

DETERMINING THE RELATIONSHIP BETWEEN THE ATTITUDES OF ORGANIZATIONAL CYNICISM AND COMMITMENT OF THE EMPLOYEES IN HOSPITALITY BUSINESSES*

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KONAKLAMA İŞLETMELERİNDE ÇALIŞANLARIN ÖRGÜTSEL SİNİZM VE BAĞLILIK TUTUMLARI ARASINDAKİ İLİŞKİNİN BELİRLENMESİ

Abstract

Organizational cynicism is one of the important antecedents of organizational commitment. Organizational commitment is not handled with all of its dimensions in the limited selection of literature works examining the effect of the dimensions of organizational cynicism on organizational commitment. However employees can show their cynical attitudes and their commitment in one or more dimensions. Cynical attitudes of the employees affect their affective, continuance and normative commitment for the organization to different degrees. In other words, the effect of the each dimension of cynicism on the dimensions of organizational commitment can be in different degrees. For that reason main objective of this study is examining the effect of the dimensions of organizational cynicism on the dimensions of organizational commitment. 389 questionnaires, filled out by the employees of four or five-star hotel managements and holiday villages in Antalya district, have been used in total. The modal and hypotheses suggested in the study were tested by structural equation modelling. According to the results gathered, it is seen that dimensions mainly effective for affective, continuance and normative commitment are

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cognitive and affective cynicism in order. It is also seen that behavioral cynicism has no significant effect on the dimensions of organizational commitment.

Keywords: Organizational Cynicism, Organizational Commitment, Hospitality Businesses

Öz

Örgütsel sinizm, örgütsel bağlılığın önemli öncüllerinden bir tanesidir. Literatürde örgütsel sinizmin boyutlarının, örgütsel bağlılık üzerindeki etkisini inceleyen az sayıdaki çalışmalarda örgütsel bağlılık boyutları ile ele alınmamıştır. Oysaki çalışanlar sinik tutumlarını ve bağlılıklarını herhangi bir boyutta veya boyutlarda gösterebilirler. Çalışanların, sinik tutumları örgüte olan duygusal, devam ve normatif bağlılıklarını farklı derecede etkilemektedir. Diğer bir ifadeyle her bir sinizmin boyutunun örgütsel bağlılığın boyutları üzerindeki etkisi değişik derecelerde olabilir. Bu bağlamda çalışmanın temel amacı konaklama işletmelerindeki çalışanların örgütsel sinizm boyutlarının örgütsel bağlılığın boyutları üzerindeki etkisini incelemektir. Antalya bölgesindeki dört ve beş yıldızlı otel işletmeleri ile tatil köyleri çalışanlarından elde edilen toplam 389 anket kullanılmıştır. Araştırmada önerilen model ve hipotezler yapısal eşitlik modellemesi kullanılarak test edilmiştir. Elde edilen bulgulara göre duygusal, devam ve normatif bağlılığa en etkili boyutun sırasıyla bilişsel ve duygusal sinizmin olduğu tespit edilirken, davranışsal sinizmin örgütsel bağlılığın boyutlarına anlamlı bir etkisinin olmadığı görülmektedir.

Anahtar Kelimeler: Örgütsel Sinizm, Örgütsel Bağlılık, Konaklama İşletmeleri

1. Introduction

For the success of hospitality businesses, customers' being pleased with the products and the services is seriously important (Ahearne, Mathieu and Rapp, 2005: 945). And it can be stated that employees are very important factors for customers' being pleased with the products and the service (Wu and Liang, 2009: 587). Because employees function as a kind of bridge between the hospitality businesses and the customers (Paulin, Ferguson and Payaud, 2000: 466). Taking into consideration the fact that employees are vital for hospitality businesses, their being faithful to their organizations is initially expected. Thus employees, whose organizational commitment is low, has less job satisfaction and also show less performance (Welsch and LaVan, 1981; Mowday, Porter and Dubin,

1974; Mowday, Porter and Steers, 1982: 38). And this affects customers' satisfaction from the products and the service negatively (Schneider and Bowen, 1985; Ugboro and Obeng, 2000: 258; Lam and Chen, 2012: 8). In this regard it can be stated that determining the facts affecting organizational commitment has reached to an affectively important point.

