

THE RELATIONSHIP OF PERCEIVED ORGANIZATIONAL SUPPORT WITH ORGANIZATIONAL CYNISM AND ITS EFFECTS ON TURNOVER INTENT: A RESEARCH ON 4 AND 5 STAR HOTELS

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Abstract: Perceived organizational support is defined as the behavior of the organization towards its employees and the interpretation of organizational motives underlying this behavior in return for the organization. Organizational cynicism is described as 'the negative attitudes of employees towards the organization'. Turnover intention is expressed as a thought of voluntary staff turnover from the organization. Highly perceived organizational support provides reduction of absenteeism, late comings and acting in non-associated efforts with the work. From this point, it is aimed to investigate the effects of the organizational support on formation of organizational cynism and turnover intent. In this context, in the current study, organizational support perception of Hotel employees, and its effects on organizational cynism and turnover intent have been measured

JEL classification: M12, M54

Key words: organizational support; cynism; hotels

1. INTRODUCTION

1.1. PERCEIVED ORGANIZATIONAL SUPPORT

Perceived organizational support (POS) means that employees feel confident and that they know organization stands just behind them (Özdevecioğlu, 2003). Staff tends to perceive organization representatives' behaviors as the attitude of organization itself. Individualization of organization is provided by (a) having legal, moral and financial responsibilities for behaviors of organization members, (b) regulating role behaviors and providing continuity through the policies, norms, organizational examples, traditions (c) displaying its power on individuals through representatives of organization (narrated by Eisinberger (1986) from Levinson (1965)).

Perception of organization's affiliation to its employees (POS) by the staff contributes general obligation so as to protect organization and to reach organizational targets (Eisinberger, 2001). Employees develop a general belief regarding the

organization appreciate their contributions to the organization and attach importance to the welfare of employees. In view of the staff, the assignment of personality features on organization affects the organizational support. According to the organizational support theory, which is analyzing the form and results of improvement of perceived organizational support, employees are developing perception of organizational support in order to determine that socio-emotional needs are covered and that contributions to organizations is rewarded by the organization (Shanock & Eisenberger, 2006). High POS leads the employee to work for organization more and to disregard additional working time (Wang & Shu). In order that organization can meet its purposes, POS causes employees to feel obligation on adopting some additional roles such as helping other employees working in the same organization (Shanock & Eisenberger, 2006). However POS may change depending on organization and employee. While some employees consider this as a help by organization members to complete a work or provide some means, the others may evaluate it within the scope of education opportunity supplied by the organization members (Çakar & Yıldız, 2009).

Eisenberger et al. (1990) stated in their study that general perception of employees that they are considered important and appreciated is in direct proportion to (a) honesty in realizing their traditional work responsibilities, (b) affective-commitment in organization and (c) bringing forward new ideas on behalf of organization in the event of lacking direct reward being expected or personal acceptance. Additionally, POS is also in direct proportion to standard work efficiencies which are measurable with the terms of maintenance and performance criteria.

Adaptation support, financial support and career support of organization is important in the formation of POS. Adaptation support means to give importance on the activities for the job orientation of new member in organization. Financial support means to provide a pay off in accordance with employees' contribution and provide material benefits considering their financial needs. Career support is expressed as providing career opportunities for employees (Akin, 2008).

According to the findings that Eisenberger (1986) has obtained in his study; (a) employees are developing a general belief on how their contributions to organization and their welfare is evaluated by organization, (b) perceived organizational support decreases absenteeism and (c) the relationship between absence and perceived organizational support of employees who have strong idea of change is higher compared to the other employees. Employees have changed some of their behaviors in response to the perceived organizational support so as to adapt some organizational aims like absence. Employees having middle or higher idea of change have differed greatly on the matter of absence as a function of organizational support.

High POS can increase the performance of employee and decreases absenteeism (Aselage & Eisenberger, 2003); that management serves as a model for employees, determine certain and clear aims, give some feedback and encourage creative ideas, increase job satisfaction and prevents turnover intent (Çekmecelioğlu, 2005). Employees having higher perception of support have shown stronger commitment and loyalty to the organization. The findings obtained are supportive of studies on employees whose contributions are highly appreciated contribute more emotional support to the organization. Employees having high POS have great expectations in that higher effort provides pecuniary awards like more pay off and promotion as well as some social rewards such as acceptance and being realized. High

POS is in direct proportion to putting forward new ideas by employees (Eisenberger et al., 1990).

1.2. ORGANIZATIONAL CYNICISM

There is no common definition introduced for organizational cynicism. In some studies it is stated that organizational cynicism appeared in relation with the change, treated as an obstacle against the change involving pessimism and lack of hope towards the efforts for reform. Thompson et al. (1999) discussed the concept in a wider framework and defined organizational cynicism as negative attitudes of the individual to organization he/she works for (Thompson et al., 1999). These attitudes include negative emotions and critical behaviors regarding the organization (Abraham, 2000).

