

The Effects of Human Resource Management Practices and Organizational Culture Types on Organizational Cynicism: An empirical study in Turkey

Nihat Kaya

*Faculty of Business Administration, Gebze Institute of Technology, Kocaeli, Turkey,
nkaya@gyte.edu.tr, Tel: +90 262 605 14 14*

Ercan Ergün

Gebze Institute of Technology / Faculty of Business Administration, Kocaeli, Turkey

Mustafa Kesen

*Faculty of Economics and Administrative Sciences, Bayburt University, Bayburt, Turkey
m_kesen@hotmail.com, Tel: +90 458 211 11 81*

Abstract

This study aims to explore the effect of human resource management (HRM) practices and organizational culture on organizational cynicism. The study first examines the relative influence of eight HRM practices of; i) behavior and attitudes (in recruitment and selection), ii) teamwork, iii) extensive training, iv) training in multiple functions, v) performance appraisal, vi) feedback on performance, vii) incentives and viii) carrier management on organizational cynicisms. Second, the influence of four organizational culture types, adhocracy, clan, hierarchy and market culture, are examined, again from the view point of their influence on organizational cynicisms. The data collected through questionnaires from 479 employees from 5 different manufacturing firms operating in Turkey. Results of this study shows that behavior and attitudes, extensive training, training in multiple functions and incentives are negatively affecting organizational cynicism. In addition, adhocracy culture has a significant effect on organizational cynicism. Finally, the paper presents the influence of the two groups of factors on organizational cynicism and the mechanisms through which of these factors hinder organizational cynicism.

Keywords: human resource management practices; organizational culture; organizational cynicism

Introduction and the research rationale

The concept of “Human resource” has gained much importance in recent years. Human was evaluated as other production factors in the past, even less important than others, but today it comes to the forefront as being the most important production factor. Therefore human is now the most significant resource of corporations because the only resource that can use organizations resources effectively and efficiently is human. From this perspective, he is superior to other tangible and intangible assets. Due to the importance, organizations have formed human-oriented departments to increase employee performance and manage human resources in the best way.

Organizational culture may be used as tool in HRM practices to reach intended purposes. As both HRM practices and organizational culture have a significant place in the success of an organization, managers should utilize these two as together and create a synergy by this way in their firms. Through this synergy, objectives of businesses become easier to achieve and many problems may be solved. One of the problems that must be overcome in organizations is organizational cynicism as it may cause employees hostile, suspicious, and disparaging attitudes toward work situations and social interactions (Crank, Culbertson, Poole and Regoli, 1987; Ulmer, 1992). In this study HRM practices and organizational culture are referred as a remedy for organizational cynicism.

In the following three sections, the concepts of HRM activities, organizational culture and organizational cynicism will be explained, followed by the research method and measure and validation. We then analyze and interpret our findings before the study concludes.

HRM Practices

Human resource is one of most important components of an organization. The effective utilization of human resource paves the path to achieve organizational goals and ultimately the success of an organization (Cascio, 2006). Organizations should also attain their competitive advantage through effective and efficient use of these resources (Chan, Shaffer, & Snape, 2004). Lado and Wilson (1994) describe a human resource system as “a set of distinct but interrelated activities, functions and processes that are directed at attracting, developing, and maintaining (or disposing of) a firm’s human resources”.

HRM departments deal with many different activities to reach particular goals. In literature, studies generally focus on several aspects of Human Resources therefore there are few research that have attempted to delineate all HRM practices together like Pfeffer (1998), Ahmad and Schroeder (2003) and Kaya (2006). In general terms HRM can be said to comprise of the practices of acquiring, retaining, empowering and motivating of employees. In this study, the human resource management practices that can affect employee performance are explained as; i) behavior and attitudes (in recruitment and selection), ii) teamwork, iii) extensive training, iv) training in multiple functions, v) performance appraisal, vi) feedback on performance, vii) incentives and viii) carrier management.

Behavior and attitudes enables business firms to acquire the appropriate human resources in line with its aims and objectives (Huselid, 1995). Recruitment and selection is attracting and selecting favorable people to serve in an organization. Dowling, Schuler and Welch (1994) define this process as ‘searching for and obtaining potential job candidates in sufficient numbers and quality so that the organization can select the most appropriate people to fill its job needs’.

According to Karpin (1995), there are nine strategies that qualify for the best practice in an academic recruitment and selection; a detailed information package, the salary package and appointment specification, the recruitment methods, the composition of selection

committee, a detailed timetable for selection, decisions on selection methods, individuals' subsequent performance appraisal, trained recruiters and the process review.

As known, to reach right results, firstly beginning must be the right one. Therefore organizations must start organizational activities by selecting the right person for the right job. If this can be done, it is considered that employee performance will be affected in the positive way. Tahir's (2006) study proves this notion. As a result of these, it can be said that the best behavior and attitudes in recruitment and selection process, the lower organizational cynicism.

Teamwork provides many benefits to the organizations. These benefits include increased communication, increased innovation that can drive continuous improvement (Tjosvold, 1991) and increased work satisfaction (Morley & Heraty, 1995). Increased workplace productivity, improvements to service quality, a reduced management structure, lower level of absenteeism, reduced employee turnover and increase in organizational effectiveness are other outcomes of teamworking (Bryk & Schneider, 2002; Smith et al., 2001). Employees must be integrated into and committed to the organization in order for teams to be effective (Tjosvold, 1991). Team work offers the potential to achieve outcomes that could not be achieved by individuals working in isolation (Rice and Schneider, 1994). Teamwork is frequently considered a best way to deliver superior performance (Henkin & Wanat, 1994; Naquin & Tynan, 2003). These positive factors are considered to decrease negativity of organizational cynicism.

