

Psychological Contract Breach and Organizational Cynicism Relationship

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Introduction

Researches for organizational development and change are becoming increasingly important in today's world. Organizations want to get to know their employees better to increase the efficiency and efficiency of employees. For this reason, intensive researches are being done about organizational – employee relations and various characteristics of employees today. Determining the attitude and behaviors of employees' organizations, and investigating the causes of these behaviors have become an important issue. One of them is psychological contract violations. Rousseau (1995), who has a lot of work on the concept of psychological contract, states that both the employee and the employer's beliefs about the non-written conditions and expectations between the employee and the employer are psychological contracts. Contracts are words that guide the individual's future behavior and are essential for business relationships. In the absence of such contracts between the parties or the individual, neither party will be willing to contribute to the other and naturally will not be involved.

The term "mutual obligations" used in the context of employees 'and employers' beliefs in relation to employment or by a commitment by a counter party is accepted as the key item of the psychological contract. Failure of one party to fulfill its obligation to another causes the relationship between the individuals to be disrupted and the beliefs of the parties to reduce mutual obligations to diminish (Doğan and Demiral, 2009). As a result of this, it is a violation of this contract that the employee does not fulfill the terms of the psychological contract due to the mutual obligation.

Cynicism; it is a current of thought that is attributed to people who are hard-loving, dissatisfied, constantly approaching the events, who are full of interest-oriented and negative thoughts. Cynicism constitutes the basic idea of people to have a positive personality such as honesty, justice and a second planet for their own personal interests.

Cynicism can be caused by the individual's own personality traits (such as toughness, searching for defects), and organizational traits can also lead to cynicism (Eaton, 2000).

Organizational cynicism is according to Bedeian (2007); "Negative attitude towards the knitting that the individual is employed". Organizational cynicism; is defined as an attitude consisting of cognitive (belief), affective (emotional) and behavioral (behavioral) tendencies (Kalağan and Güzeller, 2010).

In this study, relations between psychological contract violations and organizational cynicism and sub-dimensions were examined and various results and suggestions were presented.

Methodology

The research population constitute approximately 4000 participants, including managers and employees employed in 32 hotel establishments operating in the Cappadocia region, 4 and 5 star. Considering the 96.5% confidence interval and the 3.5% error amount, the number of participant store present the universe was determined as 740, but the number of data obtained is 720 despite 768 in practice. In this context, 720 participants determined by the sampling method accessible from purposeful sampling methods have the power to represent the universe. The polls were implemented in June, 2014. 768 of the questionnaires returned, but 48 were not included because of in complete answers. A total of 720 surveys were considered valid.

Findings

The Pearson correlation coefficient was initially calculated in order to examine the relationships between perceptions of organizational cynicism and psychological contract breach perceptions of employees working in 4 and 5 star hotel companies trading in the Cappadocia region. The relations are determined as; positive and high level ($r: 0.822$) between organizational cynicism levels and cognitive cynicism levels of employees who participated in the survey; positive and high level with affective cynicism ($r: 0.877$); ($r: 0,574$) as an average and positive value with behavioral cynicism ($p < 0,01$). The relations are determined as the following; between perception levels of employees in terms of psychological contract violation and cognitive cynicism levels, positive and low level ($r: 0.363$), with affective cynicism positive and low level ($r: 0,261$), with behavioral cynicism positive and, low level ($r: 0,330$).

It was aimed to determine how the employees perceptions of psychological contract violation and control variables (whether or not they are educated in the field of tourism, income level, duty, working period in the sector, permanent working status) predict the degree of organizational cynicism level of the employees whose opinions were taken within the scope of the survey. In the hierarchical regression analysis calculated in this direction, the control variables were firstly analyzed and then the psychological contract violation variant was included in the analysis. When the analysis results are examined, it is seen that the situation of tourism educating and staff status of the employees determined as control variables in the research, predict the organizational cynicism levels of the people significantly. ($p < 0,05$). On the other hand, it was determined that, as the control variables; income level, position and seniority variables of the employees could not explain organizational cynicism level

significantly ($p > 0,05$). It has been determined the the variables that significantly predict the organizational cynicism levels of employees explain the 7% of variability at organizational cynicism level. It was determined that psychological contract violation variable ($p < 0,05$), which was taken as an independent variable together with control variables that explain organizational cynicism levels of employees were a significant predictor of organizational cynicism. The psychological contract violation which was included in the forward second round of research, it is determined that the control variables explained 21% of employees' variability in organizational cynicism levels. In this respect, it has been determined that levels of psychological contract violation are a significant predictor of organizational cynicism levels when workers' demographic characteristics are controlled.

Conclusions&Recommendations

Within the scope of the research, the levels of employees who work in 4 and 5 stars hotel companies trading in the Cappadocia region have been examined for in terms of their organizational cynicism and psychological contract violations experiences. Information on the employees' gender, age, marital status, education status, number of children owned, income level, duration in the sector, duration in the institution, touristic education status, their departments and permanent working status were obtained and by using these information their organizational cynicism and psychological contract violation levels were examined. Finally, the relationship between organizational cynicism and violations of psychological contracts and the specific features of employees is calculated in the study. It has been determined that employees who work in four and five stars hotel companies trading in the Cappadocia region, have experienced moderate organizational cynicism. When the sub-dimensions of the organizational cynicism is examined; it is determined that the levels of cognitive, affective, and behavioral cynicism of the employees are generally moderate and slightly above the middle level. It was determined that employees had mostly cognitive cynicism in the sub-dimensions of organizational cynicism and then behavioral cynicism and finally affective cynicism. It has been determined that levels of psychological contract violations of the employees are an important predictor of cognitive cynicism. In this direction, it is suggested to determine and the eliminate the elements of employees' psychological contract violation. So that, cognitive cynicism levels will be reduced.

It was determined that cognitive, affective, and behavioral cynicism levels which constitute organizational cynicism sub-dimensions has not a significant difference from the cynicism levels of the employees in terms of their gender. It was determined that organizational cynicism and affective cynicism levels did not show any meaningful difference according to the ages of the employees whose opinions were taken within the scope of the research. Since it has been determined that the experiences of workers on cognitive, affective, behavioral and organizational cynicism are moderate, some activities should be carried out to reduce the organizational cynicism levels of employees working in accommodation enterprises. Administrators can be trained, managers can be informed, better relations with employees can be established and basic problems can be identified and solutions can be produced. Due to the fact that, it is determined that cognitive and behavioral cynicism have a significant relation to organizational cynicism within the scope of the research, related studies which prevent the employees from cognitive and behavioral cynicism occurring should be done. By this

directionin-service educations can be used.It has been determined that, especiallythe levels of employees' psychological contract violations are an important predictor of cognitive cynicism. In this direction, it is suggested that the elements should be identified and be eliminated in terms of the violation of the psychological contract. By this way cognitive cynicism levels will bereduced.

In this study, the effect of psychological contract violation on the organizational cynicism levels of employees was investigated. In other studies, variables such as organizational loyalty, job satisfaction, organizational confidence, performance can be examined as well. This studyhave created the universe of the examinationon 4 and 5 stars hotelstrading in Cappadocia region. In other studies more examinations can be carried out in Turkey or other tourism weighted regions.