When the literature is examined, it is seen that organizational commitment has lot of antecedents. And one of the most important antecedents of organizational commitment is organizational cynicism. Organizational cynicism shortly describes the negative attitudes of people against the organization. Dean, Brandes and Dharwadkar (1998) handled organizational cynicism in three dimensions as cognitive, affective and behavioral cynicism and stated that employees' showing cynical attitudes or behaviors in any of these dimensions creates organizational cynicism. According to this, employees being in any one of the cognitive, affective or behavioral cynicism dimensions causes their organizational commitment to lessen.

Although in works studying the effect of organizational cynicism on organizational commitment, the effect of each dimension of organizational cynicism was examined (see also: Johnson and O'Leary-Kelly, 2003; Kim et al., 2009), taking multi-dimensional structure of organizational commitment into account, the effect of each stage of organizational cynicism on each dimension of organizational commitment (affective, continuous and normative) was not examined sufficiently. English and Chalon, in their study (2011), realized a negative effect of organizational cynicism on affective commitment, but didn't examine other stages of organizational commitment. Employees may feel committed to the organization on different dimensions due to organizational or personal reasons. For example, even though employees are not committed to the organization in terms of affective or normative commitment, they may only feel continuance commitment to the organization because of some reasons such as not having alternative job opportunities or being conscious of the burden of the cost that quitting job will cause. Or employees, thinking their commitment to the organization is morally true, may feel normative commitment. For that reason examining the effect of each stage of organizational cynicism on dimensions of organizational commitment can be profitable. In this sense, including all three dimensions of organizational commitment in research shows the importance of this study.

Not researching the relation between organizational cynicism and commitment, especially in hospitality businesses where human factor is intensively used and extra effort is expected from employees, can be stated as a deficiency. Main purpose of the current study is to analyze the effect of attitudes of the employees of hospitality businesses toward the dimensions of organizational cynicism on the dimensions of organizational commitment. Therefore it can be stated that this study fills a gap in literature.

1.1. Organizational Cynicism

Mautner (1997: 119) expressed cynicism as a person's negative point of view to the events and having a pessimistic nature, and stated that a cynical person gives priority to his/her own benefits, uses other people as a tool to protect or increase these benefits. On the other hand Andersson and Bateman (1997: 450) defined a person as "cynical" who believes all people are self-seeker and should only serve their own interests, and who thinks their primary aim is to protect their interests. That's why the notion letting this thought be expressed is called cynicism.

Organizational cynicism is differentiated from general cynicism for its structure and some differences are seen in the definitions of these two notions. General cynicism basically means a personal trait which is innate, steady and which reflects negative perceptions however organizational cynicism is described as a negative attitude, toward the organization for which the person work, including behavioral, affective and cognitive dimensions. General cynicism focuses on personal causes result from individual's own personality however organizational cynicism emphasizes organizational factors causing cynical attitude in individual (Abraham, 2000: 270).

Organizational cynicism is described as "*a negative attitude toward one's employing organization, comprising three dimensions: a belief that the organization lacks integrity; negative affect toward the organization; and tendencies to disparaging and critical behaviors toward the organization that are consistent with these beliefs and affect*" (Dean, Brandes and Dharwadkar, 1998: 345). Additionally, according to Atwater et al. (2000: 279) organizational cynicism is "*a negative attitudinal phenomenon composed of a belief on the part of an individual that his or her*

organization lacks integrity, and that principles such as fairness, honesty, and sincerity are often sacrificed to expediency, unscrupulous behavior, and self-interest". Organizational cynicism, which results in increasing disbelief in justice, feeling of insecurity and similar behaviors toward organization, is a complicated attitude including cognitive, affective and behavioral sides. Organizational cynicism generally conceptualized as a state variance apart from being personality-based inclinations such as negative affection or personal cynicism (Johnson and O'Leary-Kelly, 2003, 629).

Dean, Brandes and Dharwadkar (1998: 345-346) stated that organizational cynicism is formed of three dimensions as cognitive, affective and behavioral. Cognitive dimension is the first stage of organizational cynicism. In this dimension the employee thinks that the organization is lacking in honesty and fairness. And the second stage is affective dimension. In this stage the employee begins giving reactions such as being angry, nervous and worried. And finally behavioral cynicism comes. And here in this dimension, the employee begins criticism about the organization and complains (Dean, Brandes and Dharwadkar, 1998: 345-346). Sağır and Oğuz (2012: 1096) stated it is possible that in people who has organizational cynicism attitude, one or more of these before mentioned organizational cynicism dimensions may occur. According to that it can be said that employees may experience any of these cognitive, affective or behavioral cynicism dimensions.