Extensive training expands employees' abilities and skills and thus it broadens the horizon of the employees. Dessler (2006) refers to training as methods that are applied to provide the new recruits with the skills needed to perform their duties. Extensive training programs have been proven to be important ingredients of efficient performance (Terpstra and Rozell, 1993). Through training not only individual performance increases but also organizational performance goes up higher positions. Cooke (2000) argued that training is the tool to develop knowledge and skills as means of increasing individual's performance. Singh (2004) concluded that training is having positive effects on organization and employee's performance. It is expected that organizational cynicism levels decrease lower positions in such a work environment.

Training in multiple functions is to train individuals in order to increase their information, skill and knowledge in different area. It provides employees to have different capabilities about different jobs. Employees may be provided with extensive training programs in multiple functions and training on job skills (Ahmad and Schroeder, 2003). Quality of job is high and costs are low in organizations which trains employees in multiple functions (Olorunniwo and Udo, 2002, p.36). In addition to making employees more capable, training in multiple functions provides semantic integrity between units, departments and jobs thus organizations can reach more effective results (Peçen and Kaya, 2013). Personnel who improves his capabilities and sees what he can do will be happier and thus he is expected to experience lower level of organizational cynicism problems.

Performance appraisal guides employees' work related attitudes and behaviors (Werther and Davis 1996). It is believed to be a "systematic description" of an employee's strengths and weakness (Mello, 2005). It is an activity that must be integrated to organizational jobs, especially managers are primarily responsible for it in general. Performance appraisal is an opportunity to the employees to identify the skills that they need to acquire in order to progress within the organization (Cleveland, Murphy, & Williams, 1989). This process is important in that it is an integral part of an organization's performance management process. In order to manage this process well, it is important to conduct performance appraisal every six to twelve months (Anthony, Kacmar, & Perrewe, 2002).

Coens et al. (2000) declared that performance evaluation is a mandatory process under which we rate, evaluate or depict from the rater all or a group of employee's work attitudes or quality within a particular time period and the outcomes are retained by the corporation. There is strong evidence that employees participation in developing appraisal system leads to favorable reactions to the process (Mayer & Davis, 1999). This sense of possession develops the satisfaction of the subordinates with the appraisal interview and the appraisal system (Cawley, Keeping, & Levy, 1998) therefore motivates them to overcome cynical problems.

Feedback on performance is giving information to employees about their strengths and weakness related to previous personal activities. As noted by D. A. Johnson, Dickinson, and Huitema (2008), most feedback implementations involve some component of evaluation and objective information about past performance. Evaluative feedback can serve as an antecedent for rule-governed future performance by implicitly or explicitly specifying the contingencies related to positive and negative evaluations of performance (Haas & Hayes, 2006; R. A. Johnson, Housmanfar, & Smith, 2010). Authors such as Daniels and Daniels (2004) have suggested that for feedback to be effective it should detail specific information about performance. Many individuals will work hard to keep their performance consistent with the standards set by the local social community (Goldstein, Cialdini, & Griskevicius, 2008). Evaluative feedback may serve to establish a performance goal by suggesting the necessary levels of performance (O'Hara & Maglieri, 2006).

Incentives are the activity of HRM function through which employees get every type of reward in return of performing the tasks assigned by the administration (Hackett & McDermott, 1999). Some advantages of compensation; the desire to retain the employment (Bamberger & Meshoulam, 2000; Kochan, Wells, & Smith, 1992) the increase in motivation (Appelbaum & MacKenzie, 1996; Bamberger & Meshoulam, 2000) and job satisfaction (Buchko, 1993; Poole and Jenkins, 1990). It is said that the performance of the employees improves through compensation and benefits (Bateman & Snell, 2007; Cherrington, 1995). So incentives are evaluated as a tool in decreasing insecurity, hopelessness and anger of employees against organization.

Career is a lifelong sequence of jobs integrated with the attitudes and motives of the person as he or she engages in the work roles (Dale, 1980). Career management is concerned with providing opportunities for people to progress and develop their careers and ensuring that the organization has the flow of talent it needs. The elements of career management are the provision of learning and development opportunities, career planning and management succession planning. (Armstrong, 2006) Career planning is a tool that aligns strategy with future HR needs and encourages employee to strive for his personal development (William et al, 1996). A well-functioning career planning system may encourage employees to take more responsibility for their own development, including the development of the skills viewed as critical in the company (Doyle, 1997). A well-planned career development system along with internal advancement opportunities based on merit, results in high motivation among employees (Milkovich & Boudreau, 1998). This may contribute to blocking negative feelings in a firm.

