

THE MEDIATING ROLE OF ORGANIZATIONAL CYNICISM PERCEIVED BY
EMPLOYEES ON THE EFFECT OF APPLIED MANAGERIAL POWER
SOURCES ON THE INTENTION TO QUIT



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PLAGIARISM

I hereby declare that all information in this document has been obtained and presented in accordance with academic rules and ethical conduct. I also declare that, as required by these rules and conduct, I have fully cited and referenced all material and results that are not original to this work.

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ABSTRACT

In this study, it was tried to determine the mediating role of organizational cynicism perceptions of employees in the effect of managerial power sources applied by five-star hotel management managers on their intention to leave. The research universe of the study is the five-star hotel businesses in Istanbul. The sample of the research consists of 272 hotel employees determined by random sampling method among the employees in these enterprises, and the survey method was used in the research. Data were collected by face-to-face and online survey method. The data obtained as a result of the research were analyzed through the statistical program called SPSS. In this context, correlation analysis was performed to determine the relationships between the variables. As a result of the analysis; a negative and significant relationship was found between managerial power sources, organizational cynicism and turnover intention. A positive and significant relationship was found between organizational cynicism and turnover intention. Regression analysis was performed to look at the effects of variables on each other. As a result of this analysis; it has been seen that managerial power sources have a negative and significant effect on turnover intention and organizational cynicism. It was determined that organizational cynicism had a positive and significant effect on intention to leave. The Sobel test was applied to determine the mediating role of organizational cynicism perceptions of employees in the effect of applied managerial power sources on their intention to leave. According to the results of the analysis, it was determined that the mediating role of organizational cynicism was significant in the effect of managerial power sources on turnover intention.

Keywords: Managerial power sources, organizational cynicism, intention to leave

ÖZET

Bu arařtırmada; beř yıldızlı otel řıřletmecilięi y neticilerinin uyguladıęı y netsel g   kaynaklarının, řıřten ayrılma niyeti  zerine olan etkisinde  alıřanların  rg tsel sinizm algılarının aracılık rol  tespit edilmeye  alıřılmıřtır.  alıřmanın arařtırma evreni İstanbul ilinde bulunan beř yıldızlı otel řıřletmeleridir. Arařtırmanın  rnekleme, bu řıřletmelerde  alıřanlar arasından rastgele  rnekleme y ntemiyle belirlenen 272 otel  alıřanından oluřmakta olup arařtırmada anket y nteminden faydalanılmıřtır. Veriler y   y   ve online anket y ntemiyle toplanmıřtır. Arařtırma sonucunda elde edilen veriler SPSS isimli istatistik programı aracılıęıyla analiz edilmiřtir. Bu kapsamda deęiřkenler arasındaki iliřkileri tespit etmek i in korelasyon analizi yapılmıřtır. Analiz sonucunda; y netsel g   kaynaklarının,  rg tsel sinizm ve řıřten ayrılma niyeti ile arasında negatif y nl  ve anlamlı iliřki bulunmuřtur.  rg tsel sinizm ile řıřten ayrılma niyeti arasında ise pozitif y nl  ve anlamlı iliřki bulunmuřtur. Deęiřkenlerin birbirine etkisine bakmak i in ise regresyon analizi yapılmıřtır. Bu analiz sonucunda; y netsel g   kaynaklarının, řıřten ayrılma niyeti ve  rg tsel sinizm  zerinde negatif y nl  ve anlamlı etkisinin olduęu g r lm řtir.  rg tsel sinizmin řıřten ayrılma niyeti  zerinde ise pozitif y nl  ve anlamlı etkisinin olduęu saptanmıřtır. Uygulanan y netsel g   kaynaklarının řıřten ayrılma niyeti  zerine etkisinde  alıřanların  rg tsel sinizm algılarının aracılık rol n n tespiti i in ise Sobel testi uygulanmıřtır. Analiz sonucuna g re y netsel g   kaynaklarının řıřten ayrılma niyeti  zerine etkisinde  rg tsel sinizmin aracılık rol n n anlamlı olduęu tespit edilmiřtir.

Anahtar Kelimeler: řıřten ayrılma niyeti;  rg tsel sinizm; y netsel g   kaynakları.



In Loving Memory of My Dad Mehmet ALICI...

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1. INTRODUCTION

In the socio-economic conditions of today's world, where rapid changes are experienced in every field, it is possible to say that the human circulation between countries and cities is at the highest level in history due to various reasons. Thanks to the opportunities and conveniences brought by the technological developments in communication and transportation, together with the rising living standards in the recent past, traveling is no longer a luxury for many societies, and in some cases, it has even become a necessity. These trips may include business travel, tourist/cultural travel, faith travel, sports travel, health travel, leisure travel and educational travel (Uysal, Xiangping, & Sirakaya-Turk, 2008, p. 415). Depending on these travels, the accommodation sector had to develop and diversify in a way that could address the socio-economic expectations of different segments of the societies. In today's world, where globalization and intense competition increase under developing technological conditions, the demand for accommodation businesses is increasing and the number of hotel businesses is increasing accordingly, and they have more complex management and operation systems. The increasing number of businesses naturally requires the employment of more employees. At this point, human resources management and the feelings of employees towards the organization in which they are employed have become extremely important for these businesses because, especially for the service sector, the only resource that can provide competitive advantage to organizations is human resources. As the high level of interaction between the user and the service provider increases, so does the importance of the employee in the service sectors. Since many types of services rely on direct and personal interaction between customers and employees, this interaction significantly influences the customer's perceptual experience of service quality. When customers evaluate the standard of service they receive, they often evaluate the people who provide the service. Therefore, the success of the employees directly affects the success of the service and the organization (Özkanlısoy & Akkartal, 2020, p. 142).

Reasons such as the unfair attitudes of their managers and the negativities in the working environment or conditions can drag the employees into organizational cynicism, cause them to develop negative attitudes towards the organization they work for and reduce their desire to continue working in their current job. In such a case, employees may develop an intention to leave the job and this process may go up

to the decision to leave the job. At this point, the ways and methods that managers use in managing employees, their attitudes and behaviors towards employees, it would not be wrong to say that it is quite effective on the thoughts and perspectives of the employees about their organizations. The development of the intention to leave the job means the beginning of a material and morally corrosive process for both employees and companies because educating and accommodating employees is a difficult and costly endeavor for companies (Hom et al., 2012, p. 831). However, although the intention to leave the job indicates the beginning of a dangerous process, this process is also a preventable process with various precautions and practices.

Dismissal is a situation that brings financial and moral burden for accommodation businesses as well as for businesses in all sectors. Since the tourism sector, which provides high employment and has become an industry, is affected by this situation, which can be considered as the backbone of the sector, and this may cause results that may interrupt the productivity of the sector. However, as stated above, it is possible to eliminate these possibilities and overcome the destructive consequences that may occur thanks to some preventive measures and constructive solutions in the tourism sector (Dawson et al., 2011, p. 290 and 296).

The mediation role of the organizational cynicism perceptions of the employees in the effect of the managerial power sources applied in the said enterprises on the intention to leave was investigated by choosing the five-star hotel enterprises, which are thought to represent the tourism management universe best, as a cluster.

2. LITERATURE REVIEW

In this part of the research, some studies on managerial power sources, organizational cynicism perceptions of employees and intention to leave discussed in the literature are given in chronological order.

As a result of the qualitative study conducted by James et al. (2022), reviewing 13 empirical literature studies published online from different parts of the world, it has been determined that the reference power, reward power and expert power applied to the employees have a significant and positive effect on the job satisfaction of the employees.

By Mumu et al. (2021), conducted a bibliometric study focusing on measuring job satisfaction and turnover intention from the perspective of work-family conflict. In the research, 146 studies on the subject were examined and it was concluded that there has been an increase in the number of publications on work-family conflict recently. Based on the studies examined in the literature, it has been determined that there is a literature gap on wage satisfaction, occupational differences, burnout effects and organizational policies.

In the study of Gharib and Khairy (2019), a survey was conducted with 342 employees from 20 hotels in the Greater Cairo region of Egypt. As a result of the analysis made, it has been determined that there is a significant positive relationship between the fulfillment of the psychological contract and the organizational commitment of the employees, and there is a significant negative relationship between the fulfillment of the psychological contract and the organizational cynicism of the employees.

The relationship and effectiveness between the power sources used by coaches was examined by Rylander (2016). As a result of the research conducted with 820 participants, it was determined that there is a positive relationship between effectiveness and charismatic power source in adult athletes, and between effectiveness and reward power source in young athletes.

A research was conducted to determine leadership styles and power type preferences of leaders in a large-scale organization by Taucean et al. (2016). For the research, a higher education institution with 1352 employees was selected as a sample

and the analysis was conducted with 158 returning participants. As a result of the research, it has been determined that the leaders in the organization have a high level of reference and expertise power, a low level of reward and coercive power, and a medium level of legitimate power, and the identified leadership styles have been found to be consistent and appropriate for the type and size of the organization examined.

Yim and Moses (2016), examined the relationship between teachers' job factors, organizational cynicism and job satisfaction with 628 participants. As a result of the analysis made, it has been seen that teachers have moderate cynicism levels and job factors have a partial mediating role between job satisfaction and organizational cynicism. Moreover, it has been determined that there is an inverse relationship between job satisfaction and organizational cynicism.

The effect of managerial power on the emotional commitment of employees was investigated in a study using social exchange theory by Teimouri et al. (2015). For the research sample of the aforementioned study, 185 administrators affiliated to the social security institution in Fars province of Iran were interviewed. As a result of the research, a positive and significant relationship was determined between expert power, legitimate power, reference power, reward power and coercive power and emotional commitment, it was determined that reward power had the highest effect on the emotional commitment of employees and coercive power had the lowest effect. In addition, the findings revealed that within the framework of social change, employees' perceptions of the power of the manager will lead to positive results such as emotional commitment.

A research was conducted to examine the effect of the five dimensions of power (coercive, expert, legitimate, reference and reward) on the emotional commitment of employees in sports organizations using the theory of social change by Jalilvand and Vosta (2015). In the study, a sample of 318 employees from a number of sports organizations operating in Iran was selected and a questionnaire containing managerial power and emotional commitment criteria was applied. As a result of the research, the relationships between expert power, legitimate power, reward power, reference power and emotional commitment were positive and significant; coercive

power, on the other hand, was not associated with the emotional commitment of employees.

The effect of job insecurity on turnover intention among private bank employees in Syria and the mediating role of burnout in this relationship were examined by Ismail (2015). According to the research findings obtained from a sample of 172 employees, it was determined that job insecurity has a significant positive effect on both job burnout and intention to leave.

The effects of organizational cynicism on organizational commitment were investigated on 297 participants working in Teaching Hospitals in Egypt by Nafei and Kaifi (2013). As a result of the research, it was determined that there were differences in evaluative attitudes towards organizational commitment among employees. It has been determined that there is a statistically significant relationship between the cognitive, affective and behavioral dimensions of organizational cynicism and organizational commitment, based on the positive and negative thoughts of the employees towards the organization.

The effect of the quality of the work environment on the decision to leave the job was investigated by Markey et al. (2012). As a result of the research, it has been determined that most of the employees who are considering leaving their jobs do not see their workplace as a suitable place to work. It has been determined that a good quality of work environment reduces the stress level and decreases the intention to leave.

In a study by Rode et al. (2007), the effect of work and family conflict, that is the incompatibility of work life and non-work life, on the intention to leave was investigated. In the study, based on the results obtained from a sample of air force personnel in the USA, it was concluded that job satisfaction as well as satisfaction with non-work life were effective on intention to leave. Workplace programs designed to minimize this conflict and increase overall life satisfaction have been found to be beneficial in reducing turnover intention.

Mattila (2006), conducted a study in which the relationships between burnout, job satisfaction, intention to leave and organizational commitment in information technology employees were examined. There was a negative relationship between burnout and job satisfaction, a positive relationship between burnout and intention to

leave, a negative relationship between job satisfaction and intention to leave, and a positive relationship between job satisfaction and organizational commitment.

A study by Delken (2004), was conducted with 39 call center employees. The aim of this research is to determine the relationships between organizational cynicism and demographic characteristics. In this direction, demographic characteristics were determined as the mediating variable in the relationship between psychological contract violation and organizational cynicism. As a result of the research, it was determined that there was no effect of demographic variables between psychological contract and organizational cynicism. A significant relationship was found only between the marital status variable and organizational cynicism. According to this; organizational cynicism levels of single individuals showed a high value.

Variables to predict turnover intentions were investigated among 173 sales personnel in Australia by Firth et al. (2004). As a result of the study, it has been determined that the intention to leave the job is largely affected by job dissatisfaction, lack of commitment to the organization and job stress factors. However, it is explained what measures managers who are concerned about turnover intention take and possible effects of leaving can have some control over these variables.

Johnson and O'Leary-Kelly (2003) aimed to examine the relationship between psychological contract violation and factors such as organizational cynicism, job satisfaction, organizational commitment, emotional burnout, organizational citizenship, job laziness and task performance. The research was based on the data collected from 103 bank employees in a bank in Survey, the United States. According to the results of the research, cynicism has a mediating role in psychological contract breach, the effect of job-related attitudes on job satisfaction and organizational commitment. It has been determined that affective cynicism has a mediating role in the relationship between psychological contract violation and emotional burnout. In addition, it was concluded that there is a positive and moderate level relationship between psychological contract violation and the cognitive dimension of organizational cynicism, a negative and moderate level between job satisfaction and both cognitive and affective dimensions of organizational cynicism, and a negative and moderate level between organizational commitment and both cognitive and affective dimensions of organizational cynicism.

Andersson and Bateman (1997) conducted a study with 207 people in the Research Triangle area of North Carolina, investigated the reasons for the emergence of cynicism in organizations and its effects on the organization. According to the research results, it has been concluded that the reasons such as high salary of managers, insufficient performance in the organization and unannounced dismissals lead to organizational cynicism.

A research was conducted by Yukl and Falbe (1991) to obtain information about the types of power used to influence subordinates and peers. In the research, participants from three companies, a large pharmaceutical company, a large chemical manufacturing company, and a large financial services company, were surveyed, and these participants included 49 middle and lower level managers, 195 subordinates and 220 peers. As a result of the research, it has been determined that managers have more position power over their subordinates than their peers, and personal power is used more at the level of peers. However, it has been determined that personal power is more important than position power in terms of being a determinant of duty commitment and managerial effectiveness.

3. CONCEPTUAL FRAMEWORK

In this section, the theoretical framework on which the research is based is given. First, the sources of managerial power applied by the managers are discussed; in the second part, the organizational cynicism perceptions of the employees and the intention to leave the job in the last part

3.1. Managerial Power Sources

Managerial power, which has an important place in management sciences and is fed from various sources, has been systematically examined in this section. Here, firstly, the concept of power is defined, then the definition and importance of managerial power is mentioned, managerial power resources are classified, other related concepts are mentioned, and managerial power resources defined in the tourism sector, which is its own field of study, are examined. Finally, some previous studies on the subject are briefly mentioned in the literature.

3.1.1. Definition of power and managerial power

Power is an interdisciplinary concept studied in many different disciplines, and each discipline defines this concept according to its own perspective and dynamics. concept of power; it is a concept that has been studied and defined within the scope of many different fields such as international relations, political science, sociology, social psychology, organizational behavior and marketing (Frazier, 1979, p. 12). Russell (1946, p. 10), who is one of the most famous philosophers, scholars and social critics of our age and known for his interdisciplinary studies, states that the concept of power in social sciences is equivalent to the concept of energy in physics, and Stillman (2000, p. 103), on the other hand, stated that the more important the blood is for people to continue their lives, the more power is for managers. They emphasized that, power is always a part of social systems. Therefore, the concept of power is not a concept used for a single person. There are many definitions of power (Steers & Black, 1994, p. 522). In the literature on organizations. Various definitions of the concept of power are given below:

- According to Weber, the famous German sociologist, who was one of the first to define it , power is that an individual in any social relationship is in a

position where he can do whatever he wants despite any obstacle (Steers & Black, 1994, p. 522).

- Pfeffer puts it, power is the ability to change the course of behavior and events, to persuade people to do things they would not normally do against their will, or to prevent them from doing something that they would otherwise do (Pfeffer, 1992, p. 30).
- Kreitner believes that it is the ability of man to organize his knowledge and resources to accomplish something (Kreitner, 1987, p. 507).
- Power according to Rahim is defined as the ability of one party to change, direct or control the behavior, attitudes, ideas, goals, needs and values of another party (Rahim A. M., 1989, p. 545).
- For George and Jones, power is the ability of a person or group to cause another person or group to do something that they might not do otherwise, and is the primary means of directing and controlling the activities of members of the organization towards their goals (George & Jones, 1999, p. 212).
- Schermerhorn et al., power is defined as the ability to get someone to do something or make something happen the way you want it to be. So the essence of power is to exert control over the behavior of others (Schermerhorn et al., 1997, p. 291).

Although there are more than one definition of power related to organizations in the literature (Steers & Black, 1994, p. 522), power is summarized as; the ability of managers to be effective in organizational activities and decisions taken is expressed as the ability (Robbins & Coulter, 2009, p. 399), of a person to direct the behavior of others according to their own wishes (Robbins & Judge, 2011, p. 455).

Power is generally associated with the coercive and oppressive features of social life in the administrative context because power is a manager's means of controlling strata within an organization (Knights & Willmott, 1999, p. 31). Therefore, it is possible to say that managerial power is an important and necessary tool in organizational management.

Managers should use appropriate power sources according to the objectives of the organization, the characteristics of the human resource, the type and importance of the job (Abdala, 1987, pp. 722-725). Thus, by using the most suitable power source, it is

facilitated for the organization or organization to reach its goals in the most accurate and shortest way.

It is important to study power and its effects in order to understand the functioning of organizations. How the organization's subunits and employees are controlled relates to power, which means "the ability to get someone to do something" (Ivancevich & Matteson, 1999, p. 372).

3.1.2. Classifications of managerial power sources

In today's businesses where human resources are important, there are power sources that managers use to control and direct employees towards organizational goals. Each manager can use different types of power according to their personality structures to influence and direct their employees. However, not every manager has all the power sources. Some managers derive their power from their personal characteristics, while others derive their powers from their position. Likewise, in the literature, it is seen that different researchers make various classifications about power supplies.

