

INFLUENCE OF ORGANIZATIONAL CYNICISM ON TURNOVER INTENTION AMONG COLLEGE TEACHERS IN TAMIL NADU**Mr. S. MOHAMED KHAN***Ph.D., Part Time Research Scholar;*

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Government Arts College, Kumbakonam.***Mail id:** drkanthlive@gmail.com**ORCID:**0009-0005-8002-1892**ABSTRACT**

Employee cynicism is an attitude characterized by the feelings of disappointment, hopelessness and being restricted such as despise and distrustfulness towards work organizations, managers and/or other things existing in the workplace. This research study falls under descriptive in nature and to examine the influence of organizational cynicism on turnover intention among college teachers in Tamil Nadu. Organizational Cynicism are considered as independent variables and Turnover Intention is considered as dependent variable. A Stratified random sampling technique is used to select the sample from the population. The sample size considered for the research study is 627 samples. A well-structured questionnaire was employed to collect the data among College Teachers. The tools used for data analysis are Descriptive statistics, Correlation and Regression. Relationships between responses was assessed and presented using tables and analysis was done using SPSS 29 Version (Statistical Package for the Social Sciences) software package. The findings clearly establish that all three dimensions of organizational cynicism such as cognitive, affective, and behavioural cynicism positively influence teachers' intention to leave their institutions.

Keywords: *Cognitive organizational cynicism, Affective organizational cynicism, Behavioural organizational cynicism, Turnover Intention and College teachers.*

1. INTRODUCTION

Cynicism is defined as the belief that the organization lacks of honesty, negative feelings towards the organization, humiliating tendencies, and negative attitudes and critical behaviours towards the organization. Anderson (1996) describes cynicism as "general or specific attitude defined by hindrances, despair and disillusion as well as a person, a group, an ideology or negative thoughts and distrust felt towards social traditions or institutions". Sukano and Fujitu Andersson (1996) Employee cynicism is an attitude characterized by the feelings of disappointment, hopelessness and being restricted such as despise and distrustfulness towards work organizations, managers and/or other things existing in the workplace. Bakker (2001) Cynicism can be defined as attitudes which "are not right ethically" and actions which are adjusted either directly or indirectly to a means to perform a duty in (challenging) reality.

Organizational cynicism refers to an individual having negative feeling like anger, disappointment and hopelessness for both the staff and organizations (Ozler Ergun et al., 2010). Organizational cynicism is an employees' belief that his organizations lack honesty, trustworthiness and integrity. More specifically, expectations of morality, trustworthiness, justice, integrity and honesty are violated (Ince & Turan, 2011). Andersson (1996) defines organizational cynicism as general belief or specific attitudes of disappointment, anger, group insecurity, hopelessness, mistrust in institutions or persons, ideology and social skills.

Abraham (2000) defines organizational cynicism is the belief that an organization lacks honesty causing negative behaviours when it is combined with a strong emotions and feelings. Organization cynicism is an attitude that employee can form about their organizations polices, procedure, rules or other elements in the organization. It refers to a certain belief that employees hold about their organization lack integrity, honesty, trustworthiness, fairness, and sincerity (Dean et al., 1998).

Turnover Intention

The concept of turnover intention is expressed as "the conscious and deliberate decision and intention about leaving the organization" (Bartlett, 1999). Meyer, Allen and Smith (1993) defined turnover intention as an employee's conscious wilfulness to seek other alternative job opportunities in other organization. It is the conscious and deliberate decision to leave one's work from the employing organization. According to Jaros (1997), turnover intention reflects the continuous and also general cognitive arousal toward leaving the organization. Turnover intention is described as the desire of a person to leave an institute (Tett & Meyer, 1993). (Sager et al., 1998) explained that turnover intention is generally defined as attitudinal (thinking of quitting), decisional (intention to leave), and behavioural (searching for a new job) processes proceeding deliberate turnover. Turnover intention can be defined as how long an employee wants to stay in an organization (Ahmad, et al., 2012). Intention to turnover shows an individual's perceived probability of staying or leaving in an organization (Cotton and Tuttle, 1986). Tett and Meyer (1993) describe turnover intentions as a conscious and deliberate wilfulness to leave the organization.

Turnover intention can be either voluntary or involuntary. Voluntary turnover occurs when the employee makes the decision to leave on his own. Usually, voluntary turnover intention occurs when the employee perceives another opportunity as better than his current position. This includes more pay, more recognition or a more convenient location. It can also occur when the employee has to leave for health or family reasons. If an employee plans to voluntarily retire from a position, that's voluntary turnover intention, too.

