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A two-way perspective on social loafing and organizational cynicism

Sevda Seven Şarkaya[1] and Zeynep Meral Tanriogen[2*]

[1]Ministry of Education, Turkey.
[2]Educational Sciences, Faculty of Education, Pamukkale University, Turkey.

The aim of this study is to reveal the effects of the relationship between social loafing and organizational cynicism. The sample of the study was selected using stratified cluster sampling method, comprising 71 schools and 1043 teachers working in primary and secondary schools in Pamukkale district of Denizli province. In the study, relational screening model and quantitative methods were used. The data of the study were collected using Organizational Cynicism Scale and Perceived Coworker Loafing Scale. During the data analysis, parametric tests were used on account of normal distribution. Pearson Product Moment Correlation tests as well as multiple and simple linear regression analyses were performed to examine the sub-problems of the study. Owing to the characteristics of the measurement tool, the predictive power of both variables was measured using a two-way perspective. The results of the study revealed that organizational cynicism is a predictor of social loafing and there is a positive and moderate relationship between them. It was seen that as teachers' organizational cynicism attitudes increased, social loafing behavior also increased. At the same time, social cynicism was found to be the predictor of organizational cynicism and it was suggested that when teachers' social loafing behaviors increased, organizational cynicism attitudes also increased. According to these results, it was concluded that both variables affect each other.

Key words: Organizational cynicism, social loafing, teacher, primary school, secondary school.

INTRODUCTION

Organizational cynicism

The concept of cynicism is a pattern thinking and life style that emerged in Ancient Greece (Brandes, 1997), dating back to B.C. 500 (Mantere and Martinsuo, 2001). Cynicism is a philosophical movement that highlights the importance of virtue and rejects worldly wishes and desires (Kasalak and Bilgin-Aksu, 2014). According to

cynical philosophy, there are some principles that cynical individuals advocate (Gökberk, 2000; Cevizci, 2002). Some of these principles are self-sufficiency and abstinence from the blessings of the world.

In cynical philosophy, the individual rejects moral values and social rules, and lives according to the rules of nature. The basic principle of cynical philosophy is to be virtuous and according to this philosophy, virtue is

*Corresponding author. E-mail: zatogen@gmail.com.

based on knowledge. The individual can only meet the needs surrounding him as long as he becomes knowledgeable. A wise person is the person who is virtuous and self-sufficient (Kalağan, 2009; Gökberk, 2000). In other words, the concept of cynicism is a philosophical view of life that adopts the principle of achieving true virtue by being purified from artificial needs. According to popular philosophy, cynicial individuals posses a daring manner that tells the truths directly, and do not recognize traditions and customs (Bora, 2011). Since ancient times, the concept of cynicism has changed in terms of meaning and is seen as a concept with a negative connotation (Helvacı, 2010).

Cynicism is a multidimensional concept which is the subject matter of different disciplines such as philosophy, religion, political sciences, sociology, administration and psychology. Cynicism is a sardonic and critical point of view, caused by negative experiences and feelings of an individual (Karacaoğlu and İnce, 2012: 30). Candan (2013) emphasized that while cynicism was perceived as a lifestyle in the past, today it is perceived as distrust in values. In general, cynicism is defined as disbelief in sincerity and goodness in the motives and actions of humans and such persons has a tendency to reveal such in a sarcastic manner as well as points to mistakes cynically (Tokgöz and Yılmaz, 2008).

According to Anderson (1996), cynicism is a broad concept that includes an attitude of distrust, contempt, avoidance, despair and disappointment towards individuals and objects.

Research into organizational cynicism increased in the late 1980s and early 1990s. In the studies on organizational cynicism, the question "What kind of negative attitudes do employees have towards their organizations?" was answered, and as a result of the literature review based on this context, different definitions and a theoretical framework of organizational cynicism were presented (Kalağan, 2009).

Organizational cynicism refers to negative attitude by an employee towards his organization, because the person believes the institution is not honest (Karacaoğlu and İnce, 2012: 32). On the other hand, Kalağan (2009) defines organizational cynicism as an attitudinal phenomenon that contains negative feelings, humiliating and critical behavior, and includes hidden or direct hard criticisms, cynical (negative) beliefs and negative emotions towards the organization.

The concept of organizational cynicism is basically grounded on the lack of principles of truthfulness, honesty, justice, sincerity and intimacy. Administrators of organizations are devoid of these principles, for the sake of their individual interests; thus, it gives rise to behaviors that are based on hidden motivations and intrigues within the organization (Abraham, 2000).