French and Raven power supplies can be considered as legitimate power, reward power, coercive power, expert power and finally referent power (French & Raven, 1959, pp. 263-268). These types of power were examined by Rahim in two general groups as positional (legitimate power, reward power and coercive power) and personal power sources (referent power and expert power) (Rahim M. A., 1988, p. 497).

Weber power supplies are legal power, traditional power, and charismatic power. Weber defines legal force as certain areas of authority that the legitimate authority provides to the leader through rules and official functions (p.43), and defines traditional power as the leader's gaining power by emphasizing the sanctity of the rules and powers from the past to the present (p.55), and charismatic power defines a person as the powers that distinguish a person from ordinary people, with some privileges or qualities such as supernatural or superhuman (p.75) (Weber, 2005).

Etzioni gathered power sources in three dimensions : coercive power , utilitarian power (remunerative) and normative power . Coercive power refers to practices aimed at harming people financially, morally or even physically; practices

that will provide utilitarian power, material or moral satisfaction; normative power is based on manipulative , thought-provoking or persuasive practices (Etzioni, 1975, p. 5).

Robbins, on the other hand, divided power into two as power sources and power foundations. Since, according to Robbins, power holders derive their power from power sources. The fundamentals of power are divided into coercive power, rewarding power, persuasive power, and knowledge power. Power resources, on the other hand, are divided into four classes as position power, personal power, expert power and opportunity power (Robbins S. P., 1994, pp. 197-203).

Although there are more than one grouping for the classification of power supplies in the literature review, it is seen that the names and contents of the power supplies in the classifications are quite similar to each other.

3.1.3.The dimentions of managerial power sources

In the classification of administrative power supplies of the research, the classification of power supplies, which is the most accepted in the literature, developed by French and Raven in 1959 and thought to be more clearly separated than other classifications, was used. Power types in classification are the legitimate power, coercive power and reward power that arise depending on the position of the individual in the organization; it is classified as expert power and referent power that emerges depending on the characteristics of the individual (Rahim M. A., 1988, p. 497). In this context, detailed information about the five basic power sources determined by the researchers is mentioned.

3.1.3.1. *Legitimate power*

This type of power, also called position power, is the power that arises entirely from the position where the manager is independent of his personality (Buchanan & Huczynski, 1997, p. 689). Therefore, it can be expressed as the authority gained in a particular position and used by the person in that position.

French and Raven (1959) state that status power is closely related to rewarding power and coercive power because the fact that a person with legitimate power has this power due to the fact that his position gives him the authority to reward and punish his employees with the authority brought by official rights (French & Raven,

1959, p. 266). Therefore, it can be said that legitimate power, which has a hierarchical structure, is a type of power that the manager cannot obtain and use if he is not in his position.

Inside every employee, there is a feeling of obligation arising from the necessity of meeting the expectations of the manager or the functioning of the organization because the basis of status power is laws, regulations, legislation. However, it is possible for leaders to abuse their status power and to break the law by trying to gain personal benefit (Yukl A. G., 2012, p. 188).

3.1.3.2. Reward power

Reward power covers the powers and behaviors that managers use and have, by making promises in their favour, in motivating employees when it comes to any task that needs to be tackled. If the manager has the necessary resources to reward his subordinates, he can use it as a tool of power (Luthans, 1992, p. 428). Reward can be of many different types such as wage increase, bonus, promotion, leave, more responsibility (Lunenburg, 2012, p. 3). For some employees, even being appreciated by their manager is a great reward power (Raven, 2008, p. 3). It is understood from this that rewarding can be not only with material assets, but also with many spiritual elements that the person values, such as approval, gratitude, and setting an example.

When people know that they will benefit from something, they can more easily adapt to the directives and wishes of others (Kreitner, 2009, p. 400). Therefore, the goal of reward power is to find the reward source that the employee values (Luthans, 1992, p. 428). If the reward is something valued by the target person to be referred to, the fit is likely to occur and the desired outcome will be achieved (Green, 1999, p. 55). However, if what a manager offers as a reward is of no importance to the employee, the manager will not be able to influence the behavior of the employee. In addition, the cessation of rewarding, which is seen as a right by the employees, can be perceived as a punishment (French & Raven, 1959, p. 264). Therefore, managers should determine their reward power in the right way and method in line with the goals of the organization and in accordance with the goals of the employees .

3.1.3.3. Coercive power

The opposite of rewarding power, punishment power is a power based on fear, a power element capable of punishing those who do not follow the leader's directives or having undesirable consequences (Mullins, 1999, p. 257). As the power based on fear can cause resentment and conflict within the organization and this can cause negativities such as low motivation. Punishment power consists of many different practices such as reprimand, unwanted job assignments, closer inspection, unpaid suspension, and even dismissal, which is the ultimate punishment for the organization (Hellriegel et al., 1995, p. 499). Punishment power is an element of power that is used both physically and mentally (Buchanan & Huczynski, 1997, p. 687).

There is no need to be in a managerial position to have penal power. Fear of being rejected by a coworker who has no authority for non-compliance with something he wants also represents a power of punishment (Ivancevich & Matteson, 1999, p. 374). However, the power of punishment is not frequently used in organizations because criminal power weakens the sense of trust of the employees, reduces their commitment to the organization and causes many material and moral negativities in order to fill the gap created as a result of leaving the job (Buchanan & Huczynski, 1997, p. 687). This means that unrest and job dissatisfaction arise in an enterprise where there is criminal power.

3.1.3.4. Expert power

This power, is the ability of the manager to influence the behavior of employees due to his knowledge, skills, abilities and experiences (Hellriegel & Slocum, 2010, s. 292). The perception of the employees in the power of expertise, which is very effective in directing the attitudes and behaviors of the group members, is of great importance. Since expert power is related to the employee 's belief that his/her superior has sufficient professional experience, education, special expertise and access to knowledge (Rahim M. A., 1986, p. 486).

This type of power is the least disturbing power supply. Employees do not feel uncomfortable being influenced by people they see as experts in the job (Handy, 1976, p. 119). Because employees tend to think of the manager's expert power, which stems from his knowledge rather than the legitimate power, reward power, and

coercive power stemming from his position, as a highly respected personal power (Rudolph & Peluchette, 1993, p. 212). Expert power can have long-lasting effects on employees (Bruins, 1999, p. 9). As when employees believe in this power, their attitudes and behaviors towards their managers will be more positive and closer to obedience.

3.1.3.5. Referent power

While charisma includes the perception by others that a person is outstanding and can be trusted to lead a group or organization (Yukl & Falbe, 1991, p. 416), it also represents power that comes about due to personal characteristics (Robbins & Judge, 2011, p. 456). Weber, on the other hand, explained the concept of (Kantos-Ertan, 2011, p. 141) charisma broadly by saying that "it describes the personality traits that are very confident, gifted, dominate over others, and can shape their goals and ideals". Robert House, on the other hand, attributes charisma to three basic variables. These include having a high self-esteem, a high ability to influence, and the ability to strongly persuade that their own beliefs are morally correct (Shamir et al., 1993, p. 585).

Referent power type is directly related to the personality structure and behaviors of the manager and can be defined as the ability of the manager to influence the employees and to persuade them to achieve the goals of the organization with his speech, stance and behaviors. Managers with referent power impress their employees with their extraordinary performances in front of crowds, their unique characteristics and behaviors (Ray & Ray, 2011, p. 577). Charismatic managers are more likely to emerge during the transition periods and stressful situations of organizations (Edwards, 2012, p. 13). However, charismatic power holders can maintain their influence even when they leave their position (Hodge et al., 1996, p. 337).

Working with a charismatic leader and being empowered by him creates very important effects on employees because the employees trust and believe in the charismatic leader at a high level. Therefore, they internalize the vision of the managers and see the mission that this vision imposes on the organization as their own mission. This allows the manager to make the radical changes necessary to achieve the vision more easily. In addition, working with a charismatic leader can lead to a very high sense of competence and strength during the fulfillment of tasks in

the organization, as it increases the self-confidence of the followers. In this case, the audience takes more initiative and becomes more active.

3.1.4. Concepts related to the managerial power

Like many concepts, the concept of power gains meaning when it is in relation with various different concepts. This relationship can be in the form of some concepts being used interchangeably, being in a cause-effect relationship or being complementary to each other. It is thought that examining the relationship between these concepts and power will be beneficial in terms of making the ambiguity in the literature a little more transparent.

3.1.4.1. The connection between authority and power

The main function of authority, is to have power and to discipline people through this power, directing their behavior and enabling them to act according to a higher standard (Sennett, 2005, p. 25).

Although the concepts of authority and power are two concepts that are very similar to each other, authority is a source of power. Authority is an officially sanctioned privilege, whether the result is obtained or not. Power is the ability to get results by exerting influence on employees in different ways (Kreitner, 2009, p. 399).

3.1.4.2. The connection between influence and power

The word influence comes from the Latin word "fluere", that is, "to flow". Influencing people means, in a sense, that they flow with the influencer. It is also possible to specify influencing as a process that the superior person uses while using his power or authority (Cusins, 1997, p. 103).

Although power and influence are considered as two separate concepts, they are related to each other. Both concepts are necessary for understanding the impact of people in the organization on each other (Yukl G. , 2009, p. 219). While power is "the ability to get someone to do a job", influence is "the application of that skill". The effect occurs when force is applied; the individual cannot influence other individuals without his power (Ivancevich & Matteson, 1990, p. 346). For this reason, it can be said that there is a relationship between the concepts of power and influence that reinforces each other.

3.1.4.3. The connection between competence and power

Competence is a set of knowledge, skills and attitudes that affect a large part of a person's roles or responsibilities in his job. In addition, competency associated with job performance can be measured against predetermined standards and can be improved through training and development” (Barber & Tietje, 2004, p. 596). In short, competence indicates the degree to which an individual successfully performs task actions (Thomas & Velthouse, 1990, p. 672).

The concepts of competence and power are very close to each other because being able to do a job means being competent for that job. While the concept of competence refers to the ability to plan, organize, prioritize, control and use time, money and resources effectively to achieve goals in the short and long term (Roberts, 1997, p. 75) power is the ability to organize the knowledge and resource possessed in doing something (Kreitner, 1987, p. 507). In this context, since being competent in a job requires being an expert in that job, it can be thought that competence has a close connotation especially to the power of expertise.

3.1.4.4. The connection between leadership and power

Leader can be described as a heroic individual, usually charismatic who motivates followers with his position, intellectual background and persuasive abilities (Mirvis & Gunning , 2006, p. 70). At this point, it can be thought that the leader's ability to influence and direct his followers is closely related to the personal dimensions of power, especially expert power and charismatic power, in the context of managerial power.

As Gibson et al. (2012, p. 238) puts it, a leader plays a role in determining group success by exerting some influence on group members. A leader in a formal organization, on the other hand, can exercise power of position, such as reward and punishment power, while exercising legitimately sanctioned power. However, leadership is often an important factor in informal organizations, and a leader in such formations uses more personal powers as a person who meets the needs of group members, embodies the group's values, initiates and maintains group actions. According to Hitt et al. (2012, p. 210), it is nearly impossible to examine leadership as just social influence without taking into account the idea of power. Since power is

typically thought of as the capacity or ability to influence, the greater a person's power, the greater their potential to influence others.

As a result, the concepts of authority, influence, competence and leadership have direct or indirect relations with the concept of power.

3.1.5. Managerial power resources in the tourism sector

Managers in the tourism sector need to implement strategies that will harmonize the organization and its environment in order to keep the organization and its environment synchronized (Slattery & Olsen, 1984, p. 57). However, this process can create some pressure not only on managers but also on employees. In today's highly competitive environment where technological advances continue rapidly, the adaptation effort of tourism sector organizations to survive creates pressure on the employees of the sector to adapt to this environment. Therefore, the leadership skills of managers are extremely decisive and important at this point, in order not to decrease the performance of organizations and employees in the sector (Pittaway et al., 1998). Because various power sources used by managers to direct and motivate employees during these processes naturally have some positive or negative effects on employees

In the tourism sector, which stands out with its people-oriented feature, the source of managerial power used by managers towards employees is at least as important as other sectors. In accordance with the mission definitions that put customer satisfaction at the forefront of all kinds of organizations serving in the sector, the efficiency of the business should not decrease so that the satisfaction in question does not decrease, and for this, the motivation of the employees should not be broken. At this point, the research of Çavuş and Harbalıoğlu supports this opinion. According to the research, while the use of position-based power such as coercive power and punishment power of managers in the tourism sector reduces organizational citizenship on employees; the use of personal powers such as expert power, charismatic power, and the power of reward, which is a position-based power, increases organizational citizenship. Therefore, if managers use power sources that increase organizational citizenship, voluntary behavior of employees also increases, sense of responsibility develops, service begins above the standard and coordination among organizational members increases (Çavuş & Harbalıoğlu, 2016, p. 128).

3.2. Organizational Cynicism

In this section, the definition, importance, types, dimensions, theories, causes and results of the concept of organizational cynicism, which is one of the variables of the study, are included. Finally, organizational cynicism in the tourism sector, which is the research area of the study, was examined and some previous studies on the subject were mentioned in the literature.

3.2.1. Definition of cynicism and organizational cynicism

The historical origins of the concept of cynicism date back to ancient times. The first traces of cynicism as a way of life and a school of thought were found in Ancient Greece (Dean et al., 1998, p. 342). There are various discussions in the literature about where the word 'cynicism' derives from. In some studies, it is argued that it is derived from the Greek word 'kyon' meaning dog because, according to this idea, the views of cynical individuals are likened to the barking of a dog. In some studies, it is argued that the word cynicism derives from a town near Athens called 'Cynosarges', where the school of cynics was located (Brandes P. M., 1997, p. 7).

B.C. Antisthenes and Diogenes of Sinope, who represented the cynical school in the 500s, took Socrates as the first cynical example and was his student, were the biggest representatives of this movement (Mantere & Martinsuo, 2001, p. 4). With his radical speeches and extraordinary life, Diogenes clearly reveals the philosophy of ancient cynicism today. For example, one of the important statements of Diogenes in the literature that shows his cynical point of view is the answer " *I am looking for an honest person* " when asked why he was walking around with a lantern in the daytime. With this answer, Diogenes reveals the view of cynical people that people actually think that they are not honest. (Erdost et al., 2007, p. 514)

A person who believes that individuals only take care of their own interests and considers everyone to be self-interested is called "cynic", and the idea that tries to explain this is called "cynicism" (Erdost et al., 2007, p. 514). The concept of cynicism has undergone various changes in the historical process and has taken on different meanings in terms of content. While people with cynical attitudes in the past were known as ruthless critics, today they are thought of as inherently pessimistic and insecure characters (Mantere & Martinsuo, 2001, p. 5). Anderson and Bateman

argued the concept of cynicism; “It is the negative attitudes and behaviors that individuals show as a result of the loss of their belief and trust towards groups, ideas and individuals” (Andersson & Bateman, 1997, p. 450). They emphasized that cynicism is actually a feeling of disbelief and insecurity. Mirvis and Kanter (2007, p. 379), on the other hand, stated that selfishness and dishonesty are features at the center of human nature and stated that cynicism is an innate personality trait.

Therefore, the concept of cynicism briefly is skepticism, insecurity, disbelief, pessimism, negativity, skepticism (Eaton 2000 cited in Erdost, et al. 2007, p. 514) and negative emotion elements such as contempt, anger, anger, embarrassment, distress (Abraham, 2000, p. 269). However, in the modern interpretation, the individual is rather evaluated as having an attitude of "finding faults, picking up, and criticizing" (Eaton, 2000, p. 7).

In the Turkish dictionary of TDK, the concept of cynicism is defined as “the doctrine of Antisthenes, cynicism, which argues that people can achieve virtue and happiness on their own, without being attached to any value, by getting rid of all needs” (Turkish Language Institution). In the Oxford English Dictionary, this concept is explained as "the tendency to believe that people are motivated only for their own interests, skepticism" (Oxford English Dictionary).

Although cynicism is defined as both a character trait and an emotion, in recent studies, it is stated that the concept of cynicism should be interpreted as a reaction to the policies and practices of the organization rather than the general attitudes and personality traits of the employees of the organization (FitzGerald, 2002, p. 9). The definitions of the concept of organizational cynicism are given below:

- Organizational cynicism; negative thoughts and beliefs about the organization due to perceptions or experiences of dishonesty, dishonesty or dishonesty (Naus et al., 2007, p. 690).
- Organizational cynicism; the employee develops negative feelings towards the organization as a result of his belief that the organization lacks honesty and adopts a negative attitude by approaching the organization with a critical and humiliating point of view with these beliefs and feelings (Dean et al., 1998, p. 345).

- Organizational cynicism in general; individuals do not believe, either explicitly or implicitly, in organizational decisions or actions (Stanley et al., 2005, p. 436).
- Cynicism is the belief that the organizational changes that will take place in the future will not be successful and that the managers who will make this change are incompetent and lazy (Wanous et al., 2004, p. 1422).

As understood from the definitions, organizational cynicism is a phenomenon that occurs when employees believe that their organization lacks integrity. This belief that there is no more honesty may arise from the perception that basic expectations about morality and justice are violated. It is argued that organizational cynicism is conceptualized as a future-oriented quality and represents a learned thought that develops as a result of experiences (Johnson & O'Leary-Kelly, 2003, p. 629).

Guastello et al. (1991, p. 38) on the other hand, defines the concept of cynicism not only as an attitude developed by employees towards their organizations, but also as a perspective on life as a whole. Because cynicism is a very broad concept and is based on philosophical foundations, as can be understood from the origin of the word. Considering the historical development of the concept; it has also been the subject of study in different disciplines of social sciences such as political sciences, religion, sociology, psychology and management.

3.2.2. Types of organizational cynicism

Cynical beliefs, cynical attitudes, and cynical behaviors can be character-based or may be caused by different structures such as society, institution, organizational managers, organizational change efforts (Abraham, 2000, p. 270). Five important conceptualizations of cynicism have been made that have shaped the literature so far (Dean et al., 1998, p. 342). These are personality cynicism, social cynicism, professional cynicism, employee cynicism and organizational change cynicism. The types of cynicism are discussed in detail below.