Dean et al. (1998) define cynicism as (1) belief that the organization is not sincere, (2) negative emotions vis-a-vis the organization and, (3) negative attitudes including belittling and important behavioral patterns in line with beliefs and emotions, all related to the organization the individual works for. At this point Dean et al. (1998), emphasized that cynicism is a multi-dimensional concept and is not a personal characteristic, on the contrary it is an expression towards the organization the individual is working for. When the three main dimension of organizational cynicism are analyzed, there exists no integrity, justice, honesty and sincerity within the organization in the belief dimension. Individual interests are at the forefront for organizational decisions. There are strong emotional reactions against the organization at the affect dimension. That means that, anger and sadness towards the organization exist, workers might be hating from the organization and might be feeling embarrassed when they think about the organization. The dimension where the workers may have a negative and usually belittling attitude towards the organization is the behavior dimension. In this regards, strong criticisms against the organization is among the most widespread types of behavior (Dean et al., 1998).

There are various studies on cynicism. Some of the studies in the national and international literature is related to definition and structuring of cynicism (Dean et al., 1998; Brandes & Das, 2006; Lobnikar & Pagon, 2004; Berman, 1997; Mirvis & Kanter, 1991; Abraham, 2000; Eisinger, 2000), to the definition of relationship of cynicism with other variables (Davis & Gardner, 2004; Johnson et al., 2003; Güzel, Şahin Perçin & Aydın Tükel Türk, 2009; Kutanis & Çetinel, 2009; Özler, Atalay & Şahin, 2010), and to the cynical attitudes towards organizational change (Thompson et al., 2000; Thompson et al., 1999; Reichers et al., 1997; Wanous et al., 2000; Brown & Cregan, 2008).

Thompson et al (2000) referring to Andersson (1996) stated that cynicism is different from the concept of trust, it has a wider scope and includes the distrust components as well as the emotional components of hopelessness and frustration. However, it was said that trust does not include an emotional component, and the concept is more attitude than belief. In this context, the belief component of trust involves cynicism taken as an attitude (Thompson et al., 2000).

Reichers et al. (1997), on the other hand, focused on cynicism towards organizational change and stated that the skeptics have doubts about the fact that the success would indeed take place while having hopes for positive developments occurring in the future. In cynicism towards change, there is a loss of belief for the leaders and the unsuccessful of previous change efforts lie at the root of it (Reichers et al., 1997).

Thompson et al. (2000) attempted to put forward the difference between the cynical attitudes towards change and the trust. Accordingly, only the cynical attitudes of senior managers affect the concept of trust while it does not happen in the case of middle managers. Thompson et al (2000) explain this situation as the workers' ability to distinguish between the organizational groups they trust and the people toward which they would direct their cynical attitudes.

Abraham (2000) measured the correlation between organizational cynicism, and job satisfaction, organizational loyalty, alienation and organizational citizenship in the study he conducted in different sectors in order to measure different levels of cynicism. According to that study, organizational cynicism explained 65% of job satisfaction, 54% of organizational loyalty and 42% of alienation.

Johnson and O'Leary-Kelly (2003) examined the relationship between dimensions of cynicism and psychological contract breaches, and stated that there is a linear relationship between cognitive dimension of cynicism and psychological contract breach, and affect dimension of cynicism and psychological contract breach and cognitive aspect of cynicism. Moreover, the study shows a robust and linear relationship between affect dimension of cynicism and emotional deprivation (Johnson & O'Leary-Kelly, 2003).

Wanous et al. (2000) analyzed the cynical attitudes towards organizational change and stated that there is inverse proportion with participation and decision-making, supervisory activity, motivation in attempts to realize change, while there exists a linear relationship with negative attitudes (affectivity), number of complaints and situational characteristics towards unsuccessful attempts for change (Wanous, 2000).

Brown and Cregan (2008) explained in their study on cynical attitudes towards organizational change that information is shared between the employees and managers and the cynical attitudes are low in case of participation to decision-making by employees (Brown & Cregan, 2008).

1.3 TURNOVER INTENT

Turnover intent is one of the solution methods for some employees who feel dissatisfied and under stress to get rid of the grievance and pressures of the professional life, and is also called as voluntary turnover or resignation (Eroğlu, 2000). From time to time employees may confront various pressures due to differences between their expectations in professional life and desires of the organization. In such cases, the individual needs certain behaviors to defend himself/herself. One of the defensive behaviors is to distance oneself from the organization, which is seen as the source of the danger, and to quit the job (Aldemir et al., 2001).

Turnover leads to crucial problems for the jobs requiring a certain level of experience and expertise within the enterprise. Turnover of key employees working at the jobs requiring high potential and skill leads enterprises to develop strategies regarding their key employees because of the difficulty to find and replace those employees with the same level of skill and ability to contribute to the enterprise as well as due to its effects on efficiency. In addition, the new employee recruited in lieu of the experienced one creates negative results of the intent to quit job in the form of training expenses to bring the new employee to a certain level of qualification and the material losses incurred, increasing the importance of the issue that should be researched to understand the causes and to create solutions (Arnold and Feldman, 1986).

When the elements affecting the intent to quit job are grouped, they are examined in three groups namely, environmental factors, organizational factors and factors related to personal characteristics. However, factors that are most focused on by the enterprises and attach special importance to their research are the intent to quit job factors arising from organizational factors, and it is an important area of study within human resources management. This is because of the fact that detection of real reasons of voluntary resignation is very important in resolution of a crucial problem directly affecting the efficiency and profitability of the organization by obtaining data to be used in determining the human resources policies of the organization (Açıklalın, 1994).