According to Erdost-Çolak (2018), there are numerous factors that lead to emergence of organizational cynicism. Due to personality traits of individuals, the implementation of unfair policies within an organization and mismanagement may lead to increase in cynicism. According to Özgener et al. (2008), four key factors in the appearance of organizational cynicism are: *high expectations, experience of disappointment, being humiliated/being despised, and skepticism.*

Dean et al. (1998) studied organizational cynicism in three dimensions: cognitive (belief), affective and behavioral dimension. In the first dimension, which is the cognitive dimension, the employee maintains the belief that the organization lacks honesty. For affective dimension, the beliefs that emerged in the first phase are transformed into feelings such as anger, sarcasm and hate towards the organization. In the third and last dimension, behavioral dimension, the beliefs and feelings formed in the aforementioned phases turn into behavior. In this dimension, the employee criticizes and complains about the organization to the others. In this study, these three dimensions were evaluated.

Also, organizational cynicism has a negative effect on individuals and organizational effectiveness. Besides, a great number of studies reveal that organizational cynicism attitudes decrease motivation, organizational commitment, organizational citizenship behavior, job satisfaction and the intention to create change, and that it is a concept associated with organizational justice, psychological contract violations, organizational policies, perceived organizational support, performance, organizational stress, alienation and emotional exhaustion (Kalağan and Aksu, 2010; Balcı, 2016; Güneş, 2017).

There are many suggestions in the research studies aimed at reducing or eliminating organizational cynicism which has significant effects on the organization and the individual. These suggestions are generally as follows (Balcı, 2016; Ergen, 2015): involving employees in the decision making process, maintaining effective communication with employees, informing people, establishing trust, evaluating the change from the employees' perspectives, creating environments where employees can express their feelings, and being objective in the distribution of awards.

Doğan et al. (2012) define social loafing as the situation in whereby the individual's production tendency is less while working in a group than working individually. Bayram-Candan (2017) stated that social loafing involves individuals showing less focus on the job during group work, due to the presence of other group members. According to Ilgın (2013), social loafing is the state in which an individual makes less effort than expected in the group tasks. Latane et al. (1979) describe social loafing as a disease, since it has negative consequences for individuals, societies and social institutions. Social loafing leads to decrease in human productivity.

Group size is regarded as the most important factor causing social loafing. According to the first study in this area conducted by Ringelmann (1913), an inverse relationship was found between the effort spent and the

size of the group, and this inverse relationship is called "Ringelmann Effect"cited in Kurnaz (2016).

Pabico et al. (2008) suggest that group members with social loafing behaviours have two different roles, freerider and sucker. Freeriders are those who do not make any effort to perform tasks within the group, but receive the same award as the other group members. When it comes to the definition of sucker, it is considered as a special type in social loafing, and people with the role of sucker take over the duties and responsibilities that freeriders do not fulfill or other group members (Öge and Kurnaz, 2017).

When the reasons of social loafing are investigated, the studies conducted by Ilgın (2010) and Özek (2014) revealed that if the level of interdependence is low in an assigned task, individuals increase their performance by considering that their efforts will be noticed. If the individual believes that his/her contributions are identifiable, he/she does not show social loafing behavior. However, in the groups in which the sense of "us" is adopted; individuals do not tend to show social loafing behaviour. Group size is another key factor that affects social loafing behavior. As number of people in the group increases, an individual may think that the workload in his part has decreased and thus show social loafing behavior.

Latane et al. (1979) argued that social loafing behavior was attributed to three reasons: attribution and equity, submaximal goalsetting and evaluation error. Liden et al. (2004) categorized the antecedents of social loafing into two categories, individual and group antecedents.

Social loafing behavior is one of the most important anti-production behaviors that affect the efficiency and performance of an organization negatively. Therefore, it is of critical importance for organizations to find solutions to prevent such behavior. In this sense, it is possible to encounter various solutions in different studies. Rothwell (1999), for instance, suggested that a good group performance can be achieved with the formula of collaboration, content (job description) and choice (task to be done) (Balcı, 2016).