Aligning human resources with the organization culture is a vital process for the organization in achieving its objectives and delivering results. Organizational culture may encourage its staff to collaborate or to participate in teamwork for improvements (Florea et al., 2011). Alignment of the organizational culture and HR strategy help effect such aspects as merger success, productivity, and whether human capital can indeed be a core competency (Mathis R.L and Jackson J.H., 2008). In an organization which is centralized strategic human resources management model, human resources management has a strong influence on the organizational culture. For example, the attraction of talented candidates in the recruitment process will affect the organizational culture, and the organizational culture affects the

recruitment processes (Condrey S.E., 2010). Communication in the selection process (interviewing) is to inform the candidates about the organization, its culture, its vacancies and its demands, being an instrument of public relations of the organization and give the candidates the opportunity to provide more detailed information on their professional past and their future aspirations (Omer I., 2003). Thus, the organizational culture has an important effect (sometimes a negative effect) on internal recruitment, selection, establishing compensation, evaluating performance. This change-resistant organizational culture has effects on HR practices and their effectiveness (Florea et al., 2011). In the light of these it is hypothesized that;

H1: There is a significant relationship between human resource management practices and organizational culture.

According to Brown and Cregan (2008), because cynicism may have adverse effects on employees or their organization, human resource managers should be concerned about cynicism. Their research findings show that HR managers single out employees who are cynical. Davis and Gardner (2004) argued that cynicism will vary from one organization to another, but for HR practitioners the issue is the extent to which cynical experiences learned in one organization will be carried over to another. In order for an organization to reach its goals, it becomes imperative for its human resources to focus on creativity, innovativeness, unity, and efficacy. Thus, distractions of organizational cynicism can be disastrous for an organization and the culprits should be reprimanded (Nafei, 2013). Therefore it is hypothesized that;

H2: There is a negative relationship between human resource management practices and organizational cynicism.

Organizational Culture

Organizational culture reached its peak of popularity as the object of research in the 1980s (Lund, 2003). Despite a great variety of definitions available, many authors cite Schein's (1992) definition: "a pattern of shared basic assumptions that the group learned as it solved its problems of external adaption and internal integration, that has worked well enough to be considered valid, and, therefore, to be taught to new members as the correct way to perceive, think and feel in relation to those problems" (Thomas, 2005).

There is a variety of methodologies classifying organizational culture (Pruskus, 2009). The Competing Values Framework is adapted for the purpose of this study. It is developed by Cameron and Quinn (2006) and it classifies organizations according to two dimensions. These dimensions include: Flexibility and Discretion *vs.* Stability and Control; Internal Focus and Integration *vs.* External Focus and Differentiation. Their main intention was to determine the values that employees consider valuable as far as organizational effectiveness is concerned.

This concept introduces four types of organizational culture:

Clan – friendly, cosy environment; the main values are commitment, communication and development. The authors contend that the clan culture is just the organizational culture defined by Wilkins and Ouchi (1983, p.472-474), which can be developed under certain conditions such as a relatively long history and stable membership, absence of institutional alternatives, thick interactions among members, etc.

Adhocracy – dynamic, creative environment; the main values are innovation, agility. Adhocracies do not have a centralized power or authority relationship. While, power flows from individual to individual, task team to task team, depend on how the problem is being addressed (Cameron & Quinn, 2006). Organizations having this culture try to produce innovative outputs and to acquire new opportunities.

Market – results-oriented environment; the main values are profitability and goal achievement. This concept originates from Ouchi's (1979, 1984) study on the market control system. It refers to organization functioning as market oriented towards external environment instead of internal affairs. Competitiveness and productivity are among the primary values for such market-type organizations.

Hierarchy – formal and structured environment; the main values are efficiency and stability (Cameron, Quinn, 2006). Cameron & Quinn (2006) introduced the hierarchy culture by Weber consists of seven characteristics such as rules, specialization, meritocracy, hierarchy, separate ownership, impersonality, and accountability.

A more detailed view of the Competing Values Framework is shown in Figure 1 below:

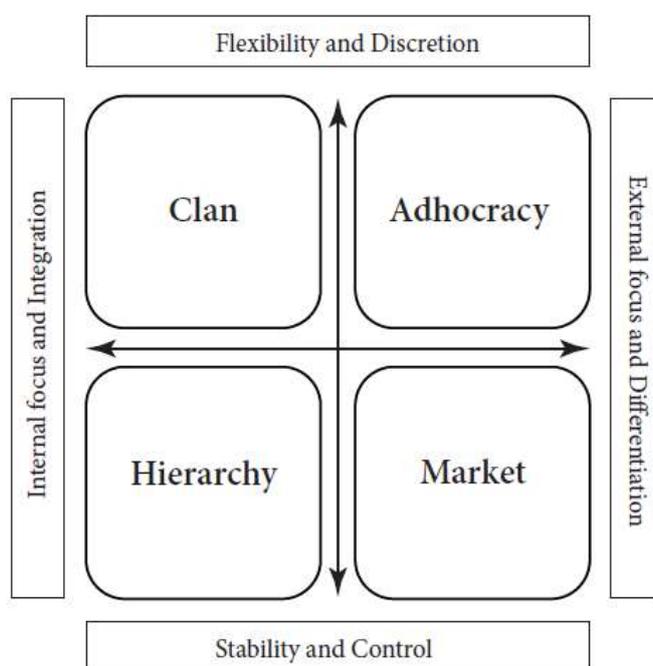


Fig. 1. *The competing values framework*
(source: Cameron, Quinn, 2006)

Kanter and Mirvis's (1989) analysis indicates that cynicism levels can be managed and they offer several ways that organizations can create work cultures to counter it. Through mechanisms of surveillance and disciplinary techniques such as teamwork, human resource management and corporate culture, employees can be more effectively controlled (Karfakis and Kokkinidis, 2011). Cynicism is characterized by negative views of human nature and dysfunctional distrust of others' intentions and motives. This is expected to affect organizational culture negatively. So it is hypothesized that;

H3: There is a negative relationship between organizational culture and organizational cynicism.