When the elements affecting the intent to quit job are grouped, they are examined in three groups namely, environmental factors, organizational factors and factors related to personal characteristics. Factors such as unemployment rate, job perception, existence of trade unions, rate of participation of new employees to the workforce, environmental factors, salary, job performance, satisfaction with manager-salary-colleague-promotion possibilities and organizational loyalty, factors related to the job, age, seniority, sex, marital status, level of education can be taken as personal characteristics (Yıldız, 2008). Moreover, issues like responsibility and authority, organizational behaviors of employees (Choi, 2006), job-family and family-job conflicts (Karatepe & Kılıç, 2007), socialization (Lam et al. 2006) also have an impact on the intent to quit job. According to Pearson (1995), the most important reason for quitting the job is the fact that the expectations of the employee are not met. Employees have certain expectations on the job and organization when entering a job. When those expectations are not met, individual quitting from the enterprise is an anticipated situation. Organizational support, which is perceived similarly, is one of the important factors of intent to quit job and a low POS causes severance rates to get higher (Cho et al., 2009).

When high employee turnover rates, especially in the hotel enterprises in tourism sector, which is a labor-intensive one and important problems that emerge due to that, are taken into consideration. It is critical to determine the factors affecting the intent to quit job and to put forward the ways of solution. There are various studies conducted by researchers to determine the elements that affect the employee's intent to quit job in tourism sector. For example Woods (1997) defines the severance causes of employees working at hotel enterprises in three main groups: low salary, wrong or insufficient recruitment practice and insufficient management weakening the morale. Many employees indeed leave the enterprise due to one or more of those reasons.

According to the results of a research carried out by Pizam and Thornburg (2000) on employees working at hotel enterprises, dissatisfaction with salary levels, job dissatisfaction, negative relations with co-workers and expectations before having started at the workplace being not met are the most important factors leading to the turnover intent.

According to the research administered by Bonn and Forbinger (1992), conditions like salary levels and long working hours are the most important ones for employees voluntarily resigning or even getting transferred to other sectors.

In another study carried out by Iverson and Deery (2000) in order to determine the factors affecting the intent for quitting the job of hotel enterprise employees; relationship between the intent to quit job, and structural elements (career development, role conflict, etc.), employee orientation (job satisfaction, organizational loyalty, etc.), environmental factors (possibilities to find job, employee turnover culture, etc.) and

trade union membership are examined. According to the findings of the research, it was seen that while organizational loyalty and trade union membership decrease the intent to quit job, negative personal characteristics increase it.

2. OBJECTIVES

Main objectives of the study are to determine whether there exists a meaningful difference between organizational support, cynicism and turnover intent of the hotel enterprise employees perceived from the viewpoint of demographic variables, and to find out whether the perceived organizational support affects cynicism and turnover intent in employees. Hypotheses have been established accordingly for the present study. The fact that majority of the studies that form the basis of literature had been implemented in foreign enterprises and in sectors other than tourism makes the present study unique in this field.

3. METHODOLOGY

Within the scope of this research, 185 employees working in various units in 17 five-star hotels in total located in Marmara region participated in this study. The data necessary for the research were obtained by questionnaire technique and were analyzed via SPSS 16 program. In the questionnaire, a scale developed by Eisenberger et.al. (1986) to measure perception of organizational support, and organizational cynism scale developed by Dean, Brandes and Dharwadkar (1998) to measure perception of organizational cynism, and a scale developed by Singh et.al. (1996) was used to measure turnover intent. 5 point Likert scale was employed in the questionnaire. 154 questionnaires were evaluated. In analyses, T-test, ANOVA, correlation and regression analyses were made use of. Reliability coefficient of questionnaire is (Cronbach Alpha) ,761.

4. ANALYSES

Following results were obtained in the analyses of questionnaire data: 66.2% of respondent employees are male, 54% of are married, 46% of are between the ages 26-35, 38% of are graduates of high school or their equivalents, 46.1% of are educated in tourism, 58.4% of are permanently employed in hotel enterprises, 38% of are in companies 27% of are working in private sector for 2,5 years, 32% of are in the unit of food&beverage, 53% of are working at low-level and 53% of them have income between 501 – 1000 TL. 61% of respondents are independent and 41% of are employed in five-star hotels.

Belief dimension of cynism makes no difference in the followings; employees to gender ($p=,337$), whether they have been educated in tourism ($p=,989$), their staff position ($p=,159$), their marital status ($p=,884$), to their age ($p=,584$), level of education ($p=,290$), employment period in establishment ($p=,732$), employment period in sector ($p=,797$), to the assignment unit ($p=,121$), level of income ($p=,715$) status of the hotel they are employed in ($p=,814$) and to the hotel rate ($p=,171$). Belief dimension of employees differ only as regards to their staff level ($p=,019$). Accordingly managers' belief dimension of cynism (mean 1,82; std. dev. ,908) are in the lowest level. This is respectively followed by employees of lower level (mean 2,11; std.dev. ,884) and department chief (mean 2,59; std.dev. 1,082).