Schools are social organizations. The main purpose of these organizations is to prepare individuals for life and work life in the best way. At this point, the most important task falls on teachers, who are the keystones of educational institutions and human resources. However, in order for them to be able to perform their duties in the best way, teachers' attitudes towards the school they work for and their degree of effort are of great importance. The way in which they evaluate school policies and practices, their trust or distrust in school administration, and their evaluation of school administration as fair or unjust are the factors that determine the degree of this attitude and effort. If teachers believe that the practices in their school are unfair and that their efforts are not identifiable and visible, they will feel distrust in their school and show cynical attitudes within the school. As a result, they will show social loafing behavior since they are not sure if their efforts in group work will be distinguished, identified and rewarded. Considering that, this situation prevents schools from achieving their goals and from being successful. Thus, this study aims to investigate the relationship between teachers' organizational cynicism attitudes and social loafing behaviors.

To this end, the following research questions were answered:

(1) Is there a statistically significant relationship between primary school and secondary school teachers' perceptions of organizational cynicism and coworker loafing?
(2) Do the organizational cynicism attitudes of primary and secondary school teachers predict their social loafing levels?
(3) Do the social loafing behaviors of primary and secondary school teachers predict their organizational cynicism levels?

METHODOLOGY

In this study, relational screening model was used according to the purpose of the research. According to Karasar (2002), relational screening model is used to determine whether there is a relationship between two or more variables, and the degree and direction of the relationship between the variables. The variables of the study were social loafing and organizational cynicism. The study tried to reveal whether there is a statistically significant relationship between teachers' organizational cynicism attitudes and social loafing behaviors. Besides, the study examines the direction and to what extent organizational cynicism attitudes predicts social loafing levels as well as the direction and to what extent social loafing behaviors predicts the level of organizational cynicism.

The population of the study comprised 2271 teachers working in 87 public primary and secondary schools in Pamukkale district of Denizli province in 2018-2019 academic year. The sample of the study comprised 1043 teachers working in 71 public primary and secondary schools determined through stratified cluster sampling method. The stratified cluster sampling method is used when there are strata or clusters in a population with certain boundaries. The important point in this method is to study the population with reference to the stratas in the population (Yıldırım and Şimşek, 2005).

In the research, "Organizational Cynicism Scale" and "Perceived Coworker Loafing Scale" were used as data collection tools. Organizational Cynicism Scale used in this study was developed by Brandes et al. (1999) and adapted to Turkish by Kalağan (2009). The scale consists of 13 items and has three sub-dimensions: cognitive, affective and behavioral. As a result of the reliability analysis conducted in this study, Cronbach's Alpha value of the overall scale was calculated as 0.93, and Cronbach's alpha value of the sub-dimensions was calculated as 0.83 to 0.96.

Perceived Coworker Loafing Scale used in this study was first developed by George (1992) and it comprised 10 items. Then 3 more items were added by Liden et al. (2004) and was converted into a scale in which employees evaluated their friends. The Perceived Coworker Loafing Scale developed by Liden et al. (2004) was adapted to Turkish by Ilgın (2010). As a result of the reliability

Table 1. Pearson Product Moment Correlation Analysis conducted to determine whether there is a statistically significant relationship between teachers' perceptions of organizational cynicism and coworkerloafing.

Correlation	Organizational cynicism	Cognitive cynicism	Affective cynicism	Behavioral cynicism	Social loafing
Organizational cynicism	1				
Cognitive cynicism	0.891**	1			
Affective cynicism	0.855**	0.641**	1		
Behavioral cynicism	0.838**	0.603**	0.605**	1	
Social loafing	0.536**	0.511**	0.432**	0.432**	1

**p<0.01.

analysis conducted in this study, the Cronbach's alpha value of the Colleagues' Social Loafing Perception Scale was calculated as 0.92. In the process of applying the scales, 71 schools that were included in the sample were visited one by one and the teachers were reached. The teachers were informed about the purpose and importance of the research and the data were obtained from a total of 1043 teachers. Pearson Product Moment Correlation and multiple and simple linear regression analysis were used to analyze the data.

FINDINGS

Findings related to the first sub-problem

Pearson Product Moment Correlation Analysis was conducted to determine whether there is a statistically significant relationship between primary and secondary school teachers' perceptions of organizational cynicism and coworkerloafing. The results are shown in Table 1.