Organizational Cynicism

Cynicism refers to hostile, suspicious, and disparaging attitudes toward work situations and social interactions (Crank, Culbertson, Poole and Regoli, 1987; Ulmer, 1992). It means being negative and pessimistic about others or other objects.

Some factors that influence cynicism are: dealing with stress, disagreement with organizational expectations, lack of social support and recognition, not having a voice in the

decision-making process, unbalanced distribution of power and lack of communication (Reichers et al., 1997).

Organizational cynicism can be defined as general or specific attitudes of disappointment, insecurity, hopelessness, anger, mistrust of institutions or persons, group, ideology and social skills (Andersson, 1996). It targets at the way in which leaders manage the organization, the procedures, the rules and the regulations and it may also be explained as the loss of esteem and respect since it contains some contemptuous distrust (Lobnikar and Pagon, 2004). It may refer to being unsatisfied with the organization. These conditions with the tenets of sincerity, honesty, fairness and lack of the moral integrity in organizations (Bernerth et al., 2007). Accordingly, employees might have intensive criticisms containing expressions that the organization is not honest with and sincere towards, its customers and its other employees (Brandes and Das, 2006).

Some factors causing organizational cynicism are overstress and role load experienced at the workplace, unmet personal and organizational expectations, inadequate social support, an insufficient level of promotion as compared to the level of competition, a conflict of aims, increased organizational complexity, failure to have an adequate level of influence on decisionmaking, lack of communication, and dismissal (Andersson, 1996; Reichers *et al.*, 1997). Employees level of performance, organizational citizenship behaviors, morale, job commitment and motivation decrease, whereas interpersonal conflict, complaint, absenteeism and employee turnover increases (Andersson, 1996; Andersson and Bateman, 1997; Reichers *et al.*, 1997; Wanous *et al.*, 2000).

It is a negative attitude including the three dimensions developed by a person to his organization, namely; cognitive, affective, and behavioral structure of the cynical construct (Dean et al., 1998; Stanley et al., 2005). The explanation of these made by Nafei (2013) is as follows:

The cognitive dimension of organizational cynicism is the belief in the organization's lack of honesty. It is the belief that the organization's practices lack justice, honesty and sincerity. Cynics believe that those principles are mostly forfeited. They are replaced by unprincipled actions and immoral attitudes as if they are norms. Besides, cynics may believe that human beings are untrustworthy and incoherent in their behaviors. There is a common judgment that the implementations in an organization depend on personal interests.

The affective dimension of organizational cynicism refers to the emotional/sentimental reactions to the organization. The sensitive/emotional consists of strong emotional reactions towards the organization. Cynics may feel disrespect and anger towards their organizations; or feel discomfort, hatred and even shame when they think about their organizations. Thus, cynicism is related to various negative senses.

The behavioral dimension of organizational cynicism refers to negative tendencies and mainly humiliating attitudes. This dimension consists of negative and frequently critical attitudes. Strong critical expressions towards the organization are the most prominent of behavioral tendencies. These may occur in various forms, mostly expressions about the organization's lack of honesty and sincerity, gossip and exchanges of glances with a negative meaning.

Dean et al. (1998) have synthesized these dimensions into their definition of organizational cynicism as (1) a belief that the organization lacks integrity; (2) negative affect toward the organization; and (3) tendencies to disparaging and critical behaviors toward the organization that are consistent with these beliefs and effects. In order to investigate how organizational cynicism problems can be solved, it is hypothesized that;

H4: The relationship between HRM activities and organizational cynicism will be mediated by organizational culture.

The research method

In order to investigate the relationship between variables, a survey has been conducted by using questionnaires. 575 questionnaires were given to 5 different manufacturing firms operating in Kayseri, a province of Turkey. Each questionnaire was filled by a personnel and 512 of 577 questionnaires returned as filled. After collection of these questionnaires from 5 different firms, it is observed that 479 of them were ready to analyze. The analysis and results of this study are based on these 479 persons ideas and perspectives.

In the research, 385 persons were officers, 51 employees were first line managers and 43 were middle and top-level managers. As it is observed, officers have the highest percentage, 80%, and middle and top-level managers forms %9 percentage of total. 48 employees had work experience of between 0–1 years, 104 had work experience of between 1–5 years, 118 had work experience of between 6–10 years, 136 had work experience of between 11-20 years and 73 had work experience of more than 20 years. The highest one in this category is 11-20 year work experience with 28% and lowest one is 0-1 year work experience with 10%. 292 of the employees were male and 187 were female. 39 of each 100 employees are female in this study. 93 of the employees were between the ages of 20–25 years old 152 were between the ages of 26–35. The remaining 152 employees were between the ages of 36–45 years old, and 76 were over 46 years old. As it is seen the sample mostly consists of employees in middle age; 65% of total employees are between 26-45 year ages. 278 employees had a high school education, 201 were university graduates.