Emotion dimension of cynism makes no difference in the followings; employees to gender ($p=,922$), whether they have been educated in tourism ($p=,554$),

their marital status ($p=,670$), to their age ($p=,248$), level of education ($p=,396$), employment in ($p=,747$), to the assignment unit ($p=460$), to their staff level ($p=,191$), level of income ($p=,602$), status of the hotel they are employed in ($p=,434$) and to the hotel rate ($p= ,553$). However emotion dimension of cynism differs as regards to their staff position ($p=,000$) and employment in sector ($p=,006$). According to this, affective cynism of permanent employees employed in the organization (mean 1,58; std.dev. ,760) is lower compared to contracted employees (mean 2,05; std.dev. 1,034). In other words contracted employees may be in more cynic manner to the organization. When their employment duration in the sector is considered; employees working in sector less than 1 year (mean 2,50; std.dev. 1,132) is in the lowest level and this is respectively followed by employees working in the sector for 4 years and more, 6-9 years, 10-13 years and ve 2-5 years.

Attitude dimension of cynism makes no difference in the followings; employees to gender ($p=,786$), whether they have been educated in tourism ($p=,093$) their staff position ($p=,543$), their marital status ($p=,624$), to their age ($p=,386$), employment in property ($p=,506$), employment in sector ($p=,103$), to the assignment unit ($p=267$), to their staff level ($p=,133$), level of income ($p=,571$), status of the hotel they are employed in ($p=,286$) and to the hotel rate ($p=,886$). However attitude dimension of cynism differs as regards to employees' level of education ($p=,050$). According to this, graduates of primary school (mean 2,23; std.dev. ,960) is in the lowest level and it is respectively followed by high school or their equivalents graduates (mean 2,42; std.dev. ,970), bachelor's level (mean 2,45; std.dev. ,821),postgraduate(mean 2,50; std.dev. 1,132). Associate's graduate (mean 3,07; std.dev. 1,303) are in the instability level.

Perception of career dimension of POS makes no differences in the followings; employees to gender ($p=,370$), whether they have been educated in tourism ($p=,818$), marital status ($p=,621$), to their age ($p=,489$), level of education ($p=,386$), employment in property ($p=,253$), employment in sector ($p=,987$), to the assignment unit ($p=599$), status of the hotel they are employed in ($p=,798$),to the hotel rate ($p=,667$). However perception of career of employees differs as regards to their staff level ($p=,013$) and level of income ($p=,030$). According to this, perception of career of permanent employees (mean 2,20; std.dev. ,968) are less compared to contracted employees (mean 2,55; std.dev. ,916).As regards to their staff level, managers' perception of career (mean 1,89; std.dev. 1,017) are in the lowest level. This is respectively followed by employees of lower level (mean 2,35; std.dev. ,916) and department chief (mean 2,77; std.dev. 1,134). According to this, department chiefs have the highest and the managers have the lowest perception of career. When income level of employees is analyzed, those who earning more than 2001 TL (mean 1,64, std.dev. ,964) have the lowest POS perception of career and this is respectively followed by 1501-2000 TL (mean 2,05, std.dev. ,878), 501-1000 TL (mean 2,48, std.dev. 1,025), 1001-1500 TL (mean 2,48, std.dev. ,964). POS perception of career of employees earning less than 500 TL incomes is in exact instability level.

Financial dimension of POS makes no differences in the followings; employees to gender ($p=,893$), whether they have been educated in tourism ($p=,944$), their staff position ($p=,914$), their marital status ($p=,254$), to their age ($p=,383$), level of education ($p=,749$), employment in sector ($p=,343$), to the assignment unit ($p=402$), to their staff level ($p=,795$), level of income ($p=,894$), status of the hotel they are employed in ($p=,874$) and to the hotel rate ($p= ,228$). However it differs as regards to

staff's employment in property ($p=,034$). According to this, while employees working between 6-9 years have low perception of POS financial (mean 2,38, std.dev. 1,090), this is respectively followed by 2-5 years (mean 3,01, std.dev. ,922), 14 years and more (mean 3,17, std.dev. 1,146), employees working less than 1 year (mean 3,19, std.dev. 1,030) and perception of POS financial of employees working between 10-13 years (mean 3,38, std.dev. 1,043) are instability level. In other words, the others apart from the employees working for 6-9 years in the establishments are instable about POS.

Turnover intent makes no difference in the followings; employees to gender ($p=,613$), their marital status ($p=,513$), level of education ($p=,134$), employment in property ($p=,241$), to the assignment unit ($p=508$), to their staff level ($p=652$), level of income ($p=,085$) and to the hotel rate ($p=,764$); however it differs as regards to their age ($p=,050$), whether they have been educated in tourism ($p=,022$), their staff position ($p=,022$), employment in sector ($p=,013$), status of the hotel they are employed in ($p=,027$). When the age of employees are considered, turnover intent of employers between 36-45 years old is the lowest (mean 1,68; std.dev. 1,191), and this is followed by 26-35 ages (mean 2,21; std.dev. 1,107), 18-25 (mean 2,33; std. std.dev. 1,340) and those between 46-55 ages (mean 2,50; std.dev. 1,658). According to this, employees do not think to leave the job; this thought is denser between the employees at the age of 36-45. When those with tourism education are analyzed, employees usually have no turnover intent and those with tourism education (mean 2,35; std.dev. 1,239) tend to instability more compared to those without tourism education (mean: 1,89; std.dev. 1,155). When it is considered as personnel status, permanent employees (mean 1,89; std.dev. 1,137) have less turnover intent compared to contracted staff (mean 2,42; std.dev. 1,332). In other words, contracted staff are closer to level of instability in this regard compared to permanent employee although both group has not turnover intent. When employment process in the sector is analyzed, those with less than one year employment in the sector (mean 1,28; std.dev. 0,566) have the lowest turnover intent. This is respectively followed by those employed in the sector for 10-13 years (mean 1,92; std.dev. 1,091), 14 years and above (mean 2,03; std.dev. 1,420), 6-9 years (mean 2,15; std.dev. 1,051) and 2-5 years (mean 2,35; std.dev. 1,303). According to this, most of currently working employees have no turnover intent. When the status of the hotel is considered, employees working in chain hotels (mean 1,72; std.dev.,909) have less turnover intent compared to those working in independent hotel property (mean 2,27; std.dev. 1,340). In other expression, employees of chain hotels have no turnover intent.