As a result of the pearson correlation analysis conducted to determine whether there was a significant relationship between organizational cynicism and social loafing scores, a moderate, positive and significant relationship was found between them (r=0.536, p<0.01). According to Büyüköztürk (2011), values between 0.00 and 0.30 show a low level relationship, values between 0.30 and 0.70 show a moderate level relationship and values between 0.70 and 1.0 show a high level relationship. On the other hand, when the level and direction of the relationship between social loafing and the sub-dimensions of organizational cynicism was examined, it was found that there was a moderate, positive and significant relationship between cognitive dimension and social loafing (r=0.511, p<0.01); a moderate, positive and significant relationship between affective dimension and social loafing (r=0.432, p<0.01), as well as a moderate, positive and significant relationship between behavioral dimension and social loafing (r=0.432, p<0.01). In the light of these findings, it can be said that if the scores increase in the overall scale and in sub-dimensions of the organizational cynicism level of the teachers, social loafing scores will also increase. Accordingly, it is revealed that social loafing behavior will increase when organizational cynicism increases within

the organization, or social loafing behavior will decrease when organizational cynicism attitude decreases.

Findings related to the second sub-problem

Multiple linear regression analysis was conducted to identify the effect of teachers' organizational cynicism level on the perceived coworker loafing. When one of the two variables which are found to have a relationship is determined as the predicted variable and the other as a predictor, the process of explaining the relationship between them with a mathematical equation is called regression analysis (Büyüköztürk, 2011). In this study, it was determined through correlation analysis that there was a linear relationship between organizational cynicism and social loafing. Organizational cynicism was the independent variable (predictor) while social distinction was the dependent variable (predicted). The results of the multiple linear regression analysis are shown in Table 2.

As seen in Table 2, as a result of multiple linear regression analysis, the sub-dimensions of organizational cynicism had a significant low level relationship with the perceived social loafing (R= 0.54, R^2=0.29, p<0.01). Accordingly, the cognitive dimension, affective dimension, and behavioral dimension account for 29% of the total variance in the perceived coworkerloafing. The standardized (β) coefficients and t values revealed that according to the order of importance, the cognitive dimension, behavioral dimension and affective dimension are the significant predictors of colleagues' social loafing perception, respectively.

Considering the findings obtained, it can be said that if organizational cynicism behaviour is observed within the organization, social loafing behavior will also appear. If an individual believes that his or her organization lacks honesty, he or she may feel distrust in the organization and other colleagues within the organization, and may be sceptical of the integrity of the organization due to the discrepancies between the policies and practices in the organization. This may cause the individual to exhibit cynical attitudes within the organization. The individual

Table 2. Multiple linear regression analysis conducted to determine the effect of sub-dimensions of organizational cynicism on teachers' perceived coworkerloafing.

Predictor	Social loafing (Predicted variable)				
	B	Standart Error	β	t	p
Constant	17,656	0.767	-	23,028	0.000
Cognitive Dimension	0.721	0.077	0.341	9,394	0.000
Affective Dimension	0.327	0.099	0.120	3,298	0.001
Bahavioural Dimension	0.421	0.096	0.154	4,393	0.000

R=0.541, R^2=0.293, $F_{(3-1039)}$=143.317, p=0.000.

Table 3. Simple linear regression analysis conducted to determine the effect of teachers' perceived coworker loafing on organizational cynicism level.

Predictive variable	Organizational Cynicism (Predicted variable)				
	B	Standard error	β	T	p
Constant	9,925	0.914	-	10,854	0.000
Social loafing	0.558	0.027	0.536	20,473	0.000

R=0.536, R^2=0.287, $F_{(1-1041)}$= 419.144, p=0.000.

who develops negative attitudes towards the institution he/she works for, may naturally doubt if his/her efforts within the organization can be identified and his/her efforts within the group can be distinguished. Similarly, the individual who is doubtful about the distinguishability and visibility of his/her efforts within the group may be suspicious of the institution in that he/she will be rewarded in accordance with his/her efforts. This may cause an individual to exhibit social loafing behavior in group work.

When these points are taken into consideration, it can be said that organizational cynicism is an antecedent of social loafing and cynical attitudes within the organization can cause loafing behavior.

Findings related to the third sub-problem

In this study, in the second sub-problem, it was determined that the teachers' level of organizational cynicism had predictive power on social loafing perception. In the third sub-problem, on the other hand, the predictive power of social loafing perception on organizational cynicism was determined. The question was handled using a two-way perspective.