The constructs in this study are measured by using measurement scales adopted from prior studies. All constructs are measured using a five-point Likert scales with anchors strongly disagree (= 1) and strongly agree (= 5). Items for measuring HRM activities have been developed based on Rogg et al. (2001), İqbal and Arif (2011), Rodwell et al. (1998) and Ahmad and Schroeder's (2003) studies. Items for organizational culture have been adopted from Ergün (2007). Items for organizational cynicism have been adopted from Brandes, Dharwadkar and Dean (1999).

Measure of validation

In this study the traditional techniques of exploratory factor analyses, item-total correlations, and coefficient alpha have been used to assess the psychometric properties of the measurement scales. First, an exploratory factor analysis of the HRM activities scale was conducted by using a Varimax Rotation procedure. As shown in Table 1, each item has a factor loading well above 0.40, a common threshold for acceptance (Basilevsky, 1994). As it is expected, an eight-factor solution (behavior and attitudes-recruitment and selection, team work, extensive training, training in multiple functions, incentives, performance appraisal, feedback on performance, career) was extracted (using eigenvalue =1 as the cutoff point). All items were loaded: (i) with high coefficients onto their respective factors; and (ii) with substantially lower coefficients onto other dimensions of HRM activities. Next a second exploratory factor analysis was conducted by using organizational culture items, a four-factor solution (clan, adhocracy, hierarchy, market) was extracted, and items within each scale displayed high loadings onto their respective factor (Table 2). Finally, we conducted a third exploratory factor analyses using organizational cynicism items, a three-factor solution (cognitive, affective, behavioral) was extracted (Table 4). Reliability test scores construct means, standard deviations, coefficient alphas and correlations are presented in Table 5.

KMO and Bartlett's Test indicating the suitability of data for structure detection was conducted and results are displayed in Table 4. Reliability, the degree to which an assessment tool produces stable and consistent results, scores meet expectations as shown in Table 7.

Table 1. Factor loadings: HRM practices.

| | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 |
|-------|------|------|------|------|------|------|------|------|
| BEH.1 | ,684 | | | | | | | |
| BEH.2 | ,752 | | | | | | | |
| BEH.3 | ,780 | | | | | | | |
| BEH.4 | ,707 | | | | | | | |
| BEH.5 | ,620 | | | | | | | |
| TEAM1 | | ,565 | | | | | | |
| TEAM2 | | ,691 | | | | | | |
| TEAM3 | | ,692 | | | | | | |
| TEAM4 | | ,715 | | | | | | |
| TEAM5 | | ,545 | | | | | | |
| TEAM6 | | ,414 | | | | | | |
| TEAM7 | | ,469 | | | | | | |
| TEAM7 | | ,464 | | | | | | |
| EXT1 | | | | | | | | ,723 |
| EXT2 | | | | | | | | ,780 |
| EXT3 | | | | | | | | ,510 |
| EXT4 | | | | | | | | ,412 |
| TRAI1 | | | ,421 | | | | | |
| TRAI2 | | | ,578 | | | | | |
| TRAI3 | | | ,515 | | | | | |
| TRAI4 | | | ,436 | | | | | |
| FEED1 | | | | | ,671 | | | |
| FEED2 | | | | | ,609 | | | |
| FEED3 | | | | | ,435 | | | |
| FEED4 | | | | | ,415 | | | |
| INC1 | | | | | | ,458 | | |
| INC2 | | | | | | ,647 | | |
| INC3 | | | | | | ,802 | | |
| CAR1 | | | | | | | ,442 | |
| CAR2 | | | | | | | ,493 | |
| CAR3 | | | | | | | ,495 | |
| PERF1 | | | | ,470 | | | | |
| PERF2 | | | | ,433 | | | | |
| PERF3 | | | | ,438 | | | | |

Table 2. Factor loadings: Organizational Culture

| | 1 | 2 | 3 | 4 |
|---------|------|------|------|------|
| ADH1 | | | | ,721 |
| ADH2 | | | | ,688 |
| ADH3 | | | | ,517 |
| ADH4 | | | | ,403 |
| CLAN1 | | | ,501 | |
| CLAN2 | | | ,805 | |
| CLAN3 | | | ,720 | |
| CLAN4 | | | ,503 | |
| HIE1 | | ,652 | | |
| HIE2 | | ,792 | | |
| HIE3 | | ,650 | | |
| HIE4 | | ,705 | | |
| MARKET1 | ,533 | | | |
| MARKET2 | ,494 | | | |
| MARKET3 | ,679 | | | |
| MARKET4 | ,655 | | | |

Table 3. Factor loadings: Organizational Cynicism

| | 1 | 2 | 3 |
|------|------|------|------|
| COG1 | ,835 | | |
| COG2 | ,805 | | |
| COG3 | ,795 | | |
| COG4 | ,738 | | |
| COG5 | ,681 | | |
| AFF1 | | ,784 | |
| AFF2 | | ,789 | |
| BEH1 | | | ,416 |
| BEH2 | | | ,769 |
| BEH3 | | | ,807 |
| BEH4 | | | ,803 |

Table 4. KMO and Bartlett's Test Results

| | HRM | ORG.CUL. | ORG.CY. |
|--|----------|----------|----------|
| Kaiser-Meyer-Olkin Measure of Sampling Adequacy. | ,896 | ,865 | ,922 |
| Approx. Chi-Square | 8507,261 | 1828,838 | 3272,257 |
| Bartlett's Test of Sphericity df | 1081 | 120 | 55 |
| Sig. | ,000 | ,000 | ,000 |