3.2.2.1. Personality cynicism

Personality cynicism is one of the types of cynicism, and it is an innate type of cynicism that generally perceives human behavior negatively. According to personality cynicism, the individual despises people, looks down on them, treats them

disrespectfully, and forms weak bonds with other individuals (Abraham, 2000, pp. 270-271). As it is accepted that people with cynical personalities harbor distrust and hostility towards other people (Qian, 2007, p. 35).

Individuals with cynical personality traits have unrealistic expectations from other people and society, and experience disappointment because they do not get what they expect (Guastello et al., 1991, p. 38). Thus, they become more and more isolated from the society in which they live, and they move away from people and enter a state of isolation.

In addition, innate individual-based personality cynicism may interact with other types of cynicism because an individual with personality cynicism has a negative point of view towards life and this point of view causes him to be more sensitive to justice. An individual with personality cynicism may fall into employee cynicism by thinking of himself as someone who has suffered injustice even when there is no problem. Personality cynicism can lead not only to employee cynicism, but also to social/corporate cynicism when exposed to an experience of social acceptance or rejection. In addition to this, individuals with personality cynicism can also fall into organizational change cynicism by thinking that they are deprived of opportunities to benefit from their abilities, and by perceiving that the management is bad despite all their well-intentioned change efforts (Abraham, 2000, p. 284).

3.2.2.2. Vocational cynicism

In professional cynicism, features such as the characteristics of the job, work groups and managers, working conditions, performance evaluations, and payment practices create focus stimuli for employees. These factors are often the most likely to determine the employee's attitudes towards the profession and the work environment, enabling him to develop praise or criticism for the work (Mirvis & Kanter, 1991, p. 47).

Professional cynicism is a negative and distrustful attitude towards authority and organizations. In the occupational cynicism type of organizational cynicism, a particular attitude dominates that work is overwhelming, not rewarding, and not worth the effort. In addition, there is apathy towards the profession, indifference, callousness and sloppy behavior (Abraham, 2000, p. 273). An employee who falls into professional cynicism displays a negative attitude, firstly towards the employees

within the organization and then towards the public in general. In addition, cynicism can expand organizationally when employees attribute their own inadequacies to management, policies, practices, or lack of resources (Naus A. J., 2007, p. 13).

There are two main reasons for the formation of professional cynicism. The first of these is "person-role conflict" and the other is "role ambiguity and role conflict". Person-role conflict; it is the conflict between the personal values of the employee and the values of the organization. Person-role conflict arises when the person realizes that he/she begins to resent the hypocrisy that occurs between his/her own identity that needs to be suppressed and his/her artificial identity (Abraham, 2000, p. 273). When it comes to role ambiguity and role conflict; role ambiguity is that the employee does not know the job description when he/she does his/her job; role conflict, on the other hand, is when the role expectations of those in senior management and other interested parties on the employee do not always coincide (Andersson, 1996, p. 1413).

3.2.2.3. Employee cynicism

Employee cynicism is defined as an attitude characterized by anger, hopelessness and disappointment, as well as contempt and distrust, developed by employees towards work organizations, managers, a group or ideology (Andersson, 1996, p. 1397). In this type of cynicism the feeling of not being equal is particularly emphasized. This sense of inequality in a cynical employee may be caused by a violation of the psychological contract between the employee and the enterprise and the violation of the official contract with the employer (Rousseau, 1989 as cited in Andersson, 1996, p. 1403).

Employee cynicism is the negative attitudes of an employee as a result of his distrust and disappointment towards his colleagues, manager and the institution he works for (Cartwright & Holmes, 2006). Employee cynicism is a new paradigm of employee-employer relations that is formed as a result of work intensity, long working hours, new tasks in the organization, ineffective leadership and management, shrinking organizations, reducing management levels in organizations and eliminating the levels between those who decide and implement the work as much as possible (Cartwright & Holmes, 2006, p. 201).

3.2.2.4. Social / Institutional cynicism

Social cynicism is the attitude and attitudes that emerge when the thought that the social contract and social agreement rules between the society and the individual are not followed (Abraham, 2000, p. 271). It can be said that the violation of the mutual psychological contract between the individual and the society undermines the trust of the individuals (Abraham, 2000, p. 287). As a result of the loss of trust, the feeling of being wronged in the individual, the loss of trust in the organization and the belief that the system is corrupted. The psychological contract is the employee's belief in mutual obligations in the employee-employer relationship (Rousseau D. M., 1989, p. 123). In addition, an employee with a high level of social cynicism feels distrust not only towards other employees and the business, but also to the principles underlying the business's activities (Aqueveque & Encina, 2010, p. 314).

In some cases, social cynicism can further connect the employee to the organization. Individuals experiencing social cynicism have more realistic expectations about their situation in the workplace. However, the effect of social cynicism on the individual may not be very clear. For example, disappointments caused by the society lead the person to generalize, and as a result, the individual may think that he will experience disappointments in his work. However, even a small positive event in the organization can lead to an increase in the motivation of the employee and a more hopeful and positive attitude towards the organization (Abraham, 2000, p. 287). Therefore, social cynicism can affect the organizational commitment of the employee.

3.2.2.5. Cynicism of organizational change

Organizational change cynicism is defined as “the pessimistic view that develops towards change efforts because those responsible for implementing organizational changes are seen as unwilling and/or incompetent” (Wanous et al., 2000, p. 133). Sometimes, management explains to employees the proposed changes for organizational change and provides information about the possible negative consequences of these changes. However, if it turns out that the statements made by the management are not correct and it is seen that the promises made are not fulfilled, some employees may have a negative attitude towards the organization, the leaders who make the change and the efforts made for organizational change (Thompson et

al., 2000, p. 2). When efforts for change fail, employees feel emotionally deceived and disappointed (Abraham, 2000, p. 272). For this reason, organizational change cynicism is also defined as the pessimistic attitude and hopelessness of the employee towards organizational change efforts (Thompson et al., 2000, p. 2).

There are some reasons why organizational change cynicism is important for organizations. If individuals with cynical attitudes in their organizations refuse to support change, the cynicism of organizational change can arise on its own. The failure of cynical individuals to support change may result in limited success or complete failure. Failure, on the other hand, reinforces negative beliefs and inhibits the desire to try organizational change again (Reichers et al., 1997, p. 48). Since failure reinforces cynical beliefs, it becomes more difficult to overcome organizational change cynicism, and thus, the probability of success in change initiatives naturally decreases (Bommer et al., 2005, p. 737). In most of the applied change efforts, there must be employees who are constantly working in the organization in order to realize and maintain the change. The success of most innovations that can be realized depending on taking discretionary responsibility and following business continuity. In short, organizational change cynicism is a very important obstacle to realizing change (Reichers et al., 1997, p. 48).

3.2.3. Dimensions of organizational cynicism

The concept of organizational cynicism, which describes the negative attitudes and feelings developed by the person towards the institution, has three dimensions. These are the belief that the organization lacks honesty (cognitive cynicism), negative feelings towards the organization (affective cynicism), these beliefs and feelings and the tendency to be condescending and critical towards the organization (behavioral cynicism) (Dean et al., 1998, p. 342).

3.2.3.1. Cognitive cynicism

The cognitive dimension is the dimension that expresses the existence of the employees' thoughts about the lack of justice, honesty and sincerity regarding the organizations they are in (Dean et al., 1998, p. 348). According to cynical individuals, since there are no concepts such as honesty, justice and sincerity in the organizations they are in, there is a belief that they will be betrayed by the organization (Brandes P.

M., 1997, p. 67). On the other hand, cynical people think that unethical behaviors have become the norm because these principles are not taken into account in the organizations they are in, that the behaviors of others are inconsistent and that others cannot be trusted, and that only they should know the reasons for wanting something for themselves (O'Hair & Cody, 1987, p. 282).

3.2.3.2. Affective cynicism

The emotional dimension of organizational cynicism consists of intense emotions based on cynicism (Brandes & Das, 2006, p. 237). In addition to thoughts and beliefs, cynicism includes strong feelings such as disrespect, contempt, shame, anger, distress, hatred, self-conceit, disappointment and insecurity, as well as thoughts and beliefs (Dean et al., 1998, p. 346). Also, negative emotions of cynics that they experience are doubt, disappointment and the incompatibility of the organization's values with their own. Therefore, this situation emotionally distances them from the organization they work for. On the other hand, cynics may even be secretly pleased that the organization they work for does not achieve high moral values because this justifies their distrust of the organization (Abraham, 2000, p. 270). The reason for this is that individuals experiencing cynicism believe that they are more knowledgeable or that they have superior understanding of correct behaviors (Brandes & Das, 2006, p. 237).

3.2.3.3. Behavioral cynicism

In the behavioral dimension, which is the observable dimension of organizational cynicism, the person who passes through the cognitive and emotional dimension reflects his negative thoughts and feelings on his behavior. These behaviors are negative behaviors and they are generally humiliating ones (Dean et al., 1998, p. 348). One of the clearest signs of organizational cynicism is that employees who have a cynical attitude towards their employers denigrate their organizations (Wilkerson et al., 2008, p. 2273). In other words, it would not be wrong to make an inference that an employee who disparages his organization experiences organizational cynicism. In addition, the loss of trust in the integrity of the organization causes the employees not to act prosocially, not to volunteer to participate in some activities in the organization, not to defend the organization

against the outside and not to make an effort for the future of the organization (Abraham, 2000, p. 270).

Employees may sometimes exhibit behaviors such as complaining, mocking and criticizing the organization they work for. However, in organizations, cynical behavior can also be shown by non-verbal behavior. For example, behaviors such as employees looking at each other in a meaningful way, smiling in a sarcastic and condescending manner can be examples of non-verbal cynical behaviors (Brandes & Das, 2006, p. 240).

In summary, organizational cynicism is an attitude that includes cognitive, emotional and behavioral dimensions. Therefore, organizational cynicism should be considered as a multidimensional process. In this process, it can be said that employees first believe that their organization lacks integrity, then they feel it and finally they reflect it on their behavior.

3.2.4. Theoretical theories of organizational cynicism

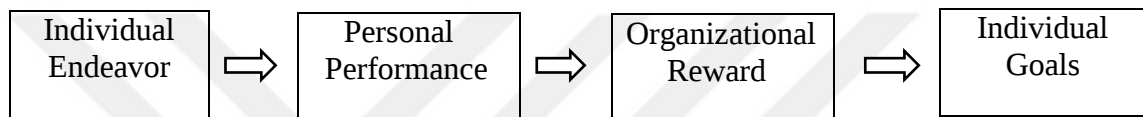
There are a number of theoretical foundations that form the theoretical basis of the concept of organizational cynicism. These theories are; expectation theory, attribution theory, attitude theory, social exchange theory, emotional events theory, and social motivation theory.

3.2.4.1. Expectation theory

The concept of expectation is defined as “an individual's initial belief in the probability of obtaining a particular outcome after exhibiting a particular behavior” (Vroom, 1964, p. 17). Employees use expectancy theory as a general framework for observing, interpreting or evaluating employee behavior (Ambrose & Kulik, 1999, p. 236). This theory also helps to explain the lack of motivation of employees (Robbins S. P., 1998, p. 187). There are four stages in the basis of prospect theory. In the first stage, the positive and negative results of the job will be given to the employee. Accordingly, if the results of the work are positive, the employee is provided with wages, friendships, trust, fringe benefits, the chance to use talent and a harmonious business relationships. In negative results fatigue, distress, frustration, feeling of anxiety, harsh control, danger, and dismissal can be observed. The second stage

focused on how interesting the employees find the positive and negative business results. Employees can evaluate work results as positive, negative or meaningless according to their personal characteristics, attitudes and needs. If the individual finds the results of the work interesting, he prefers to reach them, and if he perceives it negatively, he prefers not to reach them. In the third stage, the answer to the question “What kind of behavior should the employees exhibit in order to achieve the results of the work?” has been sought. In the fourth stage, it is estimated how successful the employee can be at work, taking into account his personal abilities (Robbins S. P., 2000, p. 54). In this context, the model of expectancy theory is as follows:

Figure 1. Prospect Theory Model



Note: Robbins, S. P. (2000). *Essentials of organizational behavior* (8th ed.). New Jersey: Prentice Hall. (p.54).

3.2.4.2. Attribution theory

Attribution theory focuses on the factors that cause individuals' behaviors in daily life and is defined as a theory that aims to investigate causal perception (Bar-Tal , 1978, p. 259). Also, this theory systematically evaluates the cause of behavior in order to make generalizations about how various outcomes are achieved (Heider, 1958, p. 138).

According to Weiner, who explains the relationship between attribution theory and organizational cynicism, people make causal attributions to the causes of the event after a negative event. These attributions result in expectations that lead to emotions such as anger, sympathy, responsibility decisions and hope. Comments that lead to the perception that the organization is responsible for a negative event result in individuals blaming the organization (Eaton, 2000, pp. 18-19). Negative thoughts against the organization and individuals blaming the organization lead to the formation of organizational cynicism.

3.2.4.3. Attitude theory

According to Ajzen (2011, p. 28), the concept of attitude is a short evaluation of the psychological object as good-bad, useful-harmful, pleasant-unpleasant, cute-

unpleasant While explaining the theory of attitude, the characteristics of organizational cynicism and attitudes are mentioned. Behaviors play an explanatory role in understanding organizational cynicism by creating a semantic scope. When attitudes are observed at the level of dimensions of organizational cynicism, the belief that the institution is far from honesty emerges at the cognitive stage; reactions such as anger, discomfort, anxiety, irritability and tension occur at the affective stage; it is understood that the complaints, criticisms and condescending attitudes of the employees emerge at the behavioral stage (Dimitrov et al., 2018, p. 34).

3.2.4.4. Social exchange theory

Social exchange theory is a theory that “assumes that self-interested individuals interact with other self-centered individuals to achieve individual goals that they cannot achieve on their own” (Lawler & Thye, 1999, p. 217). Blau, (1964, p. 93) on the other hand, defines the social change theory as the motivation of employees depending on the positive results, they think they will achieve through voluntary behaviors. According to this theory, one party does the other a favor in exchange for a forward guarantee. For example, employees try to fulfill a number of duties in order to benefit from the rights offered to them in the organization they are in. In the social exchange theorem, which is based on reciprocity, it is assumed that the employee who receives a positive response from the other party will give a positive response in response (Coyle-Shapiro & Conway, 2005, p. 774).

Social exchange theory provides both economic and social consequences as a social behavior. For example, as much as money is economically valuable for individuals; they prefer the theory of social exchange because it provides social values such as personal benefit by being satisfied with a set of moral values (Lambe et al., 2001, p. 6). While everything given to the other party during the exchange is a cost for the individual, everything he receives is a reward and the aim is to increase the amount of the reward against the cost (Homans, 1958, p. 606).

Johnson and O'Leary-Kelly, on the other hand, stated that the concept of organizational cynicism is explained by the theory of social change on a theoretical basis. According to this idea, organizational cynicism is explained as a reaction of the employee to the violation of social change in the context of his employment in his organization. According to this study, cynicism in organizations arises from the

failure to fulfill a certain promise or oath given to the employee and generalized expectations (Johnson & O'Leary-Kelly, 2003, p. 627).

3.2.4.5. Emotional events theory

Another theoretical approach to how cynicism begins and develops in organizations is the theory of emotional events. This theory suggests that events at work have an impact on work attitudes, particularly emotional states such as frustration (Brown & Cregan, 2008, p. 669). According to Weiss and Cranpanzano, emotional experiences that employees have or are affected by in the past or outside the organization affect their current organizational behavior (Weiss & Cropanzano, 1996, pp. 45-46).

The emotional displays of employees while performing their duties reveal the negative emotions of organizational cynicism. While positive and natural emotion displays lead them to positive attitudes and behaviors related to their organizations, negative emotion displays can cause them to exhibit negative attitudes and behaviors for their organizations (Fisher & Ashkanasy, 2000, pp. 123-129).

3.2.4.6. Social motivation theory

Social motivation theory was developed by Weiner in 1985. According to this theory, the causes of the outcome of an event are first investigated; then the event is evaluated in some causal dimensions. As a result of these evaluations, responsibility decisions are made for the event in question and expectations are developed for similar events in the future. Responsibility, decision, and expectations cause certain emotions (such as anger and sympathy) that will affect future behavior. Causal interpretations are made to predict how future events can be predicted and how to act during events (Eaton, 2000, pp. 12-13). In addition, on the basis of Weiner's social motivation theory, there are three main factors: location, controllability and stability. While the position is the state of perceiving whether the causes of events are caused by internal or external factors, controllability is the state of perceiving whether an event is under a person's will and control. Stability, on the other hand, means the possibility that the event may occur again in the future (Eaton, 2000, pp. 13-14).

3.2.5 Reasons of organizational cynicism

The factors that cause organizational cynicism arise from the individual characteristics of the employee and/or the institution he/she works for. Therefore, the causes of organizational cynicism are grouped into two categories as personal reasons and organizational reasons.

3.2.5.1. Personal reasons

In research on the causes of organizational cynicism variables such as age, gender, educational status, marital status, income level and length of service are stated as personal characteristics that affect organizational cynicism attitudes.

Age:

The age period of individuals is highly effective on their attitudes towards their work and their expectations from the job. An individual, who has just started his working life, suffers from the trouble of looking for a job and getting a job for the first time, and desires to find a suitable job in line with the education he has received and the personal characteristics he has. However, many individuals at the beginning of their working life often have to start a job that is not suitable for them, as opposed to a job that they desire (Çakır, 2001, p. 107). Regarding age affecting organizational cynicism, Mirvis and Kanter found a negative relationship between organizational cynicism and age in their study, and stated that the level of organizational cynicism decreases as age increases (Mirvis & Kanter, 1991, p. 55). Because it can be thought that when younger employees are not satisfied with their jobs and cannot reach satisfaction due to the reasons stated above, they exhibit negative behaviors towards the organization they are in and cause cynicism. On the other hand, there are also studies stating that the relationship between organizational cynicism and age is not significant (Andersson & Bateman, 1997, p. 467) (James M. S., 2005, p. 97) (Bernerth et al., 2007, p. 317).

Gender:

Due to various differences in gender-role socialization, male and female employees evaluate working conditions differently in their working life and have different expectations from working life. While women's perspectives on working life

and work are mostly interpersonal relations oriented, men's perspective is generally success oriented (Lambert S. J., 1991, p. 342).