The effect of perceived coworker loafing on organizational cynicism

Simple linear regression analysis was conducted to determine the effect of teachers' perception level of social loafing on organizational cynicism. In this study, a linear correlation between social loafing and organizational cynicism was determined using correlation analysis. Social loafing was the independent variable (predictor) and organizational cynicism was the dependent variable (predicted). The result of the simple linear regression analysis is shown in Table 3.

According to Table 3, as a result of simple linear regression analysis, it was found that perceived coworker loafing had a low and significant relationship with organizational cynicism (R =0.536, R^2=0.287, p<0.01). Therefore, it can be said that the perceived coworker loafing is a significant predictor of organizational cynicism. Due to teachers' perception that their colleagues do not make enough effort in the group, the feeling of distrust appears; thus, making teachers develop negative attitudes towards their colleagues. Avoiding responsibility in task distribution, prioritizing individual goals rather than the group objectives, dealing with other works other than the task itself within the working hours, placing their own responsibilities on others, not doing their own part of the work and behaving loosely while doing the job may lead to social loafing behavior. In addition, loafing behaviors exhibited by colleagues in group work can lead the individual to feel angry and get furious towards friends and develop a belief that the work will not be as desired. This may lead to the emergence of cynical attitudes in the school.

The effect of perceived coworker loafing on cognitive dimension

Simple linear regression analysis was conducted to

Table 4. Simple linear regression analysis conducted to determine the effect of the perceived coworker loafing on cognitive dimension level.

Predictive variable	Cognitive Dimension (Predicted variable)				
	B	Standard error	$\bar{\beta}$	T	P
Constant	3,725	0.423	-	8,808	0.000
SOCIAL LOAFING	0.242	0.013	0.511	19,178	0.000

$R=0.511$, $R^2=0.261$, $F_{(1-1041)}=367.792$, $p=0.000$.

determine the effect of teachers' perception level of social loafing on cognitive dimension. Social loafing variable (predictor) and cognitive dimension were the independent and dependent (predicted) variables. The result of the simple linear regression analysis is shown in Table 4.

From the analysis of Table 4, using simple linear regression analysis, it was found that perceived coworker loafing had a low and significant relationship with cognitive dimension (R =0.511, $R^2=0.261$, p<0.01). Accordingly, it can be said that perceived coworker loafing is a significant predictor of cognitive dimension. One of the most important reasons why individuals develop negative attitudes towards the organization and believe that the organization lacks honesty is because what is said and done in the institution are different, and there are few common aspects in the policies, objectives and practices of the organization.

Incompatibility of human behaviors within the organization, relationships based on interests and people's behaviors in line with their self interests, lying and resorting to fraud may result in cynical attitudes at the cognitive dimension level in an organization. On the other hand, regarding social loafing behavior, the behaviors observed include prioritizing their individual benefits instead of organizational benefits and placing their own responsibilities on others, behaving loosely in group works and doing the job they want instead of the task assigned to them. In this sense, the loafing behavior of people may lead the individual to hold the belief that his/her organization is not sincere and lacks honesty and decency. This situation reveals that teachers' perception that their colleagues' exhibit social loafing behavior may cause teachers to show cynical behaviors at cognitive dimension in the school.

The effect of perceived coworker loafing on affective dimension

Simple linear regression analysis was conducted to determine the effect of teachers' perception level of social loafing on affective dimension. Social loafing and affective dimension were the independent variable (predictor) and dependent variable (predicted), respectively. The result of the simple linear regression analysis is shown in Table 5.

From Table 5, using simple linear regression analysis,

it was found that perceived coworker loafing had a low and significant relationship with affective dimension (R=0.432, $R^2=0.186$, p<0.01). Accordingly, it can be said that the perceived coworker loafing is a significant predictor of affective dimension. Anger, hatred, sadness and disgust against the organization stood out in the affective dimension. At the same time, feelings of disdain, anger, disappointment and distrust were prominent. However, social loafing behaviors exhibited by their colleagues cause teachers not to trust their colleagues during task completion; thus, not fulfilling their responsibilities. The disruptions encountered and low efficiency during the task can cause anger and frustration. The coworkers' loafing behaviors, especially during tasks that are meaningful to the individual, may lead him/her to feel more annoyed. This suggests that coworkers' loafing behavior may lead to cynical behavior at school in the affective dimension.

The effect of perceived coworker loafing level on behavioral dimension

Simple linear regression analysis was conducted to determine the effect of teachers' perception level of social loafing on behavioral dimension. Social loafing and behavioral dimension were the independent (predictor) and dependent variables (predicted), respectively. The result of the simple linear regression analysis is shown in Table 6.