Table 5. Reliability analysis test results (α), descriptive statistics and construct correlations.

| Variables | Reliability M | SD | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | |
|--------------|---------------|--------|---------|---|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|---------|---------|---------|---------|
| BEH (1) | ,827 | 3,7407 | ,71633 | 1 | ,508** | ,170** | ,491** | ,404** | ,430** | ,177** | ,302** | ,499** | ,400** | ,456** | ,403** | -,109* | -,233** | -,230** |
| TEAM (2) | ,816 | 3,8426 | ,59691 | 1 | ,298** | ,535** | ,531** | ,523** | ,210** | ,342** | ,479** | ,465** | ,518** | ,522** | -,093* | -,136** | -,196** | |
| EXT (3) | ,736 | 3,5204 | ,74175 | | 1 | ,153** | ,227** | ,218** | ,385** | ,360** | ,205** | ,093* | ,195** | ,119** | ,176** | ,123** | ,122** | |
| TRA (4) | ,764 | 3,7291 | ,71909 | | | 1 | ,495** | ,516** | ,186** | ,297** | ,552** | ,459** | ,571** | ,510** | -,178** | -,200** | -,265** | |
| PERF (5) | ,701 | 3,7954 | ,71211 | | | | 1 | ,527** | ,220** | ,411** | ,541** | ,473** | ,475** | ,452** | -,112* | -,113* | -,153** | |
| FEED (6) | ,703 | 3,7902 | ,65873 | | | | | 1 | ,266** | ,376** | ,454** | ,512** | ,507** | ,449** | -,066 | -,089 | -,147** | |
| INC (7) | ,701 | 3,4621 | ,79859 | | | | | | 1 | ,445** | ,163** | ,161** | ,216** | ,174** | ,221** | ,116* | ,082 | |
| CAR (8) | ,718 | 3,5846 | ,68268 | | | | | | | 1 | ,403** | ,355** | ,343** | ,293** | ,106* | ,056 | -,004 | |
| ADH (9) | ,733 | 3,6362 | ,70273 | | | | | | | | 1 | ,469** | ,524** | ,470** | -,174** | -,131** | -,220** | |
| CLAN (10) | ,731 | 3,7959 | ,67065 | | | | | | | | | 1 | ,460** | ,536** | -,052 | -,083 | -,146** | |
| MARKE T (11) | ,722 | 3,8768 | ,65265 | | | | | | | | | | 1 | ,546** | -,078 | -,082 | -,232** | |
| HIE (12) | ,703 | 3,7985 | ,64512 | | | | | | | | | | | 1 | -,082 | -,092* | -,151** | |
| COG (13) | ,900 | 2,5478 | ,99035 | | | | | | | | | | | | 1 | ,707** | ,607** | |
| AFF (14) | ,835 | 2,3820 | 1,09924 | | | | | | | | | | | | | 1 | ,672** | |
| BEH (15) | ,808 | 2,2260 | ,91803 | | | | | | | | | | | | | | 1 | |

Notes: N =479; **p <.01; *p < .05

BEH=Behavior and Attitudes
EXT=Extensive Training

TEAM=Team working

TRA=Training in Multiple Functions
PERF=Performance Appraisal
FEED=Feedback on Performance

INC=Incentives
ADH=Adhocracy Culture

CAR=Career

CLAN=Clan Culture
HIE=Hierarchy Culture

MARKET=Market Culture

COG=Cognitive Cynicism
BEH=Behavioral Cynicism

AFF=Affective Cynicism

Table 6. Results of sequential regression analyses.