When the studies in the literature were examined, different results were found regarding the relationship between the gender factor and the organizational cynicism attitude of the employee. For example, in the study of Bernerth et al., no relationship was found between the gender factor and organizational cynicism (Bernerth, Armenakis et al., 2007, p. 117), while in some studies a significant relationship was found between the variables. (Mirvis & Kanter, 1991, p. 56) (Chiaburu et al., 2013, p. 182).

Marital status:

Another personal reason associated with organizational cynicism is the marital status of the employee. It is thought that whether the employees are single or married may affect organizational cynicism. Delken (2004, p. 51) found that single workers have higher levels of cynicism than married workers. Because, considering that the responsibilities of a divorced or never married employee are less than those of married employees, it is likely that these employees will react without hesitation in a possible negative situation within the organization.

Level of education:

The education level factor is one of the important variables that affect the perspective of working life and expectations from working life. As the level of education increases, the meaning and expectations attributed to working life and work become more diverse (Çakır, 2001, p. 111). This means that employees with a low level of education can accept low income and lower their expectations from work, and therefore their organizational cynicism levels are accordingly low. As a matter of fact, in the study of Lobnikar and Pagon (2004, s. 7), the finding that the organizational cynicism levels of the employees with a low level of education are also low, that is, the positive relationship between the variables supports this idea.

Income rate:

In the studies in the literature, different results have been reached regarding the relationship between the income level variable and the level of organizational

ownership, as well as the variables of age, gender and educational status. Researcher Delken (2004, p. 22) has classified the income of the employees according to the type of work in three levels as piecework, hourly and fixed salary type and stated that the employees working with fixed salary are more sensitive to organizational cynicism. In other studies, significant relations were found between the income levels of the employees and organizational cynicism, and it was determined that the employees with low income had higher organizational cynicism attitudes (Fero, 2005, p. 34) (Mirvis & Kanter, 1991, p. 56).

Service Time:

Another personal characteristic that affects organizational cynicism is the length of service. The length of service factor is related to how long the employee has worked in the organization. In the researches on the relationship between organizational cynicism and the variable of service time, it has been determined that there is a positive significant relationship between the variables, albeit at a low level, (James M. S., 2005, p. 62) and that employees with less professional experience have a lower level of organizational cynicism than their colleagues with a long professional experience in the same position (Lobnika & Pago, 2004, p.7) has been acquired. In addition, in some studies, it was determined that the relationship between the two variables was not significant (Bernerth et al., 2007, p. 317) (Bommer et al., 2005, p. 743).

3.2.5.2. Organizational reasons

In researches related to organizational reasons, factors such as psychological contract violation, organizational policy and organizational justice are stated as organizational characteristics that affect organizational cynicism attitudes.

Psychological Contract Violation:

Argyris (1960), who first used the concept of psychological contract, defined the concept as "an implicit and unwritten agreement between two parties to respect each other's norms" (Smithson & Lewis, 2004, p. 70). Similarly, it has been defined as "anticipation of mutual obligations created by exchange relations between the employee and the organization" (Morrison & Robinson, 1997, p. 228).

The characteristics of the psychological contract are as follows:

- a) There is an individual belief in the mutual obligations between the employer and the employee.
- b) In return for the commitment of one party, the other party makes an effort.
- c) Liabilities and costs are evaluated individually or subjectively.
- d) Both parties expect good faith, fair dealing and trust (Rousseau, 1989, p. 128).

While psychological contract violation is a concept associated with organizational cynicism, it is a determinant of organizational cynicism and an emotional response to organizational cynicism behavior (Johnson & O'Leary-Kelly, 2003, p. 639). While psychological contract violation, which occurs due to reasons such as job insecurity, poor communication, managerial inadequacy, role ambiguity, role conflict, and excessive workload, includes failure to fulfill promises, organizational cynicism involves unmet expectations (Andersson, 1996, p. 1404). While the perception that promises are not kept causes cognitive cynicism, the thought that the psychological contract is violated leads to emotional cynicism (Johnson & O'Leary-Kelly, 2003, p. 633).

Organizational Policy:

The subjective evaluation of the political behaviors of the manager and colleagues in the work environment and the organizational practices that encourage these political behaviors by the employee is expressed as the perception of organizational policy (Harrell-Cook et al., 1999, p. 1095).

Organizational policy perceptions are also considered as a negative element, similar to organizational cynicism. Both concepts in question are structurally based on the idea that each individual provides services for their own interests and that there is a general lack of honesty. However, there are differences as well as similarities between organizational politics and organizational cynicism. Since, while political perceptions are stated as subjective feelings about the individual's political behaviors, cynicism has been defined as a particular attitude towards work (James M. S., 2005, pp. 10-11). In addition, cynicism emerges when employees begin to perceive the institutions they are in as political. The negative evaluation of the political environment in an organization by the employees leads to the formation of cynical attitudes towards the organization (Davis & Gardner, 2004, p. 461).

Organizational Justice:

Organizational justice is about what factors determine whether employees are treated fairly in the workplace and how these factors affect other variables in the workplace (Moorman, 1991, p. 845). If employees perceive that there is prejudice and injustice in organizational decisions and managerial activities, they may feel negative emotions such as resentment and even anger (James M. S., 2005, p. 37). In this context, it is thought that organizational cynicism will emerge in businesses where there are employees who think that there is no organizational justice. In the literature, three different types of justice have been defined, namely distributive justice, procedural justice, and interactional justice. While distributive justice is associated with the perceived justice of the gains, procedural justice is the justice of the processes (operations) used in determining the gains. Interactional justice, on the other hand, is the perceived justice of the quality of interpersonal behavior that individuals face during the implementation of organizational processes (Jawahar, 2002, p. 813).

In research on the relationship between organizational justice and organizational cynicism, it has been determined that as the perception of justice towards the organization of the employees decreases, the attitudes of organizational cynicism increase more (Bernierth et al., 2007, p. 317), (Bommer et al., 2005, p. 746), (Chrobot-Mason, 2003, p. 34), (James M. S., 2005, p. 97), (Wilkerson J. M., 2001, p. 126).

3.2.6. Consequences of organizational cynicism

Organizational cynicism has consequences such as decrease in job satisfaction, decrease in organizational commitment, decrease in organizational trust, decrease in organizational citizenship, emergence of burnout and increase in alienation from the organization.

3.2.6.1. Decreased job satisfaction

Job satisfaction is defined as the positive emotional expression that employees develop as a result of their job experience (Freeman, 1978, p. 139). In other words, the concept of job satisfaction is defined as the evaluation of the individuals in the

organization about the work they perform in the organization and the feeling of satisfaction that arises as a result (Saari & Judge, 2004, p. 396).

Although the concepts of job satisfaction and organizational cynicism are different concepts, both contain feelings and thoughts about the workplace and it is very important to know the similarities and differences between them (James M. S., 2005, p. 9). The most obvious difference between organizational cynicism and job satisfaction is their goals. Organizational cynicism targets the organization, while job satisfaction is a feeling about the job itself (Eaton, 2000, p. 27).

Various studies examining the relationship between job satisfaction and organizational cynicism have concluded that there is a significant relationship between these two concepts. In this relationship, the high level of organizational cynicism of the employee causes a decrease in the level of job satisfaction. That is, as organizational cynicism increases, job satisfaction decreases (Abraham, 2000, p. 282) (Johnson & O'Leary-Kelly, 2003, p. 638) (Reichers, Wanous, & Austin, 1997, p. 52).

3.2.6.2. Decreased organizational commitment

Organizational commitment, which is one of the attitudes of the employees towards work, is defined as "the high level of belief and acceptance of the goals and values of the organization by the employees, their willingness to exert great effort for the goals of the organization, and a strong desire to stay in the organization and to maintain the membership of the organization" (Mowday et al., 1979, p. 225). As can be understood from the definition, organizational commitment has a positive effect on organizations. Contrary to commitment, cynicism behaviors have negative effects on the organization. In addition, cynicism reduces the perception of talent that has an effect on organizational commitment and causes employees to feel distrust towards the organizations they are affiliated with (Abraham, 2000, p. 276). In the studies, it has been determined that as the level of cynicism increases in the employees, there is a decrease in their commitment to the organization (Abraham, 2000, pp. 281-282), (Johnson & O'Leary-Kelly, 2003, p. 638), (Eaton, 2000, p. 12), (Chrobot-Mason, 2003, p. 34).

3.2.6.3. Decreased organizational trust

When it is associated with the affective and behavioral dimensions of organizational cynicism, it is striking that trust is a fundamental element in organizations (Brandes P. M., 1997, p. 35). Confidence is a psychological state that contains uncertainty and risk and is formed by the effect of positive expectations (Albrecht , 2002, p. 321).

Cynicism and trust are closely related conceptually and empirically. People who are cynical about a situation are unlikely to have confidence in that situation. Likewise, it is not possible for a person who trusts a situation to be cynical towards that situation. Therefore, the presence or absence of trust is a possible indicator for the presence or absence of cynicism (Stanley et al., 2005, p. 453).

When the literature is examined, it has been observed that there are some differences between organizational cynicism and trust. These differences are noted below:

- While the concept of cynicism focuses more on the relationship of the individual with the organization, the concept of trust focuses on the individual and certain individuals, other groups and other organizations outside the individual's own organization.
- The feeling of trust facilitates the cooperation between two or more communities (groups) in the organization. Cynicism, on the other hand, does not make any assumptions that the individual or the goals of the individual in the organization are impartial and unbiased.
- In the sense of trust, a state of vulnerability to another party occurs with the expectation of an action that will benefit the individual's own benefit. The attitude of cynicism, on the other hand, shows a person's behavioral response to the organization in both defense and vulnerability situations.
- While there is a belief (cognitive) expectation in the sense of trust, in the attitude of cynicism, there are emotional and behavioral elements as well as the concept of belief (Brandes P. M., 1997, p. 34).

When the studies on organizational cynicism and organizational trust are examined, it is seen that the level of organizational trust decreases depending on the increase in the level of organizational cynicism (Thompson et al., 2000, p. 4) (Chrobot-Mason, 2003, p. 34) (Kannan-Narasimhan & Lawrence, 2012, p. 168). In addition, it has been determined that organizational cynicism causes a decrease in the sense of justice and trust, and accordingly, an increase in negative attitudes towards the organization (Bommer et al., 2005, p. 736).

3.2.6.4. Decreased organizational citizenship

It is emphasized as voluntary-based behaviors that the individual fulfills with his/her own wishes and desires, contributes to the effective functioning of the organization, and there is no sanction if not fulfilled (Podsakoff et al., 2000, p. 513). In short, organizational citizenship behaviors are individual behaviors that provide psychological and social contributions to the work environment apart from the technical efforts related to the work (Blakely et al., 2005, p. 259).

When the concepts of organizational citizenship and organizational cynicism are compared, a negative relationship between these concepts is explained and low organizational citizenship behaviors are observed in employees with a high level of organizational cynicism (Andersson & Bateman, 1997, p. 463) (Dyne et al., 1994, p. 773). In a similar study, James examined the relationship between organizational cynicism and both personal citizenship and organizational citizenship. As a result, it has been determined that there is a significant and negative relationship between organizational cynicism and personal citizenship behavior, but there is no significant relationship between organizational cynicism and organizational citizenship behavior (James M. S., 2005, p. 63).

3.2.6.5. Increasing burnout

Introduced into the literature by Freudenberger's (1974, p. 159) definition of "the state of exhaustion that occurs as a result of not meeting the demands of a person on work resources or failure, weariness, loss of energy and power". Today, with the most widely accepted definition, burnout is expressed as "a symptom of a psychological illness that occurs as a result of a certain process as a reaction to stress-increasing factors in the workplace" (Maslach, 2003, p. 190). It is stated that burnout is more common in people who have to work face-to-face with people due to their job

and have intense relationships with them, emotional exhaustion, depersonalization and lack of personal achievement are emphasized (Maslach & Jackson, 1981, p. 99).

When the literature is examined, it has been observed that there are some differences and similarities between organizational cynicism and burnout. Even though burnout covers the dimension of "depersonalization" like cynicism, it is a negative attitude of the employee towards both the organization and the customer. Organizational cynicism, on the other hand, is a negative attitude that the employee develops only towards his or her organization. In addition, both concepts contain negative emotions such as disappointment and frustration. However, while the target of negative emotions in burnout may be the job itself, co-workers, and even the employee's own self, in organizational cynicism the target is only the organization, even managers or top managers (Brandes & Das, 2006, p. 244). While individuals experiencing a sense of burnout tend to move away from the organization, cynical individuals in the organization display a more defensive attitude. While the feeling of burnout is a harmful mood for individuals, cynicism can also have positive effects on individuals (Brandes & Das, 2006, p. 245).

3.2.6.6. Estrangement

Work alienation is when people do not perceive themselves as part of the social work environment. Just like in organizational cynicism, alienation includes similar emotions such as frustration, tension and anxiety. However, while organizational cynicism is a feeling towards the organization, alienation is a reaction of the individual to his/her job (Dean et al., 1998, p. 350). While investigating the relationship between alienation and organizational cynicism, Abraham (2000, p. 282) found that there was an increase in the level of work alienation as the level of organizational cynicism increased, and found a positive and significant relationship between organizational cynicism, professional cynicism, personality cynicism, and organizational change cynicism and alienation. In addition, in the study of Yawer et al. (2019, p. 99), it was determined that organizational cynicism did not have a mediating effect on work alienation.

3.2.7. Organizational cynicism in the tourism sector

The tourism sector is predominantly a labor-intensive sector and is often characterized as heterogeneous due to the fact that the customer is directly involved in the production and service process (Pittaway et al., 1998, p. 411). Because of this situation, the performance, morale and motivation of the employees of the sector who have one-to-one relations with the customers, directly affect the operational efficiency and customer satisfaction, and significantly affect the service quality of the enterprises. At this point, it may be necessary to implement some practices that will increase employee satisfaction, job satisfaction and organizational commitment in order to prevent organizational cynicism that may occur in employees.

According to Hartline and Ferrell (1996, pp. 62-63) the attitudinal and behavioral reactions of the employees who are in contact with the customers are the most important determinants of the service quality perceptions of the customers, managers should implement activities aimed at increasing job satisfaction of employees who are in contact with customers. According to Romero et al. (Romero et al., 2018, p. 182) more productivity and greater job satisfaction in the sector can be achieved through measures such as stability in employment contracts, homogeneity in working hours and duties, and hygiene and safety measures. According to Kovach (1987, pp. 64-65) managers should be aware of employees' desire to be appreciated and communicate better with employees. Better results can be achieved for both employees and businesses, especially if they periodically conduct surveys to learn about the demands of employees and take their results seriously. Therefore, it is possible to say that activities aimed at increasing the motivation and job satisfaction of sector employees will be significantly beneficial in reducing organizational cynicism.

3.3.Intention to Quit

This section includes the literature research on the concept of Intention to Leave, which is one of the research variables of the study. In this section, definitions and explanations about the concept in question, influencing factors, results and other related concepts are included in order to support the intellectual infrastructure of the study.

3.3.1. Concept and definition of intention to quit

Dismissal is defined as an individual's tendency to leave a social system on his own initiative (Gaertner, 1999, p. 479). Intention to leave is defined as an action taken by employees when they are not satisfied with their current employment conditions (Rusbult et al., 1988, p. 616). As training company employees is a very difficult and costly endeavor for companies. Making each employee a qualified employee who can create value for the company, accustoming them to the company environment, and adapting them to company rules is the result of a long process. All these efforts, besides being costly and time-consuming, require motivation and concentration. Therefore, leaving the job is an important cost factor for companies, but it is also a situation with moral weariness. For this reason, it is important for managers to find the reasons for employees to leave their jobs and to implement strategies that will benefit the enterprises (Meier & Hicklin, 2007, p. 574). Therefore, investigating the factors affecting the formation of turnover intention has become a research topic that companies focus on in order to protect their corporate integrity and to protect themselves from corrosive effects.

3.3.2. Process of intention to quit

In many cases, it is easier to express intention to leave than actually quit. For this reason, expressed intention to leave may in some cases provide predetermination or anticipation of leaving the job. Leaving the job is an important decision that may include psychological costs due to risks such as uncertainty about alternative opportunities, financial costs due to reasons such as undeserved pensions, transaction costs due to moving, loss of business relationships (Allen et al., 2005, p. 980). Tett and Meyer (Tett & Meyer, 1993, p. 259) state that intention to leave is the main indicator of turnover. In other words, the emergence of an employee's intention to leave can be considered as the beginning of the turnover process. The biggest determining factor in the emergence of intention to leave is job satisfaction because turnover intention is a reaction developed by employees when they are dissatisfied with their current job conditions for any reason (Rusbult et al., 1988, p. 599). According to Luthans (2011, pp. 142-143) there are five main job dimensions that affect job satisfaction which are the job itself, pay, opportunity for promotion, management and co-workers, and working conditions. When employees realize that

these dimensions do not fit their personal expectations, they develop their intention to leave the job if solutions cannot be produced to eliminate these inconsistencies. Intention to leave at the end of this process may end in staying or leaving the job, or may initiate a more attractive job-seeking behavior (Singh & Sharma, 2015, p. 2502).

3.3.3. Concepts related to intention to quit

In addition to the factors that affect the intention to leave, there are also concepts that are somehow related, although they do not directly affect the intention to leave. It has been determined that the intention to leave is largely affected by job dissatisfaction, lack of commitment to the organization and job stress factors (Firth et al., 2004, p. 181)

3.3.3.1. Job dissatisfaction

Job dissatisfaction or dissatisfaction, which is seen as a result of various reasons, is undoubtedly one of the most important organizational situations that cause quitting behavior and as an antecedent of it, the intention to quit. At the same time, job dissatisfaction is a concept that directly determines the intention to leave. Hom et al. (1984, p. 142) state that this situation can initiate a process that starts with the thought of quitting the job and goes up to quitting the job. If the employee who is not satisfied with the job at the beginning of this process believes that an acceptable alternative can be found, he decides to look for another job and evaluates new employment alternatives and compares them to the current job. If he finds the new job more advantageous as a result of the comparison, he decides to resign and leaves the job. Therefore, as the job satisfaction level of the employee increases, the intention to leave decreases, and if the job satisfaction decreases, the intention to leave increases. In other words, there is an inverse relationship between job satisfaction and intention to leave (Griffeth & Hom, 1988, p. 107). Price and Mueller (Price & Mueller, 1981, p. 547) cite factors such as pay, participation, routinization, centralization, integration, fair distribution, and promotion opportunities as determinants of job satisfaction. At this point, businesses should identify and optimize the negative and positive links between these factors and job satisfaction.