Organizational cynicism is a result of lots of negative situations for the employee (Chiaburu et al. 2013: 181). Taking into consideration this important detail, it can be said that determining the situations caused by organizational cynicism has reached to an important level.

1.2. Organizational Commitment

There are lots of studies on organizational commitment. In these studies organizational commitment was described by being based upon attitudinal or behavioral basis (Mowday, Steers and Porter, 1979: 225). Grusky (1966: 489) stated that organizational commitment can be described as "*the nature of the relationship of the member to the system as a whole*". However Porter et al. (1974: 604) describes organizational commitment as "*in terms of the strength of an individual's identification with and involvement in a particular organization*".

The reason of organizational commitment's being based upon two separate basis is that although organizational behaviorists focus on attitudinal commitment, social psychologists mainly focus on behavioral commitment (Mowday, Porter and Steers, 1982: 24). Behavioral commitment originates from employees' commitment to behavioral activities (Mowday, Steers and Porter, 1979: 225). However attitudinal commitment indicates the employees' adopting to organizational aims and his desire for work according to these aims (Hall, Schneider and Nygren, 1970). It is seen in literature that different approaches related to attitudinal commitment has been developed (Kanter, 1968; Etzioni, 1961; O'Reilly and Chatman, 1986; Allen and Meyer, 1990). Allen and Meyer (1990: 3) stated that, within the scope of attitudinal commitment, organizational commitment can be formed in three dimensions as affective, continuance and normative commitment. Affective commitment means employees' being emotionally committed to the organization, their participation, being identified with the organization and their feeling as a part of organization. However continuance commitment is employees' continuing his work because of the thought that leaving his job will cost too much. And normative commitment originates from the employee's thought that his commitment to the organization is a duty and commitment to the organization is right (Allen and Meyer, 1990: 4). In this regard especially in hospitality sector and in hospitality businesses which are based on service and employees' showing extra effort, organizational commitment is highly important.

Organizational commitment affects lots of results such as job satisfaction, job performance, employee turnover rates and intention to keep working for the organization (Steers, 1977: 46; Mathieu and Zajac, 1990: 171-172). Also organizational commitment is an important factor for the organizations' reaching their goals in a successful way (Dick and Metcalfe, 2001: 112). Especially in tourism studies, it was found that organizational commitment decreased the conflict within the business (Kavacık, Baltacı and Yıldız, 2013: 82), and increased the organizational citizenship behavior (Bolat and Bolat, 2008: 86). For that reason, it can be said that it is a necessity to determine the antecedents of organizational commitment.

1.3. Hypotheses

It is indicated that organizational commitment level of the employees who display cynical attitudes are low (Dean, Brandes and Dharwadkar, 1998: 350). The reason of this fact is that when cognitive and affective cynicisms occur in employees, employees believe that the organization considers their own contribution worthless and display emotional reactions toward the organization such as aggravation and irritation (Kim et al., 2009: 1438). Behavioral cynicism representing negative behaviors such as criticizing the organization and displaying mocking attitudes can be related to the employees' being emotionally less committed (Naus, Iterson and Roe, 2007: 199). In this sense, it is expected that employees' cynical attitudes will increase and their organizational commitment will decrease. Hence it is seen in the studies that organizational cynicism is inversely related to organizational commitment (see McClough et al. 1998; Tesluk, Vance and Mathieu, 1999; Bernerth et al. 2007; Johnson and O'Leary- Kelly, 2003; English and Chalon, 2011). While Kim et al. (2009: 1447) determined that cognitive cynicism affects organizational commitment negatively, Johnson and O'Leary-Kelly (2003: 639) found out that cognitive and affective cynicism affect organizational commitment negatively. Also Treadway et al. (2004: 506) and Jung and Kim (2012: 3647) found out that organizational cynicism affects organizational commitment in a negative way.

It can be stated that in studies examining the relation between organizational cynicism and organizational commitment, employees' organizational cynicism attitudes and their organizational commitment are measured in a single structure, the relations between sub-dimensions are ignored. Employees, who show cynical attitudes related to any of the dimensions of organizational cynicism, can be called as cynical. Therefore it is expected that organizational commitment of the employees, who are cynical in terms of cognitive, affective or behavioral cynicism, will be affected in a negative way. Johnson and O'Leary-Kelly (2003: 639) and Kim et al. (2009: 1438), by handling organizational cynicism with its dimensions, examined its effect on organizational commitment. In the literature, organizational commitment is mostly examined with a single structure. However employees' commitment to the organization may occur in various dimensions such as affective, continuance and normative commitment. Any of the dimensions of organizational commitment of employees, who display cynical attitudes

towards one of the dimensions of organizational cynicism, can be affected in a different way. So this study displays that these two notions should be handled in a multi-dimensional way. Therefore hypotheses are composed as follows;

H1a: Cognitive cynicism attitudes of the employees affect their affective commitment significantly and negatively.