From Table 6, using the simple linear regression analysis, it was found that perceived coworker loafing had a low and significant relationship with the behavioral dimension (R=0.432, $R^2=0.187$, p<0.01). Accordingly, it can be said that the perceived coworker loafing is a significant predictor of behavioral dimension. In the behavioral dimension, there are verbal or nonverbal negative behaviors exhibited towards the organization. Discussing what is going on at work with outsiders, complaining and criticizing–the organization and using insulting and sarcastic language towards the organization are cynical behaviors that emerge in the behavioral dimension. In this sense, social loafing behaviors of colleagues may cause the individual to constantly criticize and complain, revealing feelings of distrust and anger. Particularly in individual or group work, people who fulfill

Table 5. Simple linear regression analysis conducted to determine the effect of teachers' perceived coworker loafing on affective dimension level.

Predictive variable	Affective dimension (Predicted variable)				
	B	Standard error	$\overline{\beta}$	T	p
Constant	1,963	0.344	-	5,710	0.000
Social loafing	0.158	0.010	0.432	15,445	0.000

$R=0.432$, $R^2=0.186$, $F_{(1-1041)}=238.535$, $p=0.000$.

Table 6. Simple linear regression analysis conducted to determine the effect of teachers' perceived coworker loafing on cognitive dimension level.

Predictive variable	Behavioral dimension (Predicted variable)				
	B	Standard error	$\overline{\beta}$	t	P
Constant	4,237	0.343	-	12,368	0.000
SOCIAL LOAFING	0.158	0.010	0.432	15,474	0.000

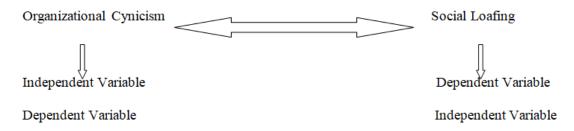$R=0.432$, $R^2=0.187$, $F_{(1-1041)}=239.452$, $p=0.000$.

Figure 1. Two-way perspective.

their duties and are happy to take responsibility may make harsh criticisms and complaints as they have more feelings of anger and frustration. The practices carried out on specific occasions and activities in schools, the fact that the responsibility of group and commission works is always fulfilled by the same teachers, that the other teachers do not fulfill their responsibilities because there is someone to do the work, may cause the teachers who fulfill their responsibilities to criticize and discuss this situation with the people both within and outside the school and complain about the school and colleagues.

Owing to the characteristics of the measurement tool, a two-way perspective was developed in the study, and the power of organizational cynicism to predict social loafing and the power of social loafing to predict organizational cynicism were measured. When the sub-problems were examined, it was seen that both variables affected each other at almost the same level. In other words, while cynical attitudes that arise in the organization can reveal social loafing behavior, social loafing behaviors exhibited in group works can create cynic attitudes by creating distrust and anger towards the organization (Figure 1).

As shown in Figure 1, both variables affect each other, and this indicates that not only negative attitudes produce negative behaviors, but also negative behaviors produce negative attitudes. In brief, it can be said that while distrust towards the organization and the belief that it is not honest cause negative behaviors in the individual; negative behaviors such as social loafing in the organization can cause the individual to develop negative attitudes towards the organization. This result displays that organizational cynicism and social loafing are important, intentional, anti-productive behaviors, hidden or explicit, and they affect the effectiveness of organizations negatively.

DISCUSSION

When the findings of the study were taken into consideration, it was found that there was a relationship between organizational cynicism and social loafing perception, and organizational cynicism predicted social cynicism. In the literature, the studies majorly examine

the relationship between virtual cynicism and organizational cynicism (Özdemir, 2017; Yıldırım and Karabey, 2017). This situation limits the comparison of the study with different studies. There is only one study encountered that investigated the relationship between organizational cynicism and social loafing. Balcı (2016), in his study that examines the relationship between organizational cynicism, presenteeism and social loafing, revealed that organizational cynicism plays a partial mediating variable role between presenteeism and social loafing. This result shows similarity with the result of the present study. It can be stated that attitude theory, one of the theories explaining organizational cynicism, supports this result because attitude theory suggests that organizational cynicism occurs in three dimensions. According to Dean et al. (1998), cognitive dimension, which is the first, involves the belief that the organization lacks honesty. The second dimension, the affective dimension, is the stage where beliefs in the first phase are transformed into feelings such as anger, hatred and contempt against the organization. The last stage, the behavioral dimension, is the stage in which beliefs and feelings in the first two stages are transformed into behavior. This theory suggests that behavior appears at the last stage. Doğan et al. (2012) defines social loafing as "the individual's tendency to produce less when working with a group than working alone". This definition reveals that social loafing is a negative behavior. These two points support the fact that there is a relationship between organizational cynicism and social loafing and that organizational cynicism is the predictor of social loafing. Similarly, Güney (2017) emphasised that behavior is shaped according to the knowledge and feelings of such a person.