3.3.3.2. Organizational commitment

Organizational commitment is one of the factors that have a serious effect on the intention to leave the job in terms of achieving the harmony between the goals of the organization and the employee (Camp, 1994, p. 280). Organizational commitment is a concept that reduces the possibility of leaving the organization voluntarily by establishing a psychological bond with the organization and integrating with it (Allen & Meyer, 1996, p. 252). In other words, as the organizational commitment of the employees increases, there is a decrease in the intention to leave (Meyer & Allen, 1991, p. 73). This explains the inverse relationship between organizational commitment and turnover intention. Organizational commitment is an important factor in targeting success in the business. For this reason, employees with low organizational commitment who cannot internalize the mission of the organization tend to leave the organization they are in if an attractive job offer comes from another business. As a result of the increase in the workforce turnover rate, this causes an increase in the extra material and moral costs of the enterprises such as the training of the new personnel and the effort to retain them (Oberholster & Taylor, 1999, p. 58). Therefore, businesses want to keep employees connected to the business. So as to achieve this, businesses need to expand the material and moral opportunities that increase organizational commitment (Ellidört, 2020, pp. 19-20).

3.3.3.3. Work stress

Work stress is the negative organizational processes and situations that occur outside of the employee's will and control, which may lead to psychological and physiological health problems and organizational problems such as dissatisfaction, alienation, low productivity, absenteeism and leaving the job (Parker & DeCotiis, 1983, p. 164). An employee who is exposed to job stress may develop an intention to quit and quit the job as a kind of attempt to cope with this stress (Beehr & Newman, 1978, p. 690). However, occasional, moderate and controllable stress can be beneficial for employees and the organization. While this level of stress can be beneficial in terms of job performance, motivation and success, but if stress lasts for a long time, becomes chronic, occurs at the wrong time and cannot be controlled harms the employees and the institution (op. cit., p. 692). Therefore, stress management is a phenomenon of great importance for businesses. At this point, it is possible to

minimize the negative effects of stress on employees and the organization by reducing and controlling work stress with fair, participatory and transparent management plans.

In summary, the level of job stress has a tendency in direct proportion to the intention to leave. In other words, as the job stress increases, the employee's intention to leave increases, and as the job stress decreases, the intention to leave decreases (Adebayo & Ogunsina, 2011, s. 14) (Fong & Mahfar, 2013, p. 37).

3.3.4. Factors affecting intention to quit

Intention to leave the job, as stated above, is primarily a situation related to job satisfaction. In other words, as the degree of job satisfaction of the employees decreases for any reason, the intention to leave increases as well. However, the emergence of this intention arises directly from the employee himself, from the organizational structure of the work or from environmental effects (Pettman, 1973, p. 43). Therefore, it is possible to examine the factors affecting the turnover intention in three main perspectives as individual, organizational and environmental factors (Table 1) (Cotton & Tuttle, 1986, p. 56).

Table 1.

Factors Affecting Intention to Quit

Environmental Factors	Organizational Factors	Individual Factors
-Employment perceptions -Unemployment rate -Accession rate -Union presence	-Pay -Job performance -Role clarity -Task repetitiveness -Overall job satisfaction -Satisfaction with pay -Satisfaction with work itself -Satisfaction with supervision -Satisfaction with co-workers -Satisfaction with promotional opportunities -Organizational commitment	-Age -Tenure -Gender -Biographical information -Education -Marital status -Number of dependents -Aptitude and ability -Intelligence -Behavioral intention -Met expectations

Note: Cotton, J. L., & Tuttle, J. M. (1986). Employee Turnover: A meta-Analysis and Review with Implications for research. *Academy of management Review*, 11(1), 57.

3.3.4.1. Individual factors

Individual factors are personal factors arising from the employee's own characteristics. Cotton and Tuttle's (1986, p. 57) individual factors related to turnover intention; age, tenure, gender, biographical information, education, marital status, number of dependents, talents and abilities, intelligence, and behavioral intentions. In the aforementioned study, it was stated that there was a negative relationship between age, tenure, number of dependents and intention to leave the job, while a positive relationship was found between educational and behavioral intentions and intention to leave. In addition, it is stated that women are more likely to quit their jobs than men, and married employees have a lower tendency to quit their jobs than single individuals (op. cit. 57 ve 60). Likewise, factors such as professionalism, reference source, performance, absenteeism, career expectations, personality structure listed by Mobley can be evaluated among individual factors (Mobley, 1982, pp. 98 - 99).

3.3.4.2. Organizational factors

Organizational factors, on the other hand, are the factors arising from the organizational structure of the enterprise. For example, according to Ugboro and Obeng (2000, p. 263), factors such as the availability of information about the requirements of the job, opportunities for encouragement, opportunities for improvement, accessibility to information about the values, vision and strategies of the organization are the factors that increase the level of job satisfaction. Cotton and Tuttle (1986, p. 57 and 60) put forth organizational factors as general job satisfaction, job performance, job satisfaction, pay satisfaction, manager satisfaction, co-worker satisfaction, promotion opportunity satisfaction, job performance, role clarity, task repetition, and organizational commitment. In the study, it was stated that the only factor that had a directly proportional relationship with the intention to leave the job was repetition, and an inverse relationship was found with all other factors. For job satisfaction and job satisfaction factors, Hackman and Oldham (1976, p. 256) show job meaningfulness as a critical precursor to job satisfaction. They mention that individuals who perceive their jobs as important and valuable feel a higher level of job satisfaction than those who perceive their jobs as less valuable. Similarly, they point out that the degree to which the employee feels personally responsible for the results of his/her job is another factor affecting job satisfaction.

3.3.4.3. Enviromental factors

They are the factors outside the business that do not originate from the organization or the individual. Cotton and Tuttle (1986, p. 57 ve 60) list these factors as unemployment rate, labor force participation rate, union presence and perceptions of employment. Among these factors, there is an inverse correlation among unemployment rate, union presence and intention to leave, while there is a direct proportional relationship between labor force participation rate and employment factors. When the unemployment rate is high and there is a union presence, a decrease is observed in the intention to leave, and an increase is observed in the intention to leave when the labor force participation rate and employment are high.). Therefore, it can be said that labor supply and demand are determinants on the intention to leave the job. Apart from these factors, to exemplify, the existence of new job alternatives can be considered as another factor affecting the intention to leave (Lee & Mitchell, 1994, p. 51). Similarly, social pressures can be cited as another factor. The relations of the employee with his family and relatives and the course of these relations are included in this scope as an external factor affecting the employee's intention to leave the job (Lee & Maurer, 1999, p. 493).

3.3.5. Outcomes of intention to quit

It is possible to say that the primary result of the intention to leave the job developed by the employees due to various reasons is leaving the job. However, although this is the primary result, intention to leave the job also has many positive and negative consequences. These results naturally affect the employees who leave their jobs and the organizations they leave, directly or indirectly. As a matter of fact, Mobley (1982, pp. 112-113) evaluates and groups these results on an organizational and individual scale.

3.3.5.1. Individual outcomes

The situation of leaving the job, as a result of the intention to leave the job, can cause negative consequences in the individual context, such as experiencing a stressful process, a decrease in internal motivation, losing the reputation he/she has gained at work and having financial difficulties in the period until finding a new job (Mobley, 1982, p. 113). In addition, negative consequences such as difficulty in adapting to a new job, disappointment in the case of not meeting the expectations

from the new job and demoralization in family life and social relations can be experienced. In addition, in some studies, it has been determined that employees who develop an intention to leave their job decrease their commitment to the business (Alfes et al., 2013, p. 27) and they are deprived of motivating moods such as commitment, vitality and inspiration while carrying out their work (Schaufeli & Bakker, 2004, p. 295). However, the intention to leave the job can have positive results as well as negative consequences on the employee. For example, it may be possible for an employee who finds a new job to have better working conditions both economically in terms of increased earnings and socially in terms of achieving a higher organizational harmony and a less stressful work environment. Similarly, the results such as having a more peaceful work environment in the new job compared to the old job where he felt physically or psychologically pressured, or that the new job will contribute to his career development can be counted among the positive results (op. cit.).

3.3.5.2. Organizational outcomes

Looking at the results of leaving the job from the organizational perspective are the costs required by employee turnover, the loss of a high-performance employee and the possibility of this situation increasing the workload on other employees can be counted among the negative results that cause a decrease in the performance and productivity of the organization (Mobley, 1982, p. 113). What is more, as a result of the loss of talented personnel, there may be negative organizational consequences such as disruption of ongoing work flow processes, additional financial costs for training new employees, increase in work accidents, and decrease in quantitative and qualitative services provided to customers (Hom et al., 2012, p. 831). Furthermore, the employee's starting a job in a rival company after leaving the job may create a kind of competitive disadvantage for the company he/she left and may cause trade secrets to be revealed (Hom et al., 2017, p. 530). These results are the effects that wear out the structure and functioning of the organization materially and morally. In addition to all these negative results, the intention to leave the job can also have positive consequences on the organization. For example, there may be positive results that provide advantage to the organization, such as innovations and new ideas brought to the organization by the employment of new employees in the organization,

satisfaction with the remaining employees after the dismissal of employees who do not perform well, and reduction in expenses (Mobley, 1982, p. 113).

3.3.6. Intention to quit the job in the tourism sector

Intention to quit is a decision-making process that has negative consequences for businesses and employees in the tourism sector as well as in all sectors. Although it is possible to generalize the factors affecting this process in the tourism sector and the results of the process in general terms with the above-mentioned ones, it is thought that it would be useful to examine these factors and results in a more specific framework over the specific dynamics of the sector due to the subject of the study.

In the tourism sector, where labor intensity is important, as in many sectors, the intention to leave the job and the turnover rate are closely related. However, it is possible to say that the turnover rate in the tourism sector is high compared to other sectors because there are clearly disadvantageous conditions such as flexible working hours, insufficient remuneration and seasonal employment in this sector. For example, McFillen et al. (1986, p. 41), list factors such as excessive working hours and lack of schedules, high job pressures, lack of training programs, physical challenges of the job, attractive job opportunities elsewhere, and managerial intervention among the reasons for the high turnover rate in the tourism sector. The tourism sector is a sector where emotional labor is intense as well as physical and mental labor due to face-to-face relations between employees and customers. The concept of emotional labor means that the employees reflect their feelings during the work at the workplace to their behaviors and organize them in accordance with the rules of the workplace and organizational policies (Chu & Murrmann, 2006, p. 1183). Grandey (2000, p. 95 and 105) emphasizes that emotional labor can produce beneficial results for the organization and harmful results for the individual, and therefore states that leaving the job may be a result of emotional labor. According to Hochschild (Hoschschild, 2003, p. 131 and 136), employees suppress their true feelings by controlling their emotions in order to exhibit the sensory behaviors required by the job. This situation causes a conflict between their real feelings and the feelings required by the job. Conflict of emotions also causes stress and reduces job satisfaction. Similarly, Lewig and Dollard (2003, p. 390) state that the emotional conflicts that develop in the employee exacerbate burnout as the organization increases its psychological demands

on the employee. Therefore, in the light of all these views, the emotional labor exists intensively in the tourism sector, it is seen that it is an important factor that can trigger the intention to leave due to its negative effects such as suppression of real feelings on employees, emotional conflicts, emotional burnout and stress. The high intention to leave the job, which occurs due to the exposure of the employees to these disadvantageous conditions, brings with it a high rate of employee turnover. The high employee turnover rate also directly affects the functioning of the enterprises operating in the tourism sector as a labor-intensive sector, causing a decrease in their performance and productivity. Therefore, an enterprise operating in the sector and not wanting to be affected by the negative consequences of the intention to leave the job, needs to implement some preventive solutions. At this point, Baum (2008, pp. 725, 727 and 728) draws attention to the fact that some solutions implemented with this intention are short-term and temporary solutions rather than strategic ones. As a constructive solution, he proposes the approach of correctly identifying and guiding the talents of employees throughout the recruitment, employment and development processes. Thus, he states that the potential for promotion will be facilitated as the workforce has been provided with responsibility in appropriate positions. It is possible to comment that such practices will increase the job satisfaction of the employees, thus the intention to leave the job will decrease and the turnover rate of the employees will decrease. Similarly, Dawson et al. (2011, p. 290 and 296) also suggest criteria such as checking whether the personnel to be recruited is suitable for the unique culture of the tourism sector, determining the suitability for the job correctly for the position to be taken, and they state that the dissemination of practices that increase job satisfaction and satisfaction throughout the work process will be an important factor in reducing the intention to leave.

4. METHODOLOGY

In this section, there is information about the purpose and importance of the research, its limitations, the universe and sampling, and the measurement tool. The reliability analyzes of the scales used in the research and then the validity analyzes of the related scales are examined. In addition, the model of the research conducted to determine the mediating role of the organizational cynicism perceptions of the employees in the effect of the managerial power sources applied by the managers on the intention to leave, and the hypotheses formed from the literature are included.

4.1. Purpose and Importance of the Research

The main purpose of this research is to investigate the mediating role of the organizational cynicism attitudes of the employees in the effect of the managerial power resources applied by the department managers on the intention to leave, in the selected sector. Another aim of the research is to determine whether the sources of managerial power and organizational cynicism have an effect on the intention to leave.

Today, in the light of tourism demands and travel trends, the number of hotel businesses has increased accordingly and have more complex systems. The increasing number of hotel businesses creates employee demand because the most important resource in service-providing businesses is human. In this direction, the management of human resources becomes important in these enterprises. Well-chosen human resources, well-motivated, well-managed, satisfied with their job and being loyal to the organization are the keys to success in these businesses. In hotel businesses, the negative power sources applied by the managers can cause negative attitudes on the employees towards their organizations. With the effect of these negativities, the intention to leave the job may develop in the employees and when a better job offer comes, they can change their organization. An employee's departure from the job can be a financial and moral burden to the organization. For this reason, in enterprises where the employee is so important, managerial power sources, organizational cynicism and intention to leave are issues that need to be investigated.

Of the literature review, no research has been found that examines the mediating role of the organizational cynicism perceptions of the employees in the effect of the

managerial power sources applied by the hotel managers on the intention to leave. The fact that this subject has not been researched on the selected sector before makes the study unique and important. In this sense, it is thought that the research is important for businesses operating in the academic base and accommodation sector, both as a purpose and as a field of application. In addition, it is thought that the results of the research will shed light on the human resources department in the selected sector.

4.2. Limitations of the Research

In the study, since the employees were asked to evaluate the department managers, the sample of the research consisted of five-star hotel businesses, where the organizational structure among hotel businesses is more organized and comprehensive. For this reason, not including other hotel businesses in the sample constitutes the limitation of the study. The fact that the studies in which managerial power is handled and evaluated together with organizational cynicism and intention to leave work in tourism enterprises have not been encountered during the literature review, which constitutes the limitation of the research in terms of resources. The limited time to complete the study and the distribution of the questionnaire to the participants during the busy summer period are other factors that limit the research.

4.3. Population and Sampling

“The universe reflects the researcher's knowledge, opinion, etc., about the questions he or she raises. the one which; therefore, it constitutes the group of units that can answer the questions in the most correct way” (Kavak, 2017, p. 217).

“Sample is defined as a small set selected from a certain universe according to certain rules and accepted to be representative of the universe from which it was selected. Research is mostly done on sample clusters and the results are generalized to the relevant populations ” (Demir, 2019, p. 2).

The study aimed to reveal the mediating role of organizational cynicism attitudes in the effect of power sources used by managers in tourism enterprises on intention to leave. In this sense, the universe and the sample were determined

according to the purpose. The universe of the research is the employees working in the tourism sector operating in Istanbul. Considering that it will better represent the universe, hotel management was chosen as a cluster. The reason why Istanbul was chosen for the field research is that it is one of the most important tourism centers in Turkey and is a world-renowned brand destination. According to the 2022 data of the Republic of Turkey Ministry of Culture and Tourism, General Directorate of Investments and Enterprises, the number of five-star accommodation establishments in Istanbul with tourism operation certificate is 131 (T.C. Kültür ve Turizm Bakanlığı, 2022).

Sampling was preferred due to factors such as distance, time and cost constraints, as well as the difficulty of reaching all hotel staff. Random sampling technique was used to determine the employees.

Approximately 550 questionnaires were distributed in the research; after removing the incompletely filled, incorrectly filled and not returned questionnaires, 272 valid questionnaires were evaluated. The data used in the study were obtained from 13 5-star hotels in Istanbul.

4.4. Method of Research

Survey technique, which is one of the quantitative data collection methods, was used within the scope of the study. Questionnaire technique is a questionnaire that is created in oral, written or virtual environments and is used to measure the thoughts of individuals on certain issues (Malhotra & Birks, 2007, p. 265). The survey was carried out through the "Google Form".

The field research conducted to determine the mediating role of the organizational cynicism levels of the employees in the effect of the managerial power sources applied by the department managers in the hotel enterprises on the intention to leave the job was carried out in June, July and August 2022. Most of the questionnaires were filled by the participants face to face. The questionnaire form used in the research consists of four parts.

4.5. Data Collection Tool Used in the Research

Questionnaire form was used as the data collection method in the research and the questionnaires were applied on a voluntary basis by taking expert opinions. In the

first part of the questionnaire, demographic characteristics of the participants (gender, age, marital status, education level, in which department the participant works, working time in the company where the participants are located, working time of the participants in the hotel enterprises) are included (Appendix 1), in the second part, 29 questions are asked to measure the sources of managerial power. and the phrase 'your department managers' was added to the beginning of the questions. In the third part, there are 13 questions to measure the organizational cynicism attitudes of the employees. In the last part of the questionnaire, there are 5 questions to scale the intention to leave the job.

4.5.1. Managerial power sources scale

The 'Rahim Leader Power Inventory' scale, which consists of 29 expressions, was developed by Rahim (1988, pp. 498-499) and later made some adjustments by Rahim (1989, pp. 550-551) in order to measure the perceptions of the participants' managerial power. It was used by adapting to (Appendix 2). Scale; it consists of 5 dimensions as "Legitimate Power", "Reward Power", "Coercive Power", "Expert Power" and "Referent Power". In order to determine the level of participation of the participants in each statement in the scale; a 5-point Likert-type rating was used as "1=Strongly Disagree, 2=Disagree, 3=Undecided, 4=Agree, 5=Strongly Agree".