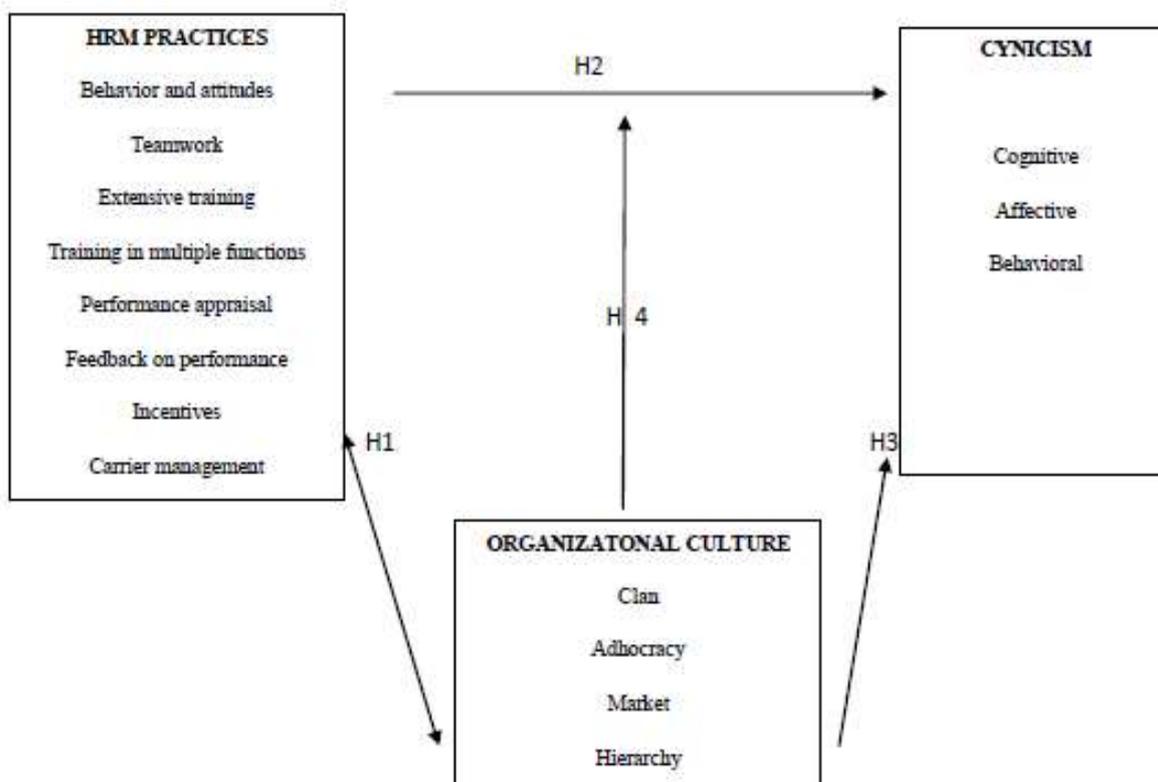
| Independents | Dependent Variables | | | | | |
|-------------------|------------------------------------|---------|------------------------------------|----------|------------------------------------|----------|
| | Organizational Cynicism (Model 1) | | Organizational Cynicism (Model 2) | | Organizational Cynicism (Model 3) | |
| | Std.B. | t value | Std.B. | t value | Std.B. | t value |
| JOB POSITION | ,034 | ,667 | ,020 | ,452 | ,031 | ,609 |
| WORK EXPERIENCE | -,045 | -,739 | ,028 | ,476 | ,024 | ,409 |
| GENDER | ,082 | 1,692 | ,032 | ,703 | ,038 | ,859 |
| AGE | -,041 | -,688 | -,051 | -,891 | -,044 | -,713 |
| EDUCATIONAL LEVEL | ,118 | 2,286** | ,007 | ,141 | ,013 | ,252 |
| BEH | | | -,146 | -2,755** | -,132 | -2,369** |
| TEAM | | | -,061 | -1,027 | -,068 | -1,166 |
| EXT | | | ,152 | 3,105** | ,162 | 3,275** |
| TRA | | | -,186 | -3,288** | -,173 | -2,851** |
| PERF | | | -,064 | -1,130 | -,067 | -,0859 |
| FEED | | | ,012 | ,210 | ,004 | ,071 |
| INC | | | ,142 | 2,809** | ,141 | 2,608** |
| CAR | | | ,084 | 1,589 | ,081 | 1,714 |
| ADH | | | | | -,118 | -1,687** |
| CLAN | | | | | ,047 | ,827 |
| MARKET | | | | | -,007 | -,127 |
| HIE | | | | | ,046 | ,757 |
| | R ² = ,033 F = 3,192 | | R ² = ,151 F = 6,384 | | R ² = ,159 F = 5,116 | |

N = 479 ; **p < .01; *p < .05

Table 7. Results of regression analyses showing the effect of mediation.

| Independents | Dependent Variables | | | | | | | |
|------------------------|--------------------------------------|---------|-------------------------------------|---------|------------------------------------|---------|------------------------------------|---------|
| | HRM practices (Model 1) | | Organizational Cynicism (Model 2) | | Organizational Cynicism (Model 3) | | Organizational Cynicism (Model 4) | |
| | Std. B | t value | Std. B | t value | Std. B | t value | Std. B | t value |
| HRM practices | - | - | | | -,084 | -1,847 | ,090 | 1,379 |
| Organizational Culture | ,725** | 23,021 | -,177** | -3,918 | - | - | -2,41** | -3,675 |
| | R ² = ,525 F = 529,983 | | R ² = ,031 F = 15,354 | | R ² = ,007 F = 3,410 | | R ² = ,034 F = 8,504 | |

N =479 ; **p <.01; *p <.05



Findings, analysis and interpretation

In order to understand the relationship between organizational culture, HRM activities and cynicism, the correlation and regression analysis methods have been used. Table 5 shows the one-to-one relations among them via Pearson correlation coefficients. According to this analysis, HRM practices except extensive training, incentives and career management are negatively related to cynicism. On the other hand it is observed that all organizational culture factors negatively related to each dimension of cynicism. When it is looked for the relation among HRM practices and organizational culture factors, it is seen that there is a positive correlation according to correlation analysis results. As seen in Table 7, a significant relationship exists between HRM activities and organizational culture ($\beta = .725$; $p < .01$). Thus, Hypothesis 1 is supported.

Three sequential regression models have been determined to test the relationships in Figure 2. In the first model, cynicism is posited as the dependent variable and demographic variables are posited as the independent variable. It is seen that educational level has a significant impact on cynicism ($\beta = .118$; $p < .01$). However, no relationship has been found between job position, work experience, gender, age variables and cynicism (Table 6). Next (in the second model), both demographic variables and HRM activities are posited as the predictors of cynicism. As shown in Table 7, the results indicate that HRM activities in general have no important influence on organizational cynicism. With this finding, Hypothesis 2 that claims there is a negative relationship between human resource management practices and organizational cynicism is rejected. In addition, it is observed in Table 6 that some HRM practices; behavior and attitudes in recruitment and selection ($\beta = -.146$; $p < .01$), extensive training ($\beta = .152$; $p < .01$), training in multiple functions ($\beta = -.186$; $p < .01$) and incentives ($\beta = .142$; $p < .01$), are solely and significantly affecting cynicism, if they are evaluated with demographic variables. Team working, performance appraisal, feedback on performance and career variables have no relationship with cynicism in a statistical manner.

