this finding with ignoring women in many organizations (Kalagan, 2009; Sur, 2010) and also primary schools. At the same time women's expectations are more than men (Sur, 2010). The higher cynicism level can be explain that women's expectations hasn't been granted much in primary schools

The other result is grade teachers' cynicism level higher than managers. It can be explained as grade teachers are in the same class, same students every day and they have

make face-to face training. Because of this they detect their classrooms as their original organization and remain indifferent to organization. They work with children and there is intense competition between classrooms and naturally between grade teachers also success of classroom is generally explained with the success of grade teachers. Because of these factors grade teachers are under more intense stress than managers and they are more cynics.

After that managers manage the school and take role for becoming the organizational culture so they are the most influential persons in schools. Generally they don't evaluate their applications, rules and procedures as wrong. Because of these, managers' organizational cynicism level is lower than teachers.

In this study, there is a significant difference between seniority and organizational cynicism level. According to this finding teachers and managers whose seniority is more professional has low cynicism levels. The new teachers' expectations are higher because they begin their career as an idealist and a period of time they effort to continue it as an idealist. As James (2005) and Naus (2007) say when they saw the functioning and policies of the institution did not respond their expectations, their cynicism level has increased (Güzeller and Kalagan, 2010). It can be said while professional seniority of employees increases recognizing and internalizing organization better and because of that their organizational cynicism level decreasing.

The relationship of organizational cynicism level and demographic factors of primary school teachers and managers is analyzed in this study. According to findings and results it can be suggested;

- To provide participating of grade and brand teachers in most of management and decision making processes;
- To realize workshops and team works for communication and positive discrimination can to decrease the cynicism level of women;
- To orientation and ease younger teachers for adapting the organizational process and culture of school with older;
- To increase perceived trust, citizenship, loyalty and justice.

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