H1b: Cognitive cynicism attitudes of the employees affect their continuance commitment significantly and negatively.

H1c: Cognitive cynicism attitudes of the employees affect their normative commitment significantly and negatively.

H2a: Affective cynicism attitudes of the employees affect their affective commitment significantly and negatively.

H2b: Affective cynicism attitudes of the employees affect their continuance commitment significantly and negatively.

H2c: Affective cynicism attitudes of the employees affect their normative commitment significantly and negatively.

H3a: Behavioral cynicism attitudes of the employees affect their affective commitment significantly and negatively.

H3b: Behavioral cynicism attitudes of the employees affect their continuance commitment significantly and negatively.

H3c: Behavioral cynicism attitudes of the employees affect their normative commitment significantly and negatively.

Accordingly the research model has been shaped as in Figure 1.

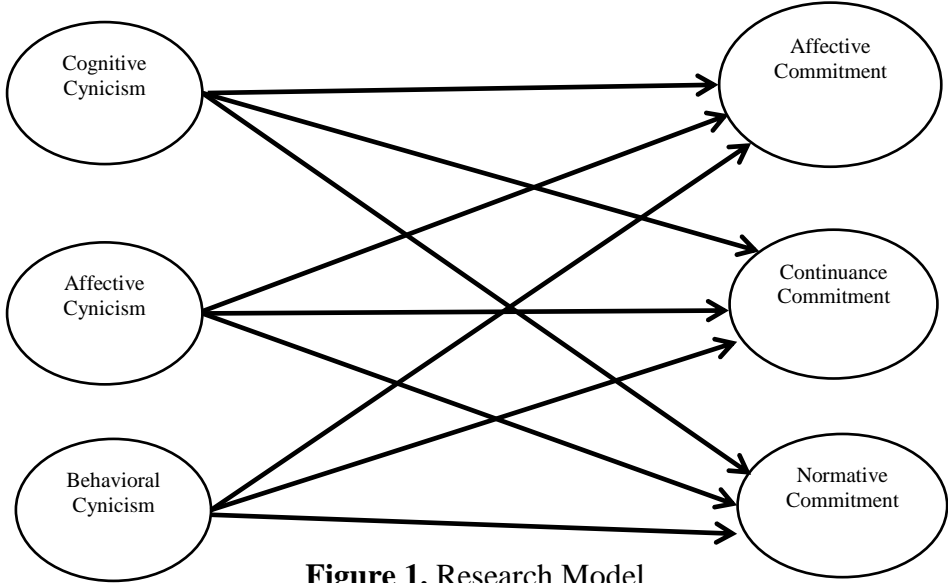


Figure 1. Research Model

2. Methodology

2.1. Instrument

In the first part of the study, in order to measure organizational commitment, a scale formed by Meyer and Allen (1997), consisting 20 statements, six for affective commitment, eight for continuance commitment and six for normative commitment was used. And in order to measure organizational cynicism, a scale formed by Brandes, Dharwadkar and Dean (1999) consisting 13 statements; five statements for cognitive dimension, 4 for affective dimension and 4 for behavioral dimension was used. These scales are organized as five-point Likert-type (1=Strongly Disagree - 5=Strongly Agree).

In the second part, there are demographical questions for employees to determine the participants' gender, age, marital status, educational background and income and also questions to determine type of the hotel, position of the employees, type of the positions and departments, hotel satisfaction and the employees' possibility of quitting the job.

2.2. Data collection and sample

Research population is the employees of the hospitality businesses in Antalya region. According to the information acquired by the Tourism Report (TÜROFED, 2010), it is stated that number of employees working in four-star hotels in Antalya is nearly 26.414, number of the employees working in five-star hotels is nearly 58.476 and number of the employees working in holiday villages is nearly 19.096. So it can be said that research population includes 103.986 people in total. Questionnaires were carried out between the dates 01.03.2012 and 15.05.2012. In conducting the questionnaire process, personal interview and e-mail methods were used. 416 of the 750 questionnaires which were sent to 20 randomly chosen hospitality businesses returned. However as 27 questionnaires were not filled in a suitable way, they were not included in the survey, remaining 389 questionnaires were analyzed.