In the third model, cynicism is posited as the dependent variable and the demographic variables, organizational culture and HRM activities are posited as the independent variables. Table 6 shows that adhocracy culture is negatively affecting organizational cynicism. As seen in Table 7, a negative relationship has been found between organizational culture and cynicism ($\beta = -.177$; $p < .01$). Thus, Hypothesis 3 is supported.

The demographic variables and HRM activities as a whole explain 15,1 % of total variance in organizational cynicism measurements. When organizational culture is added to the analysis, it is seen that organizational culture has no significant contribution to the explanation of organizational cynicism measurements. The total variance only increased from 15,1 % to 15,9 %.

However, when HRM activities and organizational culture are considered independently together (Tables 6 and 7), it is seen that there is no significant change in effect on cynicism. Therefore Hypothesis 4 is rejected.

Table 8. Results of Hypothesis

| Hypothesis | Result |
|--|--------|
| H1 There is a significant relationship between human resource management practices and organizational culture. | Accept |
| H2 There is a negative relationship between human resource management practices and organizational cynicism. | Reject |
| H3 There is a negative relationship between organizational culture and organizational cynicism. | Accept |
| H4 The relationship between HRM activities and organizational cynicism will be mediated by organizational culture. | Reject |

Conclusion

This study has explored the relationships among HRM activities, organizational culture and organizational cynicism. Therefore, this study has implications for a variety of practitioners including managers and human resources managers in general.

An outstanding finding in this study is that a positive relationship exists between HRM activities and organizational culture. Besides, almost all HRM activities appear to have correlations with organizational culture elements. Correlations among the indicators of HRM activities, except extensive training and incentives, and the indicators of organizational culture are at acceptable level. This relationship supports earlier research on the relationship between culture and HRM practices. As Florea et al. (2011) stated organizational culture has an important effect (sometimes a negative effect) on internal recruitment, selection, establishing compensation, evaluating performance. According to them, this organizational culture has effects on HR practices and their effectiveness. This finding has important implications for HR managers. For achieving success in HRM activities, they should utilize the positive effects of organizational culture on these activities. On the other hand it is possible for a culture to weaken powerful sides of HRM activities, if a negative culture exists in organization. If HR managers ignore the culture in the organization, they may cause a decline in terms of the positive influences expected from the HR activities.

The findings show that behavior and attitudes, extensive training, training in multiple functions, incentives as HRM activities and adhocracy culture as a type of organizational culture have an important influence on organizational cynicism. As cynicism causes negative attitudes towards organization, it prevents employees and consequently organizations to reach their goals. One of the ways of solving this problem is enabling a firm to acquire the appropriate human resources in line with its aims and objectives. During this recruitment and selection, positive behavior and attitudes can be developed against organizations by employees. Besides, training in multiple functions may be another solution to cynicism problems. Because training is the tool to develop knowledge and skills as means of increasing

individual's performance (Terpstra and Rozell, 1993) and because it expands employees' abilities, it may be very helpful for employees to be happy in their organization. So they may not have negative feelings against their workplaces. Incentives, defined as the activity of HRM function through which employees get every type of reward in return of performing the tasks assigned by the administration (Hackett & McDermott, 1999), may be used as another instrument for overcoming organizational cynicism troubles. Because it increases motivation (Bamberger & Meshoulam, 2000) and job satisfaction (Buchko, 1993), negative feelings of employees may vanish in organizational climate. On the other hand educational level, a demographic variable, is found as a factor in affecting organizational cynicism.

In addition to these, organizational culture elements together with HRM practices may be used as a tool in disappearing organizational dissatisfaction of employees, which is called as organizational cynicism. In the light of this study, adhocracy culture has a significant and negative effect on organizational cynicism. This culture helps organizations in producing innovative outputs and acquiring new opportunities. The innovative environment in an organization may hinder monotony, hostile, suspicious, and disparaging attitudes toward work situations and social interactions. In such a psychological environment organizational cynicism is expected to decline non-disturbing levels.

The findings are interesting as they point out that team working, performance appraisal, feedback on performance and career as organizational culture elements and clan culture, market culture and hierarchy culture as types of organizational culture do not make positive contributions in decreasing organizational cynicism. However, this finding should not be taken to mean that these factors are less important. In terms of HRM activities, organizational cynicism has not been mediated by organizational culture. That means organizational culture is helpless to HRM activities in affecting organizational cynicism. To conclude, this study has shown to all managers how HRM practices and organizational culture separately and together affect organizational cynicism.

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Nihat Kaya is an associate professor of management and organization studies in the School of Business Administration at Gebze Institute of Technology, Turkey. He received his Ph.D. in management and organization from Gebze Institute of Technology. He conducted scientific research in Florida Institute of Technology in U.S.A. between September 2006-April 2007. His research interests include management, organizational theory, strategic management and human resource management.

Mustafa Kesen is a lecturer in Bayburt University and he is a doctoral student at Gebze Institute of Technology. He is currently pursuing doctoral studies in management and organization and his research focuses on Human Resource Management, Organizational Culture, Human Performance, Cynicism.