4.5.2. Organizational cynicism scale

In order to measure the level of organizational cynicism in the research, a 14-item scale developed by Brandes (1997) and a 13-item and 3-dimensional scale form, arranged by Brandes, Dharwadkar, and Dean (1999) by removing one item from the behavioral dimension, was used (Appendix 3). The sub-dimensions of the scale are called Cognitive, Affective and Behavioral. In order to determine the level of participation of the participants in each statement in the scale; a 5-point Likert-type rating was used as "1=Strongly Disagree, 2=Disagree, 3=Undecided, 4=Agree, 5=Strongly Agree".

4.5.3. Intentions to quit scale

In the study, the "Intentions to Quit Scale" developed by Wayne et al., (1997, p. 94) was adapted into Turkish and used to measure the intention to leave work of

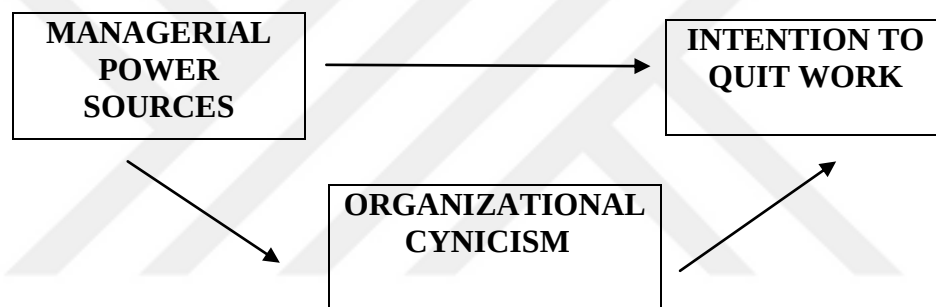
the participants. The scale is one-dimensional and consists of 5 statements in total (Appendix4). In order to determine the level of participation of the participants in each statement in the scale; a 5-point Likert-type rating was used as “1=Strongly Disagree, 2=Disagree, 3=Undecided, 4=Agree, 5=Strongly Agree”.

4.6. Research Model and Hypotheses

The research model shown in Figure 2 was created for this study, which is based on determining the mediating role of organizational cynicism perceptions in the effect of hotel managers' managerial power preferences on employees' turnover intentions.

Figure 2.

Model of Research



The hypotheses to be answered within the framework of the literature and research model are as follows.

H1: There is a significant relationship between the managerial power sources used by hotel managers and the organizational cynicism perceptions of the employees.

H2: There is a significant relationship between employees' perceptions of organizational cynicism and their intention to leave.

H3: There is a relationship between the managerial power sources used by hotel managers and their intention to leave.

H4: Managerial power sources used by hotel managers have a significant effect on employees' perceptions of organizational cynicism.

H5: The managerial power sources used by hotel managers have a significant effect on turnover intention.

H6: Employees' perceptions of organizational cynicism have a significant effect on their intention to leave.

H7: The organizational cynicism perceptions of the employees have a mediating role in the effect of the managerial power sources used by the hotel managers on the intention to leave.

4.7. Cleaning of Data and Validity-Reliability Analysis

Data cleaning is the name given to processes such as detecting and correcting data that are different from normal data, completing missing data, correcting inconsistencies in the data. Since the data set did not contain missing data or outlier data, no cleaning was required. Accordingly, factor analysis was used to test the validity of the scales in the study, and Cronbach's Alpha value was used to test its reliability.

4.8. Reliability Analysis Results of Managerial Power Sources, Organizational Cynicism and Intention to Quit Scales

The reliability test is one of the frequently used measures in research that helps to verify the internal consistency of the questionnaire (Cortina, 1993, p. 100). In this study, Cronbach's Alpha Value was taken as a basis while applying the reliability analyzes of managerial power sources, organizational cynicism and turnover intention scales. Alpha value (α) takes a value between 0 and 1. As this value gets closer to 1, the reliability increases. The interpretation of the Alpha value reached as a result of the.

Table 2.

Classification of Cronbach' Alfa Value

Cronbach's Alfa (α)	Comment
$0.80 < \alpha < 1.00$	Highly Reliable
$0.60 < \alpha < 0.80$	Quite reliable
$0.40 < \alpha < 0.60$	Low reliability
$0.00 < \alpha < 0.40$	Not reliable

Note: Tutar, H., & Erdem, A. T. (2020). *Örnekleriyle bilimsel araştırma yöntemleri ve Spss uygulamaları [Scientific research methods and Spss applications with examples]*. Ankara: Seçkin Yayıncılık. (s.328).

The Cronbach's Alpha value for each scale in the study is given in Table 3. According to the results in the table, the reliability coefficient (α) of the managerial power resources scale was found to be 0.849. This level indicates that the scale has a high degree of reliability. In addition, the reliability coefficient of the organizational cynicism scale was 0.936, and it has a high degree of reliability in our organizational cynicism variable. The reliability coefficient (α) of the turnover intention scale was determined as 0.686. This level shows that the scale has a very high reliability. The reliability coefficient of the 3-variable scale in the survey study was found to be 0.738 in total. This has a very high reliability. When the data in Table 3 are examined, it is observed that the scales in the research have a high and very high reliability.

Table 3.

Reliability Analyzes of Managerial Power Sources, Organizational Cynicism and Intention to Quit Scales

Scales	Items (# Question)	Cronbach's Alfa (α)
ManagerialPower Source	1-29	0.849
OrganizationalCynicism	30-42	0.936
IntentiontoLeave	43-47	0.686
Whole Scale	1-47	0.738

4.9. Validity Analysis Results of Managerial Power Sources, Organizational Cynicism and Intention to Quit Scales

Validity is stated in studies about how much the data obtained with the measurement tool can reflect the reality (Kavak, 2017, p. 181). Kaise-Mayer-Olkin (KMO) and Barlett's Test of Sphericity tests were used to evaluate the measurement of the research in terms of adequacy. Values between 0.5 and 1.0 are acceptable in KMO analysis (Hair et al., 2006, p. 115). The suitability of the data set for factor analysis depends on its high KMO value (Kalaycı, 2005, p. 322). In Table 4, a classification created for the interpretation of KMO values is given.

Table 4.

Classification of KMO Values

KMO Values	Comment
Inthe,90s	Marvelous
Inthe ,80s	Meritorious
Inthe ,70s	Middling
Inthe ,60s	Mediocre
Inthe ,50s	Miserable
Below ,50	Unacceptable

Note. Kaiser, H. F. (1974). An index of factorial simplicity. *Psychometrika*, 39(1), 31-36. (s.35)

Kaiser-Meyer-Olkin (KMO) and Bartlett Sphericity Tests were applied in order to determine whether the scale of managerial power sources, organizational cynicism and turnover intention in the table 5 below is suitable for factor analysis. When the test results are examined, it is seen that Kaiser-Meyer-Olkin (KMO) sample fit value (0.913) is at “Marvelous” level and Bartlett Sphericity Test result is significant (Chi-Square: 9872.054; $p= 0.000 < 0.05$). In line with these results, it is understood that the data are suitable for factor analysis and the factor analysis result is valid.

Table 5.

Results of KMO and Bartlett Sphericity Test for Scales

Kaiser-Meyer-Olkin Measure of Sampling Adequacy		0.913
Bartlett's Test of Sphericity	Approx Chi-Square	9872.054
	Degress of Freedom	1.081
	Significance	0.000

Factor analysis is one of the widely used multivariate statistical techniques that turns many interrelated variables into few, significant and independent factors (Kleinbaum et al., 1998, p. 601).

Managerial power resources variable has five dimensions, organizational cynicism variable has three dimensions, and turnover intention variable is one-dimensional scale. As stated in Table 6, it consists of nine dimensions in total. It was determined that the factor load of each item was at a sufficient level. The percentage of total variance of the scales is 68.236%.

Table 6.

Exploratory Factor Analysis Results Regarding to the Research Scales

Factors	Faktor Load								
Cognitive Cynicism									
I believe that the things my organization say and the things they do ate different from each other.	0.808								
I see little similarity between what my organization says it will do and what it actually does	0.784								
If an application was said to be done in my organization I would be skeptical whether it would happen or not	0.775								
My organization's policies goals and practices seem to have little in commom.	0.769								

My organization expects one thing of its employees but reward another	0.742								
Intention to Quit									
I am seriously thinking of quitting my job		0.798							
I often think of quitting my job at this company		0.775							
I am actively looking for a job outside this company		0.753							
As soon as I can find a better job I will leave this company		0.710							
I think I will still be working at this company five years from now		0.605							
Expert power									
My department manager does not have the expert knowledge I need to perform my job			0.622						
I approach my department manager for advice on work related problems because he (she) is usually right			0.727						
I prefer to do what my department manager suggests because he (she) has high professional expertise			0.718						
My department manager has considerable professional experience to draw from in helping me to do my work			0.710						
When a tough job comes up my department manager has the technical 'know how' to get it done			0.707						
My department manager has specialized training in his (her) field			0.578						
Reward Power									
If I put forth extra effort my department manager can take it into consideration to determine my pay raise				0.786					

My department manager can get me a bonus for earning a good performance rating				0.780					
My department manager can recommend a promotion for me if my performance is consistently above average				0.668					
My department manager can provide opportunities for my advancement if my work is outstanding				0.621					
My department manager can recommend me for a merit recognition if my performance is especially good				0.554					
My departmen manager cannot get me a pay raise even if I do my job well				0.511					
Behavioral Cynicism									
I talk with others about how work is being carried out in the organization					0.800				
I criticize the practices and policies of my organization to people outside the company					0.754				
I complain about what happened at work to my friend outside the institutions I work for					0.664				
We look at each other in a meaningful way with my colleaguea when my organization and its employees are mentioned					0.637				
Coercive Power									
My department manager can suspend me if I am habitually late in coming to work						0.840			
My department manager can fire me if I neglect my duties						0.817			
My department manager can fire me if my performance is						0.769			

my work									
I should do what my department manager wants because he (she) is my superior								0.513	
Affective Cynicism									
When I think about my organization I get angry									0.575
When I think about my organization I experience aggravation									0.542
When I think about my organization I experience tension									0.533
When I think about my organization I feel a sense of anxiety									0.515
Percentage of Total Variance	68.236								
Cronbach's Alfa (α)	0.738								

4.9.1. Explanatory factor analysis on the managerial power sources scale

Kaiser-Meyer-Olkin (KMO) and Bartlett Sphericity tests were applied to determine whether the managerial power scale is suitable for factor analysis. When the test results in Table 7 are examined; it is seen that the Kaiser-Meyer-Olkin (KMO) sample fit value (0.883) is at the “meritorious” level and the Bartlett Sphericity Test result is significant (Chi-Square= 4197.708; $p= 0.000 < 0.05$). In line with these results, it is understood that the data are suitable for factor analysis and the factor analysis result is valid.

Table 7.

KMO and Bartlett Sphericity Test Results for Managerial Power Scale

Kaiser-Meyer-Olkin Measure of Sampling Adequacy		0.883
Bartlett's Test of Sphericity	Approx Chi-Square	4197.708
	Degress of Freedom	406
	Significance	0.000

According to the results in Table 8, factor loads were determined to be between 0.537 and 0.810. These values mean that the factor load of each item is at a sufficient level. Composing the scale; it is observed that the dimensions of expert power, reward power, coercive power, legitimate power, referent power explain 57,222% of the total variance. The factor explaining the most variance is expert power with 22,813%. Then reward power with 10.817%, coercive power with 9.749%, legitimate power with 8.849% and finally referent power with 5.811%.

Table 8.

Exploratory Factor Analysis Results Regarding to the Managerial Power Scale

Factors	Factor Load	Percentage of Variance Explained
Expert Power		22.813
My department manager has specialized training in his (her) field.	0.544	
I approach my department manager for advice on work-related problems because he (she) is usually right.	0.668	
My department manager has considerable professional experience to draw from in helping me to do my work.	0.662	
When a tough job comes up my department manager has the technical 'know how' to get it done.	0.789	
I prefer to do what my department manager suggests because he (she) has high professional expertise.	0.739	
My department manager does not have the expert knowledge I need to perform my job.	0.519	
Reward Power		10.817
My department manager can provide opportunities for my advancement if my work is outstanding.	0.550	
My department manager can recommend me for a merit recognition if my performance is especially good.	0.538	
My department manager can get me a bonus for earning a good performance rating.	0.810	
If I put forth extra effort my department manager can take it into consideration to determine my pay raise.	0.768	
My department manager can recommend a promotion for me if my performance is consistently above average	0.632	
My departmen manager cannot get me a pay raise even if I do my job well.	0.574	
Coercive Power		9.749

My department manager can suspend me if I am habitually late in coming to work.	0.853	
My department manager can fire me if I neglect my duties.	0.799	
My department manager can fire me if my performance is consistently below standards.	0.763	
My department manager can see to it that I get no pay raise if my work is unsatisfactory.	0.659	
My department manager can take disciplinary action against me for insubordination.	0.593	
Legitimate Power		8.849
I should do what my department manager wants because he (she) is my superior.	0.547	
My department manager's position entitles him (her) to expect support of his(her) policies from me.	0.763	
My department manager is justified in expecting cooperation from me in work-related matters.	0.742	
It is reasonable for my department manager to decide what he (she) wants me to do.	0.591	
My department manager has the right to expect me to carry out her (him) instructions.	0.583	
My department manager's position does not give him (her) the authority to change the procedures of my work.	0.698	
Referent Power		5.811
I like the personal qualities of my departmen manager.	0.762	
I admire my department manager because he (she) treats every person fairly.	0.757	
I want to develop a good interpersonal relationship with my department manager.	0.687	
My deparment manager has a pleasing personality.	0.675	
I don't want to identify myself with my department manager.	0.644	
My department manager is not the type of person I enjoy working with.	0.537	
Percentage of Total Variance	57.222	
Cronbach's Alfa (α)	0.849	

4.9.2. Exploratory factor analysis on the organizational cynicism scale

After managerial power, Kaiser-Meyer-Olkin (KMO) and Bartlett Sphericity tests were used to determine whether the organizational trust scale is suitable for factor analysis. When the results in Table 9 are examined; it is seen that the Kaiser-

Meyer Olkin (KMO) sample fit value (0.914) is at the “excellent” level and the Bartlett Sphericity Test result (Chi-Square= 3235.145; $p= 0.000 < 0.05$) is significant. In line with these results, it is understood that the data are suitable for factor analysis and the factor analysis result is valid.

Table 9.

KMO and Bartlett Sphericity Test Results for Organizational Cynicism Scale

Kaiser-Meyer-Olkin Measure of Sampling Adequacy		0.914
Bartlett's Test of Sphericity	Approx Chi-Square	3235.145
	Degrees of Freedom	78
	Significance	0.000

According to the results in Table 10, factor loads were determined to be between 0.596 and 0.885. These values mean that the factor load of each item is at a sufficient level. Composing the organizational cynicism scale; emotional cynicism, cognitive cynicism and behavioral cynicism dimensions are observed to explain 78,022% of the total variance. The factor explaining the most variance was the dimension of emotional cynicism with 29.872 %. It is followed by cognitive cynicism with 27,792% and behavioral cynicism with 20,358 %.

Table 10.

Exploratory Factor Analysis Results Regarding to the Organizational Cynicism Scale

Factors	Factor Load	Percentage of Variance Explained
Affective Cynicism		29.872
When I think about my organization I experience aggravation	0.872	
When I think about my organization I feel a sense of anxiety	0.869	
When I think about my organization I experience tension	0.847	
When I think about my organization I get angry	0.828	

Cognitive Cynicism		27.792
I believe that the things my organization say and the things they do ate different from each other.	0.823	
My organization' s policies goals and practices seem to have little in commom.	0.790	
My organization expects one thing of its employees but reward another	0.767	
If an application was said to be done in my organization I would be skeptical whether it would happen or not	0.765	
I see little similarity between what my organization says it will do and what it actually does.	0.730	
Behavioral Cynicism		20.358
I criticize the practices and policies of my organization to people outside the company.	0.885	
I talk with others about how work is being carried out in the organization	0.853	
We look at each other in a meaningful way with my colleagues when my organization and its employees are mentioned	0.599	
I complain about what happened at work to my friend outside the institutions I work for	0.596	
Percentage of Total Variance	78.022	
Cronbach's Alfa (α)	0.936	

4.9.3. Explanatory factor analysis of the intention to quit scale

Finally, the results of the Kaiser-Meyer-Olkin (KMO) and Bartlett Sphericity test were included in order to determine whether the intention to quit scale was suitable for factor analysis. When the results in Table 11 are examined; it is seen that the Kaiser-Meyer-Olkin (KMO) sample fit value is in the "meritorious" degree with 0.878 and the Bartlett Sphericity Test result (Chi-Square=1409.375; $p=0.000<0.05$) is significant. In line with these results, it is understood that the data are suitable for factor analysis and the factor analysis result is valid.

Table 11.

KMO and Bartlett Sphericity Test Results for Intention to Quit Scale

Kaiser-Meyer-Olkin Measure of Sampling Adequacy			0.878
Bartlett's Sphericity	Test of	Approx Chi-Square	1409.375
		Degress of Freedom	10
		Significance	0.000

According to the results in Table 12, factor loadings are in the range of 0.738 to 0.945. These values mean that the factor load of each item is sufficient. The turnover intention scale collected under a single factor explains 80,203 % of the total variance.

Table 12.

Exploratory Factor Analysis Results Regarding to the Intention to Quit Scale

Factors	Factor Load	Percentage of Variance Explained
I often think of quitting my job at this company	0.945	80.203
I am actively looking for a job outside this company	0.942	
I am seriously thinking of quitting my job	0.939	
As soon as I can find a beter job I will leave thiscompany	0.896	
I think I will stil be working at this company five years from now	0.738	
Percentage of Total Variance		80.203
Cronbach' s Alfa		0.686

5. FINDINGS

In this part of the research, the findings of the demographic characteristics of the participants, the descriptive statistics of each scale, findings on the relationship between the variables and the effect, and finally the results of the Sobel test for the determination of the mediating role of the mediator variable are included.