2.3 Analysis of the data

Structural Equation Modeling (SEM) was used in order to determine the relation between the variables in accordance with the study. However normal distribution hypothesis was primarily checked because the highest prediction method of presumption was used for SEM. In this regard, skewness and kurtosis parameters were checked in order to check if normal distribution hypothesis was carried. As skewness and kurtosis parameters do not outrange ± 5 , it can be said that this is a normal distribution (Kline, 2011: 60-61).

Two-stage approach of Anderson and Gerbing (1988: 422) was preferred in SEM. For that reason mainly Confirmatory Factor Analysis (CFA) was conducted.

3. Results

3.1. Demographic Findings

Demographic findings about employees who took part in the research are as in Table-1.

Demographic Features	Group	f	%	Demographic Features	Group	f	%	
Marital Status	Married	182	46.8	Working Time	Less than a year	79	20.3	
	Single	207	53.2		One year	72	18.5	
	Total	389	100		Two years	62	15.9	
Gender	Male	218	56.0		Three years	73	18.8	
	Female	171	44.0		Four years	52	13.4	
	Total	389	100		Five years or more	51	13.1	
	Total	389	100		Total	389	100	
Education	Primary	73	18.8		Type of the Position	Seasonal	177	45.5
	High School	100	25.7			Permanent	212	54.5
	Associate Degree	76	19.5			Total	389	100
	Bachelor's Degree	122	31.4	18-25		126	32.4	
	Master's Degree	18	4.6	26-33		112	28.8	
	Total	389	100	34-41		78	20.1	
Hotel Class	Four-star	173	44.5	Age	42-49	61	15.7	
	Five-star	216	55.5		50 and more	12	3.1	
	Total	389	100		Total	389	100	
	Total	389	100					
Position	Department Manager	67	17.2					
	Chief	65	16.7					
	Employee	257	66.1					
	Total	389	100					

According to the findings in Table-1, when marital statuses of the employees who took part in the research are analyzed, it is seen that 53.2% of them are single. And 56% of the participants are male. When the educational statuses of the participants are analyzed, with 31.4%, most of them has a bachelor's degree. It is seen that 55.5% of the

participants work for five-star hotels and these participants are combined of 17.2% department manager, 16.7% chief and 66.1% employee. 54.5% of the participants are permanent employees. When the working time is examined, with 20.3%, it is seen that employees mainly work less than a year. And when the age range of the participants is examined, with 32.4%, it is seen that majority is between 18 and 25.

3.2. Measurement Model

As two-stage approach is preferred in SEM, primarily measurement model is carried out. When the factor loadings acquired through the first confirmative factor analysis are checked, it is determined that the first statement of the normative dimension is less than the recommended rate 50. For that reason this statement was removed from the analysis and CFA was reapplied. Results of CFA applied after removing the first statement about normative dimension are shown in Table-1. When the fit index shown in Table-2 is examined, it is seen that the values are at an acceptable level (Marsh and Hocevar, 1985: 567; Schermelleh-Engel, Moosbrugger and Müller, 2003: 52).

Other than the fit index rates acquired by the results of Confirmative Factor Analysis (CFA), convergent validity which validates construct validity, discriminant validity and composite construct reliability are shown in Table-2 (Hair et al., 2009: 669).

Table 2. Results of the Measurement Model

Dimensions	Observed Variables	Std. Fac. Load.	t values	Construct Reliability	AVE	Cronbach's alpha
Affective Commitment	Affective1	.74	Fixed*	.93	.67	.92
	Affective2	.80	16.05			
	Affective3	.80	16.19			
	Affective4	.84	17.05			
	Affective5	.89	18.03			
	Affective6	.85	17.21			
Continuance Commitment	Contin1	.68	Fixed*	.89	.49	.89
	Contin2	.74	12.92			
	Contin3	.76	13.31			
	Contin4	.64	11.45			
	Contin5	.72	12.60			
	Contin6	.67	11.86			
	Contin7	.70	12.28			
	Contin8	.69	12.18			
Normative Commitment	Normati2	.66	Fixed*	.85	.54	.85
	Normati3	.72	12.24			
	Normati4	.80	13.34			
	Normati5	.72	12.21			
	Normati6	.76	12.83			
	Cognitive Cynicism	Cogniti1	.90			
Cogniti2		.86	24.00			
Cogniti3		.84	22.67			
Cogniti4		.78	19.66			
Cogniti5		.85	23.17			
Affective Cynicism		Affective1	.89	Fixed*	.96	.84
	Affective2	.92	28.45			
	Affective3	.96	31.79			
	Affective4	.90	27.08			
Behavioral Cynicism	Behavior1	.82	Fixed*	.86	.60	.86
	Behavior2	.71	14.58			
	Behavior3	.75	15.42			
	Behavior4	.81	16.72			
Goodness-of-fit statistics	$\chi^2=1394.36$, $df=449$, $\chi^2/df=3.11$, $RMSEA=.074$, $CFI=.97$, $NFI=.95$					