In addition, in this study, a two-way perspective was developed because of the characteristics of the measurement tool and it was determined whether social loafing was the predictor of organizational cynicism. When the findings of the study are taken into consideration, it is seen that social loafing predicts organizational cynicism as well. Thus, not negative attitudes do not only lead to negative behaviors but also negative behaviors lead to negative attitudes. However, when the literature was examined, there were no studies investigating if social loafing is the predictor of organizational cynicism. This situation makes it impossible to compare the study with previous studies. Erdost-Çolak (2018) argued that the implementation of unfair policies within the organization, the dismissal in the organization when not in the crisis period and the existence of the mismanagement style are effective factors in the emergence of organizational cynicism. Likewise, Dean et al. (1998) emphasized that organizational cynicism stems from the fact that behaviors in the organization do not comply with each other and that the employees of the organization lie and cheat; and that relationships in the organization are based on the individual interests. This situation indicates that the behavior of the organization and its employees is effective in the emergence of organizational cynicism. Briefly, it is emphasized that negative behaviors are effective in negative attitudes exhibited towards the organization. Ilgın (2013) defined social loafing as a situation whereby the individual makes less effort than expected in group works. When this definition is considered, it is seen that social loafing is a negative behavior in which the person conceals his real performance and acts according to his own interests. This situation may create cynical attitudes in the individual by creating distrust towards colleagues. As a result, social loafing behavior is an antecedent that reveals organizational cynicism.

This study opines that organizational cynicism attitudes are as effective as the underlying factor of social loafing behavior observed in educational institutions. Similarly, it is also seen that social loafing is effective in the emergence of organizational cynicism attitudes. In short, it can be said that there is a two-way effect. In this sense, these behaviors preventing production and performance in educational institutions should be given primary attention and necessary precautions should be taken.

SUGGESTIONS

In order to reduce cynical attitudes that may emerge in the organization, the seminars that the teachers participate at the beginning and end of the academic year should be transformed into in-service training aimed at all teachers for new applications, methods and technological developments, and hands-on training should be given as well. This can help prevent teachers' resistance to change, open them to innovation and eliminate existing cynic behaviors. Consistency between the policies and practices of the school, fair rewarding system and inclusion of teachers in decisions making process can be effective in preventing the cynical behaviors that may arise.

To prevent social loafing in the organization, teachers' performance can be increased by creating environments that will allow them socialize and cooperate as well as strengthen team spirit. In this way, social loafing behavior will be reduced. Studies show that socialization and cooperation have an effect on improving performance and reducing social loafing. Working with smaller groups can reduce social loafing. In addition, building trust within the organization would play an essential role in reducing social loafing. It may be beneficial for managers to handle human resources management comprehensively, so as to recognize and prevent anti-productional organizational behaviors. It can be considered that a supportive organizational culture that can be formed with human-based leadership behaviors in organizations can positively affect the motivation of employees and have

positive contributions on both variables. In such an organizational atmosphere, the work environment in which the employees are involved may also direct the behaviors in line with the achievement of the purpose of the organization. At this point, this problem can be resolved through in-service trainings or by postgraduate education in the field of education management.

SUGGESTIONS FOR FUTURE RESEARCHERS

Further study should employ qualitative data to have deeper understanding of the underlying problems of teachers exhibiting organizational cynicism and social loafing behavior may contribute to the literature and administrators. For future studies, the relationship between leadership behaviours of the managers of the schools, motivation strategies of the organizations, dimensions of organizational culture and the work environment of the colleges as well as the concepts of social loafing and organizational cynicism can be examined. This study is limited to primary and secondary schools. Conducting it in different school level can contribute to literature. Organizational cynicism and social loafing can be studied with different variables.

CONFLICT OF INTERESTS

The authors have not declared any conflict of interests.

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