On the other hand, involuntary turnover intention is a measurement of whether the organization in question plans to remove an employee from a position, causing the turnover. This can happen if an organization isn't happy with an employee's job performance and chooses to fire him. It also happens when a business has to eliminate positions due to economic pressures or downturns in business. In general, turnover creates monetary and structural stress on the organization it occurs within, especially voluntary turnover. At least with involuntary turnover, the organization can make preparations to reduce losses. To reduce turnover intention, organizations can offer strategic compensation packages especially with emphasizing performance and tenure. Also, employee-centric businesses tend to have fewer turnovers because the staff feels like it has a voice and the company values its contributions (Price and Mueller, 1981). Sager, Griffith and Hom (1998) explained that turnover intention is generally defined as attitudinal (thinking of quitting) decisional (intention to leave) and behavioural (searching for a new and alternative job) processes proceeding the turnover. In line with the aforementioned assertion, turnover intention could be seen as an attitudinal orientation or cognitive manifestation of the behavioural decision to quit. It captures the individual's perception and evaluation of job alternatives. It is not definite but often associated with job search behaviour (Morrell, Loan-Clark & Wilkinson, 2004).

2. REVIEW OF LITERATURE

Alvi & Ahmad, (2006); Bishay, (1996); Ismail & Fatima, (2011) and Bashir and Ramay (2008) revealed that employees would show greater commitment if they were satisfied and contended with their work. On the other hand, those workers will leave the organization that are dissatisfied and show negative attitudes. Recent studies suggest that organizational cynicism and organizational commitment were significantly correlated with each other (Nafei, 2013). In organizations where employees have negative attitudes were occupied in lesser actions above and beyond their work duties, have poor quality of life, less dedicated to the organization and were more prone to resign the job (Barnes, 2010). A survey investigated the relationship among workers between organizational commitment and work-related quality of life and result findings suggests that when organizational commitment is low work-related quality of life is reduced too.

Wageeh A. Nafei and Belal A. Kaifi (2013) examines the effects of organizational cynicism on organizational commitment. Drawing on the literature review, there are some studies regarding organizational cynicism. In Egypt, limited research has been conducted, but the present study attempts to find out whether there is a relationship between organizational cynicism and organizational commitment. This study was conducted at Teaching Hospitals in Egypt from 2012/9 through 2013/2. It is the first empirical work so far in the field of organizational cynicism and its effect on organizational commitment at Teaching Hospitals in Egypt. This survey-type research is descriptive in terms of the data collection. The authors investigate the attitudes of employees in regards to organizational cynicism and organizational commitment. Ultimately, it elucidates the effect of organizational cynicism on organizational commitment. Three groups of employees at Teaching

Hospitals in Egypt were examined. Three hundred and fifty-seven questionnaires were distributed and 297 usable questionnaires were returned, a response rate of 83%. The findings revealed differences among the three groups of employees based upon their evaluative attitudes towards organizational cynicism and organizational commitment.

Yasin, Tahreem; Khalid, Shazia (2015) explore relationship between organizational cynicism, work related quality of life and organization commitment in employees. The literature on organizational cynicism and organizational commitment revealed that cynicism has intense effects on organizational commitment. Moreover, the effect of work-related quality of life as a mediating variable was also inspected. The data was collected through questionnaires and sample comprised of 150 male employees between the age range of 28-50 years ($M_{age}=32.11$, $SD=5.36$) working at managerial position of different companies of Lahore with a minimum experience of 3 years. The results of the study concluded that three of the dimensions of organizational cynicism had significant negative relationship with five of the dimensions of work-related quality of life and two of the dimensions of organizational commitment. Moreover, two of the dimensions of work-related quality of life had significant negative relationship with two of the dimensions of organizational commitment. Structural Equation Modelling through AMOS revealed that working conditions mediated the relationship between affective cynicism and affective commitment. The main limitation of the study is the sample used, that it includes only males and from the private companies of Lahore. Implications for present study in organizations will be to lessen the negative attitudes in employees so they can work effectively and increase their productivity in respective companies and the work efficiency, quality of work life and commitment should be improved. This study aims to add to the knowledge in this area by exploring how cynicism affects quality of working life and organizational commitment that is almost under-research in Pakistan.

Derya and Ali Ender (2016) analyze the effects of internal marketing activities on organizational commitment and cynicism consisting of three dimensions named as; affective, behavioural and cognitive factors. In order to attain this aim, the data were provided by three separate scales of the questionnaire. The sample gathering from 324 private hospital employees was analyzed by applying correlation, factor and regression analysis. According to the findings, there are negative correlations between internal marketing and affective, behavioural and cognitive dimensions of organizational cynicism, and a positive correlation with organizational commitment. Hence, it can be concluded that internal marketing implementations have positive impact on employee's attitudes especially in service businesses like hospitals.