5.1. Demographic Characteristics of the Participants

In this part of the research, the participants, data about their gender, age groups, marital status, education level, department they work, working time in the enterprise, working time in the sector are given. The frequency and percentage values of the demographic characteristics of the participants are given in Table 13

According to the information in the table, of the participants; 51.8% are men and 48.2% are women. When the gender data is examined, it is observed that the number of male and female participants is close to each other. It is known that female employees in the tourism sector have increased especially in recent years (Uğuz & Topbaş, 2016, p. 68).

When the ages of the employees participating in the survey are examined; 9.6% are in the 18-24 age range, 25% are in the 25-31 age range, 29.8% are in the 32-38 age range, 23.5% are in the 39-45 age range and 12.1%. It is understood that ten of them are 46 years old and over.

When the information on marital status is examined, it is understood that 44.9% of the participants are single and 55.1% are married. The fact that 29.8% of the participants are between the ages of 32-38 may be the reason for the higher rate of married people.

Considering the information about the education levels of the participants; it is seen that 13.6% of them had primary education, 26.8% had high school, 29% had an associate degree, and 50% had undergraduate and graduate education.

When the frequency and percentage values of the departments of the participants are examined; it was observed that 17.3% worked in the front office, 15.4% in the sales-marketing department, 14% in the human resources department,

31.6% in the housekeeping department and 21.7% in the kitchen and food and beverage department.

When we look at the working time in the enterprises of the sample group, it is understood that 7.7% of them have been working in their enterprises for less than 1 year. 49.6% of the other participants work in their enterprises for 1 to 4 years and 30.9% to 5 to 19 years. The rate of employees working in their enterprises for 10 years or more is only 11.8%. Although 7.7% of the employees work less than 1 year is a positive result for the business, 11.8% of the employees have been working for 10 years or more, and experienced employees are more likely to leave their jobs.

In terms of working time in the tourism sector, 37.5% of the participants constitute the group between 1-5 years. Another significant group includes 36% of the employees with professional experience ranging from 6 to 10 years. In addition, the ratio of those who have more than 11 years of experience in the sector is 26.5%.

Table 13.

Demographic Characteristics of the Participants

Variables		Number of People	Percentage
Gender	Female	131	48.2
	Male	141	51.8
Age	18-24	26	9.6
	25-31	68	25.0
	32-38	81	29.8
	39-45	64	23.5
	46 year and above	33	12.1
Marital Status	Married	150	55.1
	Single	122	44.9
Education Status	Primary Education	37	13.6
	High School	73	26.8
	Associate Degree	79	29.0
	Undergraduate/Master Degree	83	30.5
Which department do you work in?	Front Desk	47	17.3
	Sales-Marketing	42	15.4
	Human Resources	38	14.0
	Housekeeping	86	31.6
	Kitchen /Food-Beverage	59	21.7

How many years have you been working in this organization?	1 year lesst han	21	7.7
	1-4 years	135	49.6
	5-9 years	84	30.9
	10 years and above	32	11.8
How many years have you working in 'Hotel Management Industry'?	1-5 years	102	37.5
	6-10 years	98	36.0
	11 years and above	72	26.5

5.2. Findings on the Participants' Perceptions of Managerial Power Source, Organizational Cynicism and Intention to Quit

In this section, employees of five-star hotels participating in the research; the findings regarding the perceptions of managerial power, organizational cynicism, and turnover intention are presented. In order to determine the evaluations of the employees, the descriptive values of frequencies, percentage distributions, arithmetic averages and standard deviations for each statement in the questionnaire were examined under four headings. First, descriptive statistics on managerial power, then organizational cynicism and finally intention to quit are presented in this section .

5.2.1 Descriptive statistics on managerial power sources

Regarding the items of managerial power scale; mean, standard deviation, frequency and percentage distributions are given in Table 14. When the data in the table regarding the perceptions of the employees of the five-star hotel establishments towards the use of managerial power by the department managers are examined, it is seen that the arithmetic averages are close to 4, that is, in a positive direction. The standard deviation values were determined to be around 1.01.

The most positive managerial power item perceived by the participants is 'My department manager is justified in expecting cooperation from me in work related matters'. Participants in this article; it was seen that 7.8% gave a negative, 18.4% moderate, and 73.4% positive response. The arithmetic mean of the item is “3.76” and the standard deviation value is 0.751.

The expression with the most negative evaluation by the participants is ‘I should do what my department manager wants because he (she) is my superior’. Participants in this article; 44.5% gave a negative, 19.5% a moderate, 36% a positive answer.

Table 14.

Descriptive Statistics of Managerial Power Supplies

		1	2	3	4	5	Mean	Std. Deviation
My department manager has a pleasing personality	f	18	52	53	108	41	3.38	1.149
	%	6.6	19.1	19.5	39.7	15.1		
I don't want to identify myself with my department manager	f	30	56	80	91	15	3.02	1.098
	%	11.0	20.6	29.4	33.5	5.5		
I admire my department manager because he (she) treats every person fairly	f	18	60	55	104	35	3.29	1.142
	%	6.6	22.1	20.2	38.2	12.9		
I like the personal qualities of my department manager	f	16	59	48	111	38	3.35	1.140
	%	5.9	21.7	17.6	40.8	14.0		
I want to develop a good interpersonal relationship with my department manager	f	11	32	34	153	42	3.67	1.005
	%	4.0	11.8	12.5	56.3	15.4		
My department manager is not the type of person I enjoy working with	f	43	96	66	46	21	2.65	1.161
	%	15.8	35.3	24.3	16.9	7.7		
My department manager can recommend me for a merit recognition if my performance is especially good	f	13	38	57	127	37	3.50	1.045
	%	4.8	14.0	21.0	46.7	13.6		

My department manager can provide opportunities for my advancement if my work is outstanding	f	16	35	56	124	41	3.51	1.080
	%	5.9	12.9	20.6	45.6	15.1		
My department manager cannot get me a pay raise even if I do my job well	f	25	75	80	69	23	2.96	1.113
	%	9.2	27.6	29.4	25.4	8.5		
If I put forth extra effort my department manager can take it into consideration to determine my pay raise	f	22	41	78	103	28	3.27	1.093
	%	8.1	15.1	28.7	37.9	10.3		
My department manager can get me a bonus for earning a good performance rating	f	26	53	81	88	24	3.11	1.116
	%	9.6	19.5	29.8	32.4	8.8		
My department manager can recommend a promotion for me if my performance is consistently above average	f	25	32	74	108	33	3.34	1.122
	%	9.2	11.8	27.2	39.7	12.1		
I approach my department manager for advice on work related problems because he (she) is usually right	f	18	53	71	105	25	3.24	1.076
	%	6.6	19.5	26.1	38.6	9.2		
When a tough job comes up my department manager has the technical know how to get it done	f	14	43	52	135	37	3.54	1.041
	%	5.1	12.5	19.1	49.6	13.6		
My department manager has specialized training in his (her) field	f	13	39	38	143	39	3.57	1.053
	%	4.8	14.3	14.0	52.6	14.3		
My department manager does not have the expert	f	31	110	64	58	9	2.65	1.042

knowledge I need to perform my job	%	11.4	40.4	23.5	21.3	3.3		
I prefer to do what my department manager suggests because he (she) has high professional expertise	f	8	41	52	138	33	3.54	0.986
	%	2.9	15.1	19.1	50.7	12.1		
My department manager has considerable professional experience to draw from in helping me to do my work	f	8	36	54	147	27	3.55	0.944
	%	2.9	13.2	19.9	54.0	9.9		
My department manager can take disciplinary action against me for insubordination	f	6	33	61	152	20	3.54	0.879
	%	2.2	12.1	22.4	55.9	7.4		
My department manager can fire me if my performance is consistently below standards	f	6	44	46	154	22	3.52	0.933
	%	2.2	16.2	16.9	56.6	8.1		
My department manager can suspend me if I am habitually late in coming to work	f	8	39	43	162	20	3.54	0.928
	%	2.9	14.3	15.8	59.6	7.4		
My department manager can see to it that I get no pay raise if work is unsatisfactory	f	11	50	61	134	16	3.35	0.979
	%	4.0	18.4	22.4	49.3	5.9		
My department manager can fire me if I neglect my duties	f	9	34	52	157	20	3.53	0.921
	%	3.3	12.5	19.1	57.7	7.4		
It is reasonable for my department manager to decide what he (she) wants me to do	f	6	30	62	157	17	3.55	0.853
	%	2.2	11.0	22.8	57.7	6.3		

My department manager is justified in expecting cooperation from me in work related matters	f	1	20	50	172	29	3.76	0.751
	%	0.4	7.4	18.4	63.2	10.7		
My department manager's position entitles him (her) to expect support of his(her) policies from me	f	3	19	64	164	22	3.67	0.768
	%	1.1	7.0	23.5	60.3	8.1		
My department manager's position does not give him (her) the authority to change the procedures of my work	f	8	42	102	104	16	3.29	0.900
	%	2.9	15.4	37.5	38.2	5.9		
I should do what my department manager wants because he (she) is my superior	f	56	65	53	79	19	2.78	1.261
	%	20.6	23.9	19.5	29.0	7.0		
My department manager has the right to expect me to carry out her (him) instructions	f	3	18	58	157	36	3.75	0.807
	%	1.1	6.6	21.3	57.7	13.2		

Scale: 1=Strongly Disagree, 2=Disagree, 3=Undecided, 4=Agree, 5=Strongly Agree.

5.2.2. Descriptive statistics on organizational cynicism

Regarding the items of organizational cynicism; mean, standard deviation, frequency and percentage distributions are given in Table 15. When the data on the organizational cynicism perceptions of five-star hotel employees in the table are examined, it is seen that the arithmetic averages are close to 4, that is, in a positive direction. The standard deviation values were determined to be around 1.01.

The most positive organizational cynicism item perceived by the participants is 'I talk with others about how work is being carried out in the organization'. It was seen in this article that 34.5% of the participants gave negative, 11% moderate, and 54.4% positive response. The arithmetic mean of the item is "3.17" and the standard deviation is 1.139.

The expression with the most negative evaluation by the participants is ‘When I think about my organization I experience tension’. 55.9% of the participants in this article gave negative, 12.9% moderate and 31.3% positive answers.

Table 15.

Descriptive Statistics on Organizational Cynicism

		1	2	3	4	5	Mean	Std. Deviation
I believe that the things my organization say and the things they do are different from each other	f	17	76	70	81	28	3.10	1.111
	%	6.3	27.9	25.7	29.8	10.3		
My organization's policies goals and practices seem to have little in common	f	22	76	75	79	20	3.00	1.092
	%	8.1	27.9	27.6	29	7.4		
If an application was said to be done in my organization I would be skeptical whether it would happen or not	f	25	78	62	81	26	3.02	1.157
	%	9.2	28.7	22.8	29.8	9.6		
My organization expects one thing of its employees but rewards another	f	27	89	68	66	22	2.88	1.132
	%	9.9	32.7	25	24.3	8.1		
I see little similarity between what my organization says it will do and what it actually does	f	21	87	57	82	25	3.01	1.141
	%	7.7	32	21	30.1	9.2		
When I think about my organization I get angry	f	48	96	48	50	30	2.70	1.264

	%	17.6	35.3	17.6	18.4	11		
When I think about my organization I experience aggravation	f	54	95	44	58	21	2.62	1.236
	%	19.9	34.9	16.2	21.3	7.7		
When I think about my organization I experience tension	f	50	102	35	63	22	2.65	1.245
	%	18.4	37.5	12.9	23.2	8.1		
When I think about my organization I feel a sense of anxiety	f	49	96	34	68	25	2.72	1.272
	%	18	35.3	12.5	25	9.2		
I complain about what happened at work to my friend outside the institutions I work for	f	42	89	35	90	16	2.81	1.217
	%	15.4	32.7	12.9	33.1	5.9		
We look at each other in a meaningful way with my colleaguea when my organization and its employees are mentioned	f	23	72	51	95	31	3.14	1.180
	%	8.5	26.5	18.8	34.9	11.4		
I talk with others about how work is being carried out in the organization	f	24	70	30	133	15	3.17	1.139
	%	8.8	25.7	11	48.9	5.5		
I criticize the practices and policies of my organization to people outside the company	f	25	80	43	106	15	3.00	1.149
	%	10	29.4	15.8	39	5.5		

Scale: 1=Strongly Disagree, 2=Disagree, 3=Undecided, 4=Agree, 5=Strongly Agree.

5.2.3 Descriptive Statistics on Intention to Quit

Each item in the scale of intention to quit; mean, standard deviation, frequency and percentage distribution data are given in Table 16. When the data on the intention to leave the job of the participants were examined, it was determined that the arithmetic averages ranged between 2.78 and 3.01. It is seen that the standard deviation values are in the range of 1.15-1.30. In the light of this information, it can be said that the results are moderately positive.

Table 16.

Descriptive Statistics on Intention to Quit

		1	2	3	4	5	Mean	Std. Deviation
As soon as I can find a better job I will leave this company	f	29	75	68	63	37	3.01	1.218
	%	10.7	27.6	25.0	23.2	13.6		
I am actively looking for a job outside this company	f	39	96	47	49	41	2.84	1.300
	%	14.3	35.3	17.3	18.0	15.1		
I am seriously thinking of quitting my job	f	45	91	53	45	38	2.78	1.295
	%	16.5	33.5	19.5	16.5	14.0		
I often think of quitting my job at this company	f	44	86	56	49	37	2.81	1.288
	%	16.2	31.6	20.6	18.0	13.6		

I think I will still be working at this company five years from now	f	41	52	88	73	18	2.91	1.150
	%	15.1	19.1	32.4	26.8	6.6		

Scale: 1=Strongly Disagree, 2=Disagree, 3=Undecided, 4=Agree, 5=Strongly Agree.

5.3. Findings Regarding the Relationship Between the Variables of Managerial Power, Organizational Cynicism, and Intention to Quit

The relationship between managerial power sources and organizational cynicism and turnover intention, the relationship between organizational cynicism perception and turnover intention were determined by correlation analysis. The Pearson Correlation coefficients and significance values (2-way) showing the relationship between the variables are given in Table 17. When the data are examined, it is understood that the correlation values between all variables are significant at the $p < 0.01$ level.

Table 17.

Correlation Analysis of Managerial Power Sources, Organizational Cynicism and Intention to Quit

		Managerial Power Sources	Organizational Cynicism	Intention to Leave
Managerial Power Sources	Pearson Correlation	1		
	Sig. (2-tailed)			
Organizational Cynicism	Pearson Correlation	-0.444**	1	
	Sig. (2-tailed)	0,000		0.000
Intention to Leave	Pearson Correlation	-0.449**	0.678**	1
	Sig. (2-tailed)	0.000	0.000	

According to Table 17, on managerial power; it was determined that there is a negative and significant relationship between organizational cynicism ($r = -0.444$) and

intention to quit ($r = -0.449$) variables. In addition, a positive and significant relationship was found between organizational cynicism and turnover intention ($r = 0.678$).

5.4. Findings Regarding the Effect between the Variables of Managerial Power, Organizational Cynicism, and Intention to Quit

At this stage, the results of the regression analysis will be included in order to support the findings obtained as a result of the correlation analysis and to test the hypotheses previously determined within the research. In the light of the data obtained, it will be revealed to what extent the determined hypotheses are supported. Multiple linear regression analysis was used to determine the effects of the variables discussed in the study on each other and the significance of these effects. Multiple regression analysis is a statistical technique used to analyze the linear relationship between one dependent variable and more than one independent variable (Hair et al., 2014, p. 151).

Table 18 show the significance values of the regression model between managerial power sources and organizational cynicism and intention to quit. In the model, managerial power sources and organizational cynicism are considered as independent variables, and intention to quit as dependent variables. Some assumptions must be provided in order for multiple regression analysis to produce healthy results. For the analysis to be applied, there should be no multicollinearity and autocorrelation problems between the variables. For this, showing whether there is a multi-connection problem in the model; variance increase factor (VIF), tolerance and Durbin-Watson values should be examined. VIF values should be less than 10, tolerance values should be greater than 0.10, and Durbin-Watson values should be between 1.5-2.5. When these conditions are met, it can be said that there is no (Hair et al., 2006, p. 230) multicollinearity problem. ANOVA test was used to analyze the significance of the created model.

The data in the table show that the multiple linear regression model between managerial power sources and organizational cynicism and turnover intention is significant ($F = 127.904$; $p = 0.000$). Depending on these data, it can be said that there is no problem of multicollinearity and autocorrelation, and multiple linear regression analysis can be applied.

Table 18.

Regression Analysis for the Effects of Managerial Power Sources and Organizational Cynicism on Intention to Quit

Independent Variable	Standard Beta (β)	T	Sig.	Tolerance	VIF
Constant	2.398	6.225	0.000		
Managerial Power Sources	-0.343	-3.772	0.000	0.803	1.245
Organizational Cynicism	0.559	12.257	0.000	0.803	1.245

***p<0.05** p<0.000 R: ,698 R²: 0.487 Adapted R²: 0.484**

F: 127.904

p: 0.000

Durbin-Watson: 1.798

The explanation rate of the dependent variable by the independent variable in the model was 48.4% (Adapted R Squared=0.484). Looking at Table 18, a negative and significant effect of the power sources applied by the hotel management managers on the intention to leave was determined. This means, as the managerial power resources applied by the managers increase, the turnover decreases. A positive and significant effect was found on the organizational cynicism perceptions of the employees, which is our other variable, on the intention to leave. This means that as employees' perceptions of organizational cynicism increase, so does their intention to leave.

In Table 19, the effect of managerial power sources on organizational cynicism is examined. According to the results of the analysis, it has been determined that the effect of managerial power sources on organizational cynicism is significant. (F=66.137; p=0.000).

Table 19.

Regression Analysis for the Effect of Managerial Power Sources on Organizational Cynicism

Independent Variables	Standard Beta (β)	T	Sig.
Constant	5.881	0.369	0.000
Managerial Power Sources	- 0.884	0.109	0.000

*p<0.05** p<0.000 R: 0.444 R²: 0.197 Adapted R²: 0.19
F: 66.137 p: 0.000 Durbin-Watson: 1.745

When Table 19 is examined, it has been determined that the power sources applied by hotel management managers have a negative and significant effect on the organizational cynicism perceptions of the employees. This means, organizational cynicism attitudes increase as the managerial power resources applied by the managers increase.