It is one of the basic aims to analyze the correlation between perception of organizational support of employees and their cynic attitudes. According to this, correlation analysis has been performed and the relation between dimensions of organizational support and cynic attitudes and turnover intent is shown below;

Table 1. Organizational Support, Cynic Attitudes and Turnover intent correlation Graph

		1	2	3	4	5	6
Cynism-Belief	Pearson	-	632*	267*	486*	-385*	353*
	Sig.	-	,000	,001	000	000	000
Cynism-Emotion	Pearson	632*	-	275*	550*	-384*	432*
	Sig.	,000	-	001	000	000	000
Cynism-Behavior	Pearson	267*	275*	-	164*	-219*	159
	Sig.	,001	001	-	047	009	051
POS-Career	Pearson	486*	550*	164*	-	-399*	298*
	Sig.	,000	000	047	-	000	000

		1	2	3	4	5	6
POS-Financial	Pearson	-385*	-384*	-219*	-399*	-	-
	Sig.	,000	000	009	000	-	000
Turnover intent	Pearson	353*	432*	159	298*	-305*	-
	Sig.	,000	000	051	000	000	-

When the data in the Table no. 1 is analyzed, it is figured out that there is significant and positive relationship between POS-Career dimension and belief, emotion and behavior dimensions of cynism as statistically. Additionally, it has been observed that there is also positive relationship between POS-Career dimension and turnover intent. When POS-Financial dimension is analyzed, it is seen that there is significant and negative relationship between belief, emotion and behavior dimensions of cynism and turnover intent as statistically. According to this, the effects of organizational support upon cynic attitudes and turnover intent can be studied as below. There is a significant relationship between belief dimension and emotion, behavior dimension of cynism statistically. According to this, increase in belief dimension causes increase in emotion and behavior dimension.

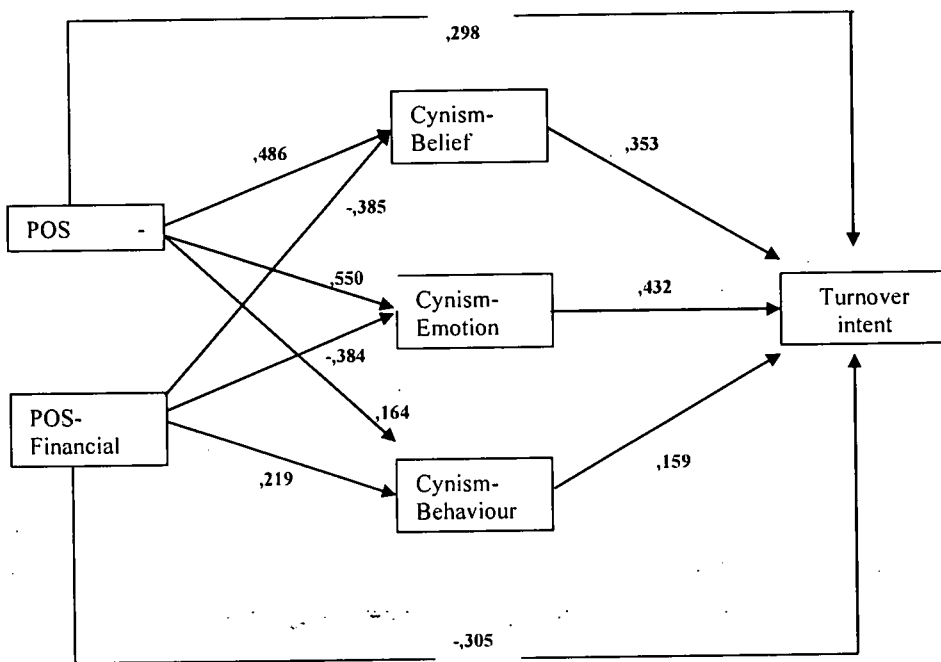


Figure 1. Cynism and turnover intent effects of organizational support

When the figure is analyzed, there is a positive but slight relationship between POS-Career dimension and turnover intent. In other words, the increase in POS-Career subject enhances turnover intent. However there is a negative direction and weak relationship between POS-Financial dimension and turnover intent. In this sense, decrease in financial significance enhances employees' turnover intent.