Hilmiye Yuksel and Semiha Sahin (2017) determine the levels of organizational cynicism and commitment of the primary and secondary school teachers, the relationship between both variables and the effect of organizational cynicism on organizational commitment. Two-scale questionnaires were used and applied to a population of 316 teachers who work in Akhisar in Manisa. According to research results: the perception of teachers, are at medium level for "cognitive" and "behavioural" dimensions of organizational cynicism and general scale, and at low level for "affective" dimension in their schools. Organizational commitment is at medium level for all scale and on identification and internalization dimensions, and it is low on adaptation dimension. In addition, there was medium-levelled negative relationship between organizational commitment and cynicism. It is also observed that cognitive and affective dimensions of organizational cynicism predict all dimensions of the organizational commitment.

Erarslan, Kaya and Altindag (2018) researching the impact of organizational cynicism and job satisfaction concepts on organizational commitment. Concepts of organizational cynicism and job satisfaction are searched in detail in literature research. After that, to analyze the relationship and its degree between these concepts and organizational commitment, a survey study is conducted via the participation of banking sector employees. As a result of the analysis, job satisfaction has a positive effect on organizational commitment. It is also determined that organizational cynicism does not have any influence on organizational commitment based on regression analysis.

Abukariabdulkahar (2019) examined the effects of organizational cynicism on commitment and job satisfaction of employees in Ghana's public sector organization, with a specific focus on three employee groups (Senior Member Teaching Staff, Senior Member Non-Teaching Staff and Senior Staff) of University for Development Studies. Using quantitative research approach, results of the ANOVA analysis revealed significant differences in mean scores of organizational cynicisms of the three employee groups; with Senior Staff employee group recording the highest prevalence in organizational cynicism, followed by the Senior Member Teaching Staff employee group, while the Senior Member Non-Teaching Staff employee group recorded the lowest prevalence of organizational cynicism respectively. Results of Pearson correlation analysis found a significant inverse relationship between employee's organizational cynicism and their job satisfaction in the university. Linear regression analysis of the study also found organizational cynicism as a significant predictor of employee's commitment and job satisfaction in the university, which further mean that employee's organizational cynicism impacts negatively on their commitment and job satisfactions in the university, given the magnitude of the unstandardized coefficients. Practical implication of the study begins with Management of universities and public organizations recognizing employee cynicism as a deviant work attitude, with far-reaching repercussions on critical employee attitudinal factors such as organization commitment and job satisfaction. The study recommended that Management of public universities must deal with organizational policies that provide fertile grounds for breeding employee cynicism, work disengagement and dissatisfaction. Theoretically, the study is guided by the psychological contract theory.

3. RESEARCH METHODOLOGY

Objective: To examine the influence of organizational cynicism on turnover intention among college teachers in Tamil Nadu.

Research Design: The research design refers to the overall strategy that you choose to integrate the different components of the study in a coherent and logical way, thereby, ensuring you will effectively address the research problem; it constitutes the blueprint for the collection, measurement, and analysis of data. This study comes under the descriptive research category and focuses on Cynicism among College Teachers.

Respondent of the study: To ask the data through questionnaire from the respondent, researcher approached different designations of professors in various Educational Institution such as Government, Aided and Self-financing in tamil nadu.

Sampling Technique : A Stratified random sampling technique is used to select the sample from the population. A stratified random sampling ensures that each zone is adequately represented according to its proportion of the total teacher population, which provides more accurate and reliable results.

Sample Size: To obtain the estimated sample size the researcher distributed 10% excess questionnaires i.e. Overall 660 questionnaires were distributed to collect the exact sample data from the respondents. Out of 660 questionnaires researcher got 627 completely filled questionnaires for to carry out the research work, Hence the final sample size considered for our research study is 627 samples.

Study Variables: Organizational Cynicism are classified as cognitive organizational cynicism, affective organizational cynicism and behavioural organizational cynicism. Here, Organizational Cynicism are considered as independent variables and Turnover Intention is considered as dependent variable.

Research Tool: In our research a well-structured questionnaire was employed. A questionnaire is a set of precisely crafted questions that are distributed to a group of people in the same format with the intention of gathering information about a topic that the researcher is interested in (Jupp, 2016).

Data Collection Procedure: Both Primary and secondary methods of data collection are two approaches used to gather information for this research purpose.

Primary Data Collection: Primary data collection which involves the collection of original data directly from the source or through direct interaction with the respondents. A well-designed questionnaire was distributed to the professors, associate professors and assistant professors among various self-financing, aided and government College Teachers in Tamil Nadu.

Secondary Data Collection: In this research work most of the data was gathered through published research papers and thesis along with the data collected from the educational institution.

Tools for Analysis: The tools used for data analysis are Descriptive statistics, Correlation and Regression.

Data Analysis: The data collected was coded according to the responses. Relationships between responses was assessed and presented using tables and analysis was done using SPSS 29 Version (Statistical Package for the Social Sciences) software package.