*Parameter fixed at 1.0 during ML estimation

Along with construct validity (AVE, construct reliability, std. factor loadings, compare of correlations) and fit index, CFA results are shown in Table-2. All 32 items were loaded at least .50 on their assigned factors, and all loadings were statistically significant ($p < .01$). The coefficient alpha ranged from .85 for normative commitment to .96 for affective cynicism, indicating the internal consistency of the items for each construct (Nunnally, 1978). AVE (average variance extracted) rates of all factors except continuance commitment (.49) are higher than recommended .50. So it can be said that convergent validity is supported. All proportions of variance extracted in each construct exceeded the squared correlation between two constructs, showing evidence of discriminant validity (Hair et al., 2009: 669). Examination of the correlation matrices revealed no presence of a multicollinearity problem. As Table 3 shows, all correlations among study constructs were below the problematic level of .80 (Hair et al., 2009: 683). Construct reliability was evaluated by checking the composite construct reliability. The measurement model can be considered reliable as the composite construct reliability value is greater than .60 (Bagozzi and Yi, 1988: 80).

Table 3. Correlation matrix

Dimensions	Affective Com.	Continuance Com.	Normative Com.	Cognitive Cynicism	Affective Cynicism	Behavioral Cynicism
Affective Com.	.67*					
Continuance Com.	.58 (.34)**	.49*				
Normative Com.	.73 (.53)**	.63 (.40)**	.54*			
Cognitive Cynicism	.59 (.35)**	.51 (.26)**	.60 (.36)**	.72*		
Affective Cynicism	.54 (.29)**	.42 (.18)**	.52 (.27)**	.40 (.16)**	.84*	
Behavioral Cynicism	.44 (.19)**	.31 (.10)**	.43 (.18)**	.47 (.22)**	.48 (.23)**	.60*

*AVE (average variance extracted). **Squared correlations between constructs are in the parentheses.

3.3. Structural model

The model developed within the scope of aim of the study is tested with SEM. Fit index of the SEM results shown in Figure-2 ($\chi^2=1510.39$, $df=478$ $p<.01$; $\chi^2/df=3.16$, $RMSEA=.075$, $CFI =.96$, $NFI=.95$) raised to an acceptable level.