5.5. Findings Regarding the Mediation Role of Organizational Cynicism Attitudes of Employees in the Effect of Managerial Power Sources on Intention to Quit

A 3-stage regression analysis proposed by Baron and Kenny (1986, p. 1177) was conducted to explain the mediating role of employees' perceptions of organizational cynicism in the effect of managerial power sources applied by hotel management managers on employees' intention to leave. According to this method, the independent variable (managerial power sources) should have an effect on the dependent variable (intention to leave the job) and the mediating variable (organizational cynicism). When the mediator variable is included in the regression analysis together with the independent variable, the regression coefficient of the independent variable on the dependent variable should decrease, while the mediator variable should continue to have a significant effect on the dependent variable. In order to control these stages, the results of the regression analyzes are listed below.

Table 20.

Regression Analysis Table for Sobel Test Suitability

Independent Variable	Dependent Variable	Constant	Standard Beta (β)	T	Sig .
Managerial Power Sources	Organizational Cynicism	5,881	-0.884	0.109	0.000

The relationship given as $PS = 5.881 - 0.884MPS + e$ is significant. To be used in the Sobel test, the managerial power supplies coefficient value was noted as "a" and the standard error value of the coefficient as " s_a ".

Managerial Power Sources	Intention to Quit		-0.238	0.102	0.000
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Managerial Power Sources	Intention to Quit	2.398	-0.343	-3.772	0.000
Organizational Cynicism			0.559	0.046	0.000

The relationship given as $IAN = 2.398 - 0.343MPS + 0.559OC + e$ is significant. To be used in the Sobel test, the organizational cynicism coefficient value was noted as "b" and the standard error value of the coefficient was noted as " s_b ".

According to Table 20; it has been determined that the managerial power sources applied by the managers significantly affect the organizational cynicism perceptions of the employees ($\beta = -0.884$ $p < 0.000$) and the intention to leave ($\beta = -0.238$ $p < 0.000$). Later, managerial power sources were analyzed together with organizational cynicism. As a result of the analysis; administrative power sources ($\beta = -0.343$ $p < 0.000$) and organizational cynicism ($\beta = 0.559$ $p < 0.000$) were found to have significant effects on turnover intention. When the mediating variable was included in the analysis together with the independent variable, a decrease was observed in the coefficient of the independent variable ($\beta = -0.343 < \beta = -0.238$). If there is a decrease in the effect of the independent variable on the dependent variable after adding the mediator variable, the Sobel test can be used to determine this. (Sobel, 1982). With the Sobel test, the significance level of the mediating effect of the regression effects of the independent and mediating variables on the dependent variable can be determined, depending on the standardized beta and standard error values (Preacher & Hayes, 2004, p. 718). The Sobel test mechanism testing the mediator variable effect is given in Figure 3.

Figure 3.

Sobel Test Mechanism

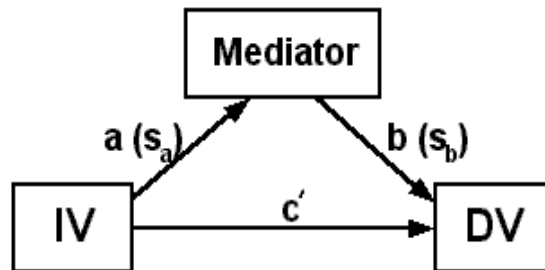


Figure 3. The theoretical model shown in the Sobel Test Mechanism was adapted to the research model (Figure 1) and in this context, in order to determine the mediating role of employees' perceptions of organizational cynicism, The Sobel test developed by Michael E. Sobel (Sobel, 1982) was used. These tests were applied using the interactive calculation tool developed by Preacher KJ. (Sobel Analysis, 2022).

'a' and 'b' coefficient values used in the Sobel test, which measure the effect of the mediator variable, and the standard error values of these coefficients were found as a result of the 's_a' and 's_b' regression analysis, and are shown and noted in Table 20. The values found are calculated as follows on the interactive web page.

Figure 4.

Interactive Screen Output of Sobel Test Coefficients

Input:		Test statistic:		Std. Error:	p-value:
a	-0.884	Sobel test:	-6.74578917	0.07325399	0.00235
b	0.559	Aroian test:	-6.73004259	0.07342539	0.00423
s _a	0.109	Goodman test:	-6.76164679	0.0730822	0.00145
s _b	0.046	Reset all	Calculate		

Note: (<http://quantpsy.org/sobel/sobel.htm>)

Evaluation of Intermediary Effect; the p-values in the last column of Figure 4, the significance value (significance level); since the alpha value was less than 0.05, the effect of organizational cynicism as a mediator variable was found to be significant. Organizational cynicism has a mediating effect on the effect of managerial power sources used by hotel management managers on turnover intention. In other

words, managerial power sources have an effect on the intention to leave the job through organizational cynicism.

5.6. Conclusions on Research Hypotheses

As a result of the analysis, the acceptance and rejection of the hypotheses are shown in Table 21.

Table 21.

Conclusions on Hypotheses

H1	There is a significant relationship between the managerial power sources used by hotel managers and the organizational cynicism perceptions of the employees.	ACCEPTED
H2	There is a significant relationship between employees' perceptions of organizational cynicism and their intention to quit.	ACCEPTED
H3	There is a relationship between the managerial power sources used by hotel managers and their intention to quit.	ACCEPTED
H4	Managerial power sources used by hotel managers have a significant effect on employees' perceptions of organizational cynicism.	ACCEPTED
H5	The organizational cynicism perceptions of the employees have a mediating role in the effect of the managerial power sources used by the hotel managers on the intention to quit.	ACCEPTED
H6	The managerial power sources used by hotel managers have a significant effect on intention to quit.	ACCEPTED
H7	Employees' perceptions of organizational cynicism have a significant effect on their intention to quit.	ACCEPTED

6. CONCLUSION

The research model, which was created as a result of the literature review, was tested on the employees of five-star hotels operating in the province of Istanbul. In the study, the mediating role of the organizational cynicism perceptions of the employees in the effect of the managerial power sources applied by the hotel management managers on the intention to quit was determined.

The results of the demographic characteristics of the employees participating in the research are examined; 51.8% of the participants were male and 48.2% were female employees. 44.9% of the participants are single and 55.1% are married. In terms of age, 34.6% of the participants were under the age of 31, 53.3% were between the ages of 32 and 45, and 12.1% were over the age of 45. 13.6% of the employees have primary education, 26.8% have high school degree, 29% have associate degree and 30.5% have undergraduate and graduate education. 17.9% of the participants work in the front office, 15.4% in sales and marketing, 14% in human resources, 31.6% in housekeeping and 21.7% in the kitchen and food and beverage department. Considering the working time of the employees in their enterprises; 7.7% of them have less than 1 year, 49.6% of them are between 1 and 4 years, 30.9% of them are between 5 and 9 years, 11.8% of them have a working period of more than 10 years. For the working time of the employees in the tourism sector, it is seen that 37.5% of them are in the range of 1-5 years, 36% are in the range of 6-10 years, and 26.5% are employees with more than 11 years of experience.

In the research, managerial power was examined within the scope of 5 dimensions; "expert power", "referent power", "legitimate power", "reward power" and "coercive power". Organizational cynicism is discussed in 3 dimensions; cognitive cynicism, affective cynicism and behavioral cynicism. Intention to quit is also included in the study as a dimension. A 5 - point Likert -type rating was used in the study.

Considering the average of perceptions of hotel employees regarding managerial power dimensions, it has been determined that charismatic (referent) power has an average of 3.23, reward power has an average of 3.28, expert power has an average of 3.35, coercive power has an average of 3.49 and legitimate power has an average of 3.47. According to the results obtained, it is seen that the managerial

power dimension perceived at the highest level by the hotel staff is 'coercive power', followed by 'legal power' with a close average. According to the results, it is thought by the hotel employees that the department managers generally use their managerial power with the authority they derive from their positions.

When the average of the perceptions of the hotel employees participating in the research on the dimensions of organizational cynicism is investigated, it was determined that cognitive cynicism had an average of 3.00, affective cynicism 2.67, and behavioral cynicism had an average of 3.03. By looking at the results, it was determined that the behavioral cynicism levels of the employees were high. Accordingly, it is seen that the employees reflect their negative thoughts and feelings on their behaviors. It was determined that the evaluations of the participants regarding the turnover intention scale had a high value (2.87).

When the relationship between research variables is examined; it has been determined that there are negative and significant relationships between managerial power, organizational cynicism ($r=-0.444$) and intention to quit ($r=-0.449$). It has been determined that organizational cynicism has a positive and significant relationship with the variable of intention to quit ($r=0.678$).

Regression analysis was used to determine the effects of managerial power preferences of department managers on intention to quit and organizational cynicism attitudes of employees in 5-star hotel businesses in Istanbul. According to the results of the first analysis; it has been determined that the power sources applied by the hotel managers have a negative and significant effect on the intention to quit ($\beta=-0.343$; $p=0.000$). In the literature review, no study was found to determine the effect of power types used by hotel managers on their intention to leave. Therefore, a comparison could not be made regarding the effect of managerial power resources applied by hotel managers on the intention to leave. This is an indication of the originality of the study in the literature. According to another analysis result; it has been determined that managerial power sources have a negative and significant effect on organizational cynicism perceptions ($\beta =-0.884$; $p=0.000$). According to the result of this analysis; as the managerial power resources of the managers working in hotel businesses increase, the organizational cynicism perceptions of the employees decrease. This result was similar to the results of Liceli and Hassan's research (2019,

p. 428) on 4 and 5 star hotel employees. In the study, it was observed that the organizational cynicism perceptions of the employees decreased as the managerial power resources increased. According to the final analysis result; it has been determined that the organizational cynicism perceptions of the employees have a positive and significant effect on the intention to leave ($\beta = 0.559$; $p = 0.000$). In this case, as the organizational cynicism perceptions of hotel business employees increase, their intention to leave increases in direct proportion. In the study of Pelit and Soybalı on the employees of 5-star hotels in Afyonkarahisar (Pelit & Soybalı, 2021, p. 487), similar results were found, it has been determined that the organizational cynicism perceptions of the employees have a positive effect on their intention to quit.

Sobel test was applied to determine the mediating role of employees' perceptions of organizational cynicism. The coefficient value of the administrative power resources ($a = -0.884$) and the standard error value of this coefficient ($s_a = 0.109$), the coefficient value of organizational cynicism ($b = 0.559$) and the standard error value of this coefficient ($s_b = 0.046$) found as a result of the regression analyzes mentioned above in the interactive calculation tool, a Sobel test was performed. As a result of the Sobel test; it has been determined that organizational cynicism has a significant mediating role in the effect of managerial power sources applied by managers on turnover intention.

Due to the fact that the most important resource in the companies providing services is human, a good selection of human resources, good motivation, good management, being satisfied with their job and being loyal to the organization are the keys to success in these businesses. Another factor that will lead hotel businesses to success is customer satisfaction. In hotel businesses, there are procurement and purchasing processes in matters such as eating and drinking, cleaning and personal needs. Therefore, the differentiation of the services provided by the enterprises according to the tastes and demands of the customers also affects the supply processes because when logistics activities are managed well, the right product in the right quantity, in the right place, at the right time and in the right way, is provided to the customer. Therefore, the findings obtained in this study are also indicative in the logistics sector (Özkanlısoy & Akkartal, 2020).

When we look at the previous studies during the literature review, the mediating role of organizational cynicism perceptions in the effect of managerial power sources on intention to quit was not studied in the sample area examined or in different sample areas. In this sense, it is thought that the research will shed light on the academic base and the selected sector, as well as the human resources department, both as a purpose and as a field of application. In addition, the indicators found as a result of this study can also be used by companies that use human resources as external resources (Özkan & Akkartal, 2019).

As a result of this thesis research, it is seen that the increase in the applications of managerial power resources affects the perceptions of organizational cynicism negatively. The resulting organizational cynicism perceptions positively affect the intention to leave. Based on this situation, it can be suggested to the practitioners in the sector that they prefer the power sources that will reduce the organizational cynicism perceptions of the employees.

It may be suggested to investigate the effect of managerial power resources dimensions on the dimensions of organizational cynicism perceptions in future studies. Likewise, in hotel businesses, which is one of the areas where human resources are of the greatest importance, it can be determined which of the managerial power resources the managers use have positive and negative results on the employees. In addition, the effect of demographic characteristics of the participants on organizational cynicism and intention to quit can also be investigated.

Since this study was carried out in Istanbul, which can be considered as the capital city of Turkey's tourism sector, it is difficult to generalize the results of the research to different hotel types, different regions and different societies because the thoughts of the employees about the managerial power and especially the concept of cynicism are shaped according to the socio-economic and cultural structure of the societies they live in. In order to understand whether the results will be similar or different, it is recommended to conduct new research in different hotel types and in different regions. In addition, qualitative research methods can be used in future studies. In this way, new ideas can be put forward by making use of the original thoughts and suggestions of the employees during the interviews.

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APPENDIXS

Appendix A: Sample List of Abbreviations

ANOVA: Analysis of Variance

β : Regression Coefficient

f : Frequency

F : Parameter for Analysis of Variance (ANOVA)

KMO Value : Kaiser-Meyer-Olkin Measure of Sampling Adequacy

p (sig.) : The Significance Value of the Coefficient

R : Multiple Correlation Coefficient

R² : Multiple Explanatory Coefficient

r : Correlation Coefficient

SPSS: Statistcan Package fort he Social Sciences

VIF : Variance Inflation Factor

% : Percentage

Appendix B: Demographic Characteristics

Dear Participants,

This questionnaire was prepared within the scope of the master's thesis conducted at Yeditepe University, Institute of Social Sciences, Department of Business Administration. The aim of this study is to determine the mediating role of the organizational cynicism perceptions of the employees in the effect of the managerial power resources applied by the department managers on the intention to leave. The results will be used for scientific purposes, and the information obtained will not be shared with your manager or a third party.

Indicate your answers to the following statements by placing an 'X' in front of the option for the relevant statement. The survey will take approximately 10 minutes. Please answer all questions in the questionnaire sincerely.

I would like to thank you for your valuable time and contribution to the research and wish you a good work.

Özlem ALICI

Gender:	☐ Female	☐ Male			
Age:	☐ 18-25	☐ 25-31	☐ 32-38	☐ 39-45	☐ 46 year and above
Marital Status:	☐ Married	☐ Single			
Education:	☐ Primary Education	☐ Highschool	☐ Associate Degree	☐ Undergraduate/Master's Degree	
Which department do you work in? :	☐ Front Desk ☐ Sales-Marketing ☐ Human Resources ☐ Housekeeping ☐ Kitchen /Food-Beverage ☐ Others (Please Specify)				
How many years have you been working in this organization ? : Please Specify?					
How many years have you working in 'Hotel Management Industry'? : Please Specify?					

Appendix C: Managerial Power Sources Scale:

Evaluate the following statements according to your department manager. The boxes on the right of the evaluation are listed from left to right, from strongly disagree (1) to strongly agree (5). Express your level of agreement with the statements as “1” as the lowest and “5” as the highest.	Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree
My department manager has a pleasing personality					
I don't want to identify myself with my department manager					
I admire my department manager because he (she) treats every person fairly					
I like the personal qualities of my department manager					
I want to develop a good interpersonal relationship with my department manager					
My department manager is not the type of person I enjoy working with					
My department manager can recommend me for a merit recognition if my performance is especially good					
My department manager can provide opportunities for my advancement if my work is outstanding					
My department manager cannot get me a pay raise even if I do my job well					
If I put forth extra effort my department manager can take it into consideration to determine my pay raise					
My department manager can get me a bonus for earning a good performance rating					
My department manager can recommend a promotion for me if my performance is consistently above average.					
I approach my department manager for advice on work related problems because he (she) is usually right					
When a tough job comes up my department manager has					

the technical know how to get it done					
My department manager has specialized training in his (her) field.					
My department manager does not have the expert knowledge I need to perform my job					
I prefer to do what my department manager suggests because he (she) has high professional expertise					
My department manager has considerable professional experience to draw from in helping me to do my work					
My department manager can take disciplinary action against me for insubordination					
My department manager can fire me if my performance is consistently below standards					
My department manager can suspend me if I am habitually late in coming to work					
My department manager can see to it that I get no pay raise if work is unsatisfactory					
My department manager can fire me if I neglect my duties					
It is reasonable for my department manager to decide what he (she) wants me to do					
My department manager is justified in expecting cooperation from me in work related matters.					
My department manager's position entitles him (her) to expect support of his(her) policies from me					
My department manager's position does not give him (her) the authority to change the procedures of my work					
I should do what my department manager wants because he (she) is my superior					
My department manager has the right to expect me to carry out her (him) instructions					

Appendix D: Organizational Cynicism Scale

The following statements represent the views you hold towards the business you work for. The evaluation is ordered from left to right, from strongly disagree (1) to strongly agree (5) in the boxes on the right. Express your level of agreement with the statements as “1” as the lowest and “5” as the highest.	Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree
I believe that the things my organization say and the things they do are different from each other.					
My organization's policies, goals and practices seem to have little in common.					
If an application was said to be done in my organization, I would be skeptical whether it would happen or not					
My organization expects one thing of its employees, but rewards another.					
I see little similarity between what my organization says it will do and what it actually does.					
When I think about my organization, I get angry.					
When I think about my organization, I experience aggravation.					
When I think about my organization, I experience tension.					
When I think about my organization, I feel a sense of anxiety.					
I complain about what happened at work to my friend outside the institutions I work for.					
We look at each other in a meaningful way with my colleagues when my organization and its employees are mentioned.					
I talk with others about how work is being carried out in the organization.					
I criticize the practices and policies of my organization to people outside the company					

Appendix E: Intention to Quit Scale

In the following statements, consider your situation in the company you work for. The boxes on the right side of the evaluation are ordered from left to right, from strongly disagree (1) to strongly agree (5). Express your level of agreement with the statements as “1” as the lowest and “5” as the highest.	Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree
As soon as I can find a better job, I will leave this company.					
I am actively looking for a job outside this company.					
I am seriously thinking of quitting my job at this company.					
I often think of quitting my job at this company.					
I think I will still be working at this company five years from now.					