4.1. REGRESSION ANALYSES FOR RELATIONS BETWEEN VARIABLES IN THE RESEARCH.

Within the scope of research, perceptions of organizational support in the dimension of financial support and career are towards the effect and relation of cynic attitudes and turnover intent. In this sense, simple linear regression has been made to analyze the relationship between variables. In the regression analyses, POS-Career dimension and POS-Financial dimension are considered as independent variables, dimensions of cynism and turnover intent are considered as dependent variables. According to this, analysis findings are presented below.

4.1.1. POS-CAREER DIMENSION RELATIONSHIP BETWEEN CYNIC ATTITUDE AND TURNOVER INTENT

4.1.1.1. THE EFFECTS OF POS-CAREER DIMENSION ON CYNICISM-BELIEF DIMENSION

Regression analyzes findings to specify this effect is presented in the charts below.

Table 2. Model summary to specify the effect of perceived organizational support career dimension towards belief dimension of cynism.

Variable	Referendum	R ²	Corrected R ²	Std. Dev. of Prediction
Cynism-Belief	,486	,236	,231	,86973

(Dependent Variable: Belief dimension of cynism, Independent variable: Career dimension of perceived organizational support)

Table 3. Coefficient table to specify the effect of perceived organizational support career dimension towards belief dimension of cynism.

Model	Beta	t	Sig.
Constant	1,104	6,049	,000
Perceived Organizational support-Career dimension	,468	6,602	,000

It is seen that career dimension of POS is 23,6% effective on belief dimension of cynism when both charts are analyzed. That Beta value is on positive way shows that relationship is directly related. According to this, providing organizational support in career dimension for employees causes some cynic attitudes as regards to belief. The scale of aforesaid relationship is in low level (R=,486).

4.1.1.2. THE EFFECTS OF POS-CAREER DIMENSION ON CYNICISM-EMOTION DIMENSION

Regressions analyze findings to specify these effects are presented in the charts below.

Table 4. The model summary to define the effect of career dimension of perceived organizational support towards emotion dimension of cynism.

Variable	R	R ²	Corrected R ²	Std dev. of prediction
Cynism-Emotion	,550	,302	,297	,75372

Table 5. Regression analyze of Coefficient table to specify the effect of perceived organizational support career dimension towards emotion dimension of cynism.

Model	Beta	T	Sig.
Constant	,630	3,995	,000
Perceived Organizational support-Career Dimension	,477	7,790	,000

It is seen on Tables 4 and 5, career dimension of POS is 30,2% effective on emotion dimension of cynism. That Beta value is on positive way shows that relationship is directly related. According to this, providing organizational support in career dimension for employees causes some cynic attitudes as regards to emotion. The scale of aforesaid relationship is in medium level ($R=,550$).

4.1.1.3. THE EFFECTS OF POS-CAREER DIMENSION ON CYNICISM-BEHAVIOR DIMENSION

Findings of regression analyze to specify the effects are seen in the charts below.

Table 6. The model summary to define the effect of career dimension of perceived organizational support towards behavior dimension of cynism.

Variable	R	R ²	Corrected R ²	Std dev. of prediction
Cynism-Behavior	,164	,027	,020	1,01216

Table 7. Regression analyze of Coefficient table to specify the effect of perceived organizational support career dimension towards behavior dimension of cynism.

Model	Beta	t	Sig.
Constant	2,077	9,863	,000
Perceived Organizational support-Career Dimension	,164	2,001	,047

It is seen on both charts (Table 6 and 7) that career dimension of POS is 2,7% effective on behavior dimension of cynism. That Beta value is on positive way shows that relationship is directly related. According to this, providing organizational support in career dimension for employees causes some cynic attitudes as regards to behavior. The scale of aforesaid relationship is extremely in low level ($R=,164$).

4.1.1.4. TURNOVER EFFECTS OF POS- CAREER DIMENSION

Findings of regression analyze to specify the effects are seen in the charts below.

Table 8. The model summary to define the effect of career dimension of perceived organizational support towards turnover intent.

Variable	R	R ²	Corrected R ²	Std dev. of prediction
Turnover intent	,298	,089	,082	1,19146

Table 9. Regression analyze of Coefficient table to specify the effect of perceived organizational support career dimension towards turnover intent.

Model	Beta	T	Sig.
Constant	1,267	5,113	,000
Perceived Organizational support-Career Dimension	,362	3,770	,000

According to analyze results in Table 8 and 9, career dimension of POS is 8,9% effective on turnover intent. That Beta value is on positive way shows that relationship

is directly related. According to this, providing organizational support in career dimension for employees causes turnover intent. The scale of aforesaid relationship is in low level (R=,298).

4.1.2. POS RELATIONSHIP WITH FINANCIAL DIMENSION, CYNIC ATTITUDE AND TURNOVER INTENT

4.1.2.1. THE EFFECT OF FINANCIAL DIMENSION OF POS ON BELIEF DIMENSION OF CYNISM

Findings of regression analyze to specify the effects are seen in the charts below.

Table 10. The model summary to define the effect of financial dimension of perceived organizational support towards belief dimension of cynism.

Variable	R	R ²	Corrected R ²	Std dev.of Prediction
Cynism-Belief	,385	,149	,142	,92761

Table 11. Regression analyze of Coefficient table to specify the effect of perceived organizational support financial dimension towards turnover intent.