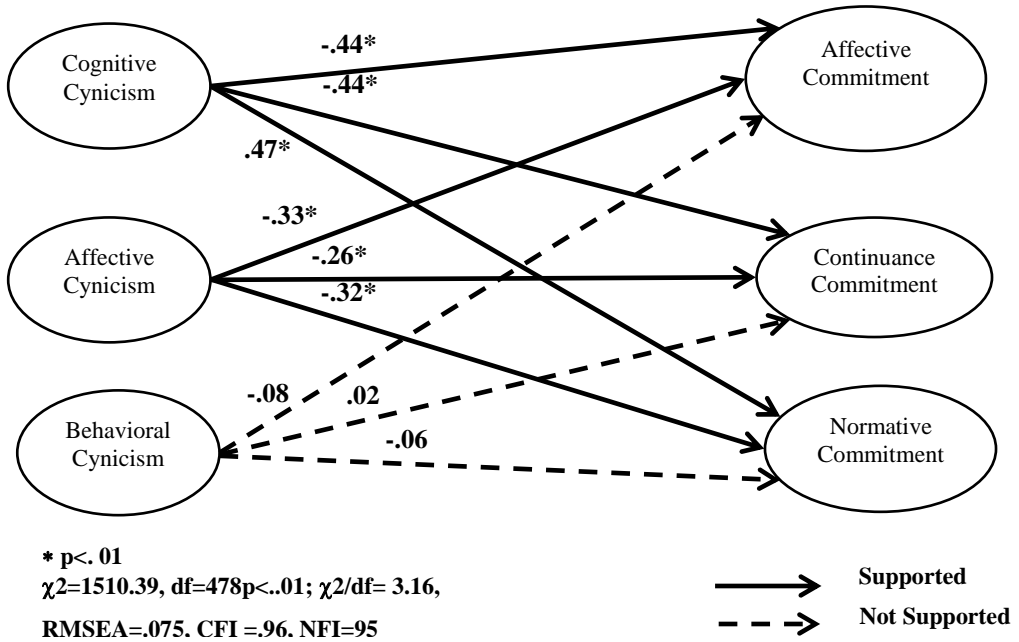


Figure 2. Results of Structural Model

As indicated in Table-2, all path coefficients were significant at $p < 0.01$, except the dimensions of affective commitment related to cognitive dimension. Cognitive cynicism was found to affect affective commitment ($\beta=-.44$, $t = -9.00$, $p < 0.01$), continuance commitment ($\beta=-.44$, $t = -7.22$, $p < 0.01$) and normative commitment ($\beta=-.47$, $t = -8.85$, $p < 0.01$) negatively. Affective cynicism has a significant negative effect on affective commitment ($\beta=-.33$, $t = -6.84$, $p < 0.01$), continuance commitment ($\beta=-.26$, $t = -4.71$, $p < 0.01$) and normative commitment ($\beta=-.32$, $t = -6.13$, $p < 0.01$). But it is seen that behavioral cynicism doesn't have a significant effect on affective commitment ($\beta=-.08$, $t = -1.42$, $p > 0.05$), continuance commitment ($\beta= .02$, $t = 0.28$, $p > 0.05$) and normative commitment ($\beta=-.06$, $t = -1.07$,

$p > 0.05$). Thus, all hypotheses between H_1 - H_6 are supported, but hypotheses between H_7 , H_8 , and H_9 are not supported. The results of the SEM indicated that organizational cynicism dimensions had explanatory power for affective commitment ($R^2 = .48$), continuance commitment ($R^2 = .34$), normative commitment ($R^2 = .49$).

4. Discussion and Implications

It is known that organizational cynicism and commitment have a multi-dimensional structure. Accordingly in this study, by studying these two notions in a multidimensional way, it is revealed that any of the dimensions of organizational commitment (affective, continuance and normative) of the employees, who display cynical attitudes related to any dimensions of organizational cynicism, may be affected. In other words, when the effect of dimensions of organizational cynicism on the dimensions of organizational commitment was examined, a rating within the range of dimensions was obtained. In studies examining the relation between organizational cynicism and commitment, both structures were handled with their dimensions. For that reason the effect of cognitive, affective and behavioral dimensions of organizational cynicism on affective, continuance and normative commitment was examined in the current study. Therefore it can be stated that the study makes a contribution to the gap in the literature.

In this research it is determined that cognitive, affective and behavioral cynicism attitudes of the employees affect affective, continuance and normative commitment in a negative way. This situation shows parallelism with the studies of Treadway et al. (2004), Jung and Kim (2012), and Johnson and O'Leary-Kelly (2003). However it is concluded that although cognitive and affective dimensions of organizational cynicism have a significant effect on affective, continuance and normative commitment of the employees, behavioral dimensions do not have. This finding shows parallelism with the relation between behavioral cynicism and organizational commitment that Kim et al. (2009) acquired. Behavioral cynicism's not having a significant effect may cause from employees' having cynical attitudes on cognitive and affective stages but

not being able to carry these negative feelings and beliefs into behavioral stage and not turning towards negative behaviors.

The effect of employees' cognitive cynicism attitudes on the dimensions of organizational commitment is higher than affective cynicism. When the effect of employees' cognitive cynicism attitudes on organizational commitment dimensions is examined, it is seen that all parameters are close to the top (Kline, 2011). Although cognitive cynicism mainly affects normative commitment, it affects affective and continuance commitment in the same degree. And when the effect of employees' affective cynicism attitudes on the dimensions of organizational commitment, it is seen that all ratings are moderate and affective cynicism mainly affects affective, normative and continuance commitment in order (see Fig. 2).

The reason of high effect of cognitive cynicism especially on normative commitment can be explained by employees' considering the contract that they signed at the beginning of the work. In other words, employees are disappointed and their commitment lessens on moral grounds because what is told is not the same with what is done in businesses. Also being employed usually for a short period of time, worry of being dismissed at any time, feeling distrust for the business cause the employees to think that businesses take advantage of the values such as sincerity, honesty and justice for their own sake. In addition to this, all these problems such as businesses' not keeping their promises or not being able to meet the expectations result in cognitive cynicism. As Stevens, Beyer and Trice, (1978: 386) stated, when businesses do not keep their promises, decrease or deterioration can be seen in the commitment of employees. The negatively high relation between cognitive cynicism and normative commitment in the current study can be attributed to this reason. Along with this, tourism sector's being fragile and sensitive to the external environment (Sönmez et al., 1999) may cause some problems at the point of doing the planned actions and accordingly keeping the promises given to the employees. So it can be suggested that employers and managers should pay attention to these facts in their relationship with their employees.

Affective commitment of the employees whose cynical attitudes are at a high level because of failure in showing their skills or their skills' being hindered may decrease (Abraham 2000: 276). Therefore taking high personal turnover rates (Gustafson, 2002: 112; Tracey and Hinkin, 2008:

12) in the hospitality businesses into account, it can be stated that employees are not satisfied with businesses or their promotions are being hindered by blocking their skills. Especially hospitality businesses on regions where seasonal tourism is dense change both their employees and managers frequently (Johnson, 1985: 144). For that reason employees do not feel a part of business and do not display their loyalty. Also because of super ordinates' not letting their subordinates get on the job and employees' not feeling themselves useful for the business may cause employees' displaying emotionally cynical attitudes toward the business. And this situation affects affective commitment of the employees in a negative way. In addition to this, thinking stiff and intense work conditions of the employees of hospitality businesses and employees' always pleasing their customers, this situation may cause employees' being emotionally under constant pressure. Also insufficient business opportunities (etc. working time, wage, vacation) of hospitality business employees may prevent them being emotionally satisfied (Cranny, Smith and Stone, 1992). This kind of situations may cause employees to experience emotional exhaustion. Employees' experiencing emotional exhaustion may result from their affective cynicism attitudes (Johnson and O'Leary- Kelly, 2003: 633). As Cropanzano, Rupp and Byrne (2003: 163) states employees' experiencing emotional exhaustion may weaken their affective commitment. This situation explains why affective cynicism in the current study affects affective commitment at most.

Cognitive cynicism's being a more effective dimension on organizational commitment compared to affective cynicism can be explained by cognitive cynicism's being experienced earlier than affective cynicism. In other words according to negative thoughts and beliefs of the employees toward the business, employees begin giving emotional reactions to the business. Thus it is expected that an employee who shows cynical attitude on cognitive dimension will show cynical attitude also on affective dimension. At this point negative thoughts and beliefs of the employees toward the business may involve a longer period of emotional reactions.

As it is an attitude rather than being a behavior, organizational cynicism can be controlled by being managed according to time and changing situations (Kim et al. 2009: 1454). Therefore it is suggested for managers and organization owners to pay attention to aforementioned facts in order

to make their employees work in a committed way by controlling cynical attitudes of them.

5. Limitations

The population of this study made up of only Antalya region. For that reason being carried out in a particular tourism area is one of the limitedness of this study. And also instead of all hospitality businesses, the research data was gathered from employees of five or four-star hotel businesses and holiday villages which employ more. In the hospitality businesses in this area, the number of seasonal workers is quite high during the summer period. Therefore in the studies that will be conducted in the future, by choosing areas where there is four season tourism, the relation between the attitudes of organizational cynicism and organizational commitment of merely permanent staff may be researched. Along with this, moderating effect of the type of the position on the effect of employees' attitudes towards organizational cynicism on organizational commitment may be analyzed. In the studies that will be done in the future, the effect of the dimensions of organizational cynicism and organizational commitment on notions as job satisfaction, job performance and the thought of quitting the job may be examined. Also the effect of the concept of leadership, affecting organizational cynicism and organizational commitment, and organizational cynicism on organizational commitment may be researched. Besides, it is seen especially in tourism studies that organizational commitment is the consequence of organizational behaviors such as organizational justice (Yazıcıoğlu and Topaloğlu, 2009), organizational stress (Uzun and Yiğit, 2011), organizational learning (Avcı and Küçükusta, 2009) and mobbing (Pelit and Kılıç, 2012). Therefore, organizational cynicism and aforementioned antecedents of organizational commitment would be taken into notice and their effect on organizational commitment would be examined in further studies.

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