Model	Beta	t	Sig.
Constant	3,351	13,764	,000
Perceived Organizational support-Career Dimension	-,373	-4,907	,000

Table 10 and 11 shows that financial dimension of POS is 14,9% effective on belief dimension of cynism. That Beta value is on negative way shows that relationship is unrelated. According to this, providing organizational support in financial dimension for employees decreases cynic attitudes in terms of belief. The scale of aforesaid relationship is in low level (R=,385).

4.1.2.2. THE EFFECTS OF FINANCIAL DIMENSION OF POS ON EMOTION DIMENSION OF CYNISM

Findings of regression analyze to specify the effects are seen in the charts below.

Table 12. The model summary to define the effect of financial dimension of perceived organizational support towards emotion dimension of cynism

Variable	R	R ²	Corrected R ²	Std dev. of Prediction
Cynism-Emotion	,384	,148	,141	,80602

Table 13. Regression analyze of Coefficient table to specify the effect of perceived organizational support financial dimension towards emotion dimension of cynism.

Model	Beta	T	Sig.
Constant	2,732	12,760	,000
Perceived Organizational support-Career Dimension	-,324	-4,888	,000

When both charts are analyzed, Financial dimension of POS is 23,6% effective on emotion dimension of cynism. That Beta value is on positive way shows that relationship is directly related. According to this, providing organizational support in financial dimension for employees decreases cynic attitudes in terms of emotion. The scale of aforesaid relationship is in low level(R=,486).

4.1.2.3. THE EFFECTS OF FINANCIAL DIMENSION OF POS ON BEHAVIOR DIMENSION OF CYNISM

Findings of regression analyze to specify the effects are seen in the charts below.

Table 14. The model summary to define the effect of financial dimension of perceived organizational support towards behavior dimension of cynism

Variable	R	R ²	Corrected R ²	Std dev. of prediction
Cynism-Behavior	,219	,048	,041	,99992

Table 15. Regression analyze of coefficient table to specify the effect of perceived organizational support financial dimension towards behavior dimension of cynism.

Model	Beta	t	Sig.
Constant	3,125	12,021	,000
Perceived Organizational support-Career Dimension	-,215	-2,662	,009

According to the 2 charts above, financial dimension of POS is 4,8% effective on behavior dimension of cynism. That Beta value is on negative way shows that relationship is unrelated. In this sense, providing organizational support in financial dimension for employees decreases cynic attitudes in terms of behavior. The scale of aforesaid relationship is in low level. (R=,219).

4.1.2.4. THE EFFECTS OF FINANCIAL DIMENSION OF POS ON TURNOVER INTENT

Findings of regression analyze to specify the effects are seen in the charts below.

Table 16. The model summary to define the effect of financial dimension of perceived organizational support towards turnover intent

Variable	R	R ²	Corrected R ²	Std dev. of prediction
Turnover intent	,305	,093	,087	1,20330

Table 17. Regression analyze of Coefficient table to specify the effect of perceived organizational support financial dimension towards turnover intent

Model	Beta	t	Sig.
Constant	3,255	10,425	,000
Perceived Organizational support-Career Dimension	-,372	-3,821	,000

In the charts, some findings were obtained that financial dimension of POS is 9,3% effective on turnover intent. That Beta value is on negative way shows that relationship is unrelated. In this sense, providing organizational support in financial dimension for employees decreases their turnover intent. The scale of aforesaid relationship is in low level. (R=,305).

5. RESULT

It is known that an organization providing such support for its employees improves employees' loyalty within the organization whilst reducing negative feelings and thoughts about the concerning organization. Hence, this support in time influences both the workforce efficiency and profit of the organization. At this point, the

fundamental success lies behind the fact that the management team provides help towards their employees.

Other elements have been investigated showing employees' cynic attitude and their intention for leaving the organization in the presence of the organizational support. It has been resulted that it is no longer necessary to meet employees' expectations towards career plans which means that such concept would not rule out the possibility of said decisions along with personal expectations. In this manner it may be considered that a job promotion may not necessarily show employees are fairly treated and these decisions are taken according to employees' competence. However, such strong link across variables may be a low possibility wherein an only organizational support may not overcome organization's fair treatment against its employees together with warmth inside said organization and in order to eliminate employees' negative feelings, other influential aspects within the concerning organization must be taken into account as well as the support towards employees' career plan.

Secondly, a job promotion and an increase of employee responsibility or enlargement of authority may not necessarily eliminate employee dissatisfaction within said organization and in fact it may increase such risk of dissatisfaction. In addition, a balance between the two variables is another aspect to consider here. In fact, even though employees' desire towards better authority is provided, it is still possible that employees may have frustrations within the organization.

Thirdly, it has been shown that employee frustration could be reduced when there are considerations towards career plans inside said organizations. However, such dependency could be confirmed with limited evidence only. It is realized that any action towards employee career plan may not necessarily prevent employee under ration as well as their critical opinion about the organization but on the other hand this action is not the main cause only. In this respect, there may be other factors contributing towards employee behavior and such attitude of employees is not strongly correlated to organizational support towards employee career plan, which reveals that the culture of said organization should be overall investigated.

In addition, since there have been risks of job losses on various employees in this country following global economic crisis, any organizational support towards employees' career plan may discomfort employees wherein employees may still leave their work as these considerations may be generated. However, knowing that the organizational support influences such employee intention only 9%, this result shows that there may be other reasons why an employee would leave the organization. It is therefore necessary to investigate other elements concerning the employee satisfaction and their connection to organization.

The fifth result explains that any attempt towards a pay rise and improvements of employee benefits could possibly minimize employee dissatisfaction whilst maintaining employee trust within the organization but in contrary there are also evidences showing such financial benefits could not prevent employees' negative behavior within the organization. At this point, it should be understood that moral rights should be taken into account as well as the financial matters therefore other elements influencing any doubt regarding the unfair treatment and employee dissatisfaction within said organization should be analyzed.

Another result is that employees' perceptions of organizational support for their expectation of financial support is being provided may reduce their anger against the organization. In this sense, that employees are paid high salaries and to provide some

additional income may reduce the embarrassment for being in the organization. However it could be considered to provide some different benefits rather than financial ones as provided financial support for employees decreases only 15% of their cynic attitudes towards organization.

Another obtained result is that the perception of financial support provided by organization can at least lessen their critical point of view towards the organization. However, compared to the effect level of 5%, providing financial support for employees cannot prevent them from criticizing the organization and insulting attitudes and having pessimistic thoughts about future. In this sense, employees may have a negative critical point of view towards the organization they are employed although they obtain financial benefits. However, that financial supports have low activity in effecting cynic behaviors shows that there are also some different effects both intra-organizational and outside the organization.

Lastly, providing financial benefits by organization for their employees can reduce their turnover intent. This finding is much more important compared to the others. Nowadays, when global crisis in progress, the effects of which is deeply felt, no doubt that supporting employees financially can reduce the risk of their looking for a new job, but to maintain their existence in the organization. Additionally, the low level relationship between employees' cynic attitudes intended belief, emotion and behavior with turnover intent can support the idea that there are some other factors leading employees leaving the job.

When study results are analyzed overall, perception of organizational support can be mentioned as the underlying reasons of their having cynic attitudes in dimensions of belief, emotion and behavior. However, it has been determined that in current work, providing organizational support is not so effective to reduce employees' cynic attitudes and turnover intent towards the organization. In this sense, some other factors have ensured that employees have negative thought towards the organization, personal interests are foreground inside the organization, the thought of lack in justice and sincerity, and their criticizing the organization in the negative way and their leaving the job. However this finding shouldn't mean that it is unnecessary to provide organization support for employees in terms of career. Beside of this, to provide financial benefits for employees and the result which reduces their cynic attitudes should not be concluded as that employees must be provided only financial benefits and the other organizational matters involving employees should be neglected. Thus, the result that perception of organically support in terms of financial has low effects on reducing employees' cynic attitudes shouldn't be ignored. In the view of these findings, the important thing is to reveal other factors increasing cynic attitudes and turnover intent.

Primarily, organizational climate and culture must be interpreted correctly by managers and employees so as to reveal the factors effecting employees' cynic attitudes. Thus, that the culture of organization is adopted correctly among employees and those new participants of organization having passed orientation progress successfully could be effective in their knowing the organization better. Thus employees will have better knowledge about the progress of work in the organization and they will be able to evaluate the underlying factors of decisions made in a more effective way. And this will effect employees' perceptions of justice, sincerity and help them interpret better distribution of financial benefits such as advance and rewards.

This case will both increase their cynic attitudes towards organization and it will also eliminate the negative thoughts against organization which is being run fairly.

In addition, in order to ensure the realization of socialization within the organization properly can reduce employees' cynic attitudes. Hence, an organizational socialization which will be realized properly should provide job satisfaction for employees, increase motivation and those who work in intensive tempo, especially in Hotels of tourism sector, will take place effectively.

Within the scope of organizational support, to behave fairly and sincere especially to the staff could be effective in decreasing their turnover intent primarily and their cynic attitudes. In addition, especially cynic attitudes in emotion dimension will be reduced because of the proud that they will have as being a member of organization where employees of are being treated fairly. It must be the basic aim to provide employees a positive view for future in order to reduce cynic attitudes in behavior dimension. By means of fair decisions to be made by managers, employees will be able to find a position in the organization of future, and this will shift their negative underestimating perspectives to a positive direction.

Finally, as mentioned before, current study has been prepared within the period of global economical crisis. Because of global crisis, Turkey has been affected negatively in hotel management as well as other sectors. In this sense, the number of hotel properties opened in 2009 has reduced compared to 2008 as a result of severe economic crisis of today, and despite this, the number of hotels has increased compared to the previous year. It is a predictable result that employees are worried to lose their current job as a result of which they expected financial support instead of career support, so this fact has been effective to reduce their cynic thought, emotion, behavior and turnover intent. However, so as to maintain the validity of findings, it is recommended that this study should be repeated during the periods when there are boom work and business opportunities. Thus, the effects of organizational support in terms of financial and career towards employees' cynic attitudes and their turnover intent can be analyzed loud and clear. Additionally, having considered that hotels are just one component of tourism sector, the study should be performed on the other business sectors and this will provide recognition of tourism sector and its employees more closely.

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