4. ANALYSIS AND INTREPRETATION

Table-1: Turnover Intention

Turnover Intention	Mean	Standard Deviation
How often do you dream about getting another job that will better suit your personal needs?	3.03	1.36
How often are you frustrated when not given the opportunity at work to achieve your personal work-relate goals?	3.12	0.89
How often you have considered leaving your job?	2.25	1.20
How likely you to accept another job at the same compensation are level should it be offered to you?	2.71	1.18
How satisfying is your job in fulfilling your personal needs?	3.07	0.94
How often do you look forward to another day at work?	3.30	1.09

Source: Primary Data

Table-1 Indicates opinion towards Turnover intention. It has been measured with six statements in the five-point scale. Mean and SD values are calculated for each factor of Turnover intention. The calculated mean values range from 3.30 to 3.12. The corresponding SD values lie between 1.36 and 1.20. From the mean value it is observed that they often look forward to another day at work (3.30) stands highest followed by they are frustrated when not given the opportunity at work to achieve their personal work-relate goals (3.12), Satisfaction of job in fulfilling their personal needs (3.07), they often dream about getting another job that will better suit their personal needs (3.03), likely are they to accept another job at the same compensation are level should it be offered to them (2.71) and how often you have considered leaving your job (2.25). Hence, it is inferred that teachers feel that that they often look forward to another day at work and they are frustrated when not given the opportunity at work to achieve their personal work-relate goals.

Table No-2: Relationship between Organizational Cynicism and Turnover Intention

Variables	Turnover Intention	Cognitive Organizational Cynicism	Affective Organizational Cynicism	Behavioural Organizational Cynicism
Turnover Intention	1			
Cognitive Organizational Cynicism	0.316*	1		
Affective Organizational Cynicism	0.355*	0.406*	1	
Behavioural Organizational Cynicism	0.359*	0.063 (NS)	0.352*	1

Source: Primary data computed; *significant at One percent level; NS: Non-Significant.

Table-2 Shows the relationship between organizational cynicism and Turnover Intention. Organizational Cynicism are classified as cognitive organizational cynicism, affective organizational cynicism and behavioural organizational cynicism. Here, Organizational Cynicism are considered as independent variables and Turnover Intention is considered as dependent variable. Further, correlation values (r-values), it is observed that Behavioural Organizational Cynicism has secured the r-value of 0.359 followed by Affective Organizational Cynicism has secured the r-value of 0.355 and Cognitive Organizational Cynicism has secured the r-value of 0.316.

H₁: There is a significant relationship between organizational cynicism and Turnover Intention.

In order to test the above stated hypothesis, Pearson correlation is executed. The calculated r-values are between 0.359 and 0.316. From the r-values, it is inferred that the study variables have relationship with itself, because r-values are significant and also positive.

P-values of cognitive organizational cynicism, affective organizational cynicism and behavioural organizational cynicism are significant at one percent level. Hence, hypothesis (H₁) is accepted. So, there is a significant relationship between organizational cynicism and Turnover Intention. Further, correlation values, it is observed that Behavioural Organizational Cynicism has secured the highest-level relationship followed by Affective Organizational Cynicism has secured the medium-level relationship and Cognitive Organizational Cynicism has secured the low-level relationship are significant positive relationship with Turnover Intention. Hence, it is found behavioural organizational cynicism has the strong relationship with Turnover Intention.

Table-3: Influence of Organizational Cynicism on Turnover Intention

R	R Square	Adjusted R Square	F-Value	P-Value
0.484	0.234	0.230	63.416	0.001*

Source: Primary data computed. *Significant at one percent level.

Organizational Cynicism		Coefficients				
		Unstandardized Coefficients		Standardized Coefficients	t-Value	P-Value
		B	Std. Error	Beta		
Constant		1.487	0.110	-	13.461	0.001*
Cognitive Organizational Cynicism		0.160	0.026	0.234	6.062	0.001*
Affective Organizational Cynicism		0.098	0.025	0.158	3.854	0.001*
Behavioural Organizational Cynicism		0.233	0.030	0.289	7.674	0.001*

Source: Primary data computed. *Significant at one percent level.

Factors influencing Organizational Cynicism on Turnover Intention is displayed in table-3. Organizational Cynicism are classified as cognitive organizational cynicism, affective organizational cynicism and behavioural organizational cynicism. Here, Organizational Cynicism are considered as independent variables and Turnover Intention is considered as dependent variable.

H₁: There is a significant impact of Organizational Cynicism on Turnover Intention.

In order to test the above stated hypothesis multiple regressions is employed. The purpose of regression analysis is to find out the most predictors variables on Turnover Intention. The measure of strength of association in the regression analysis is given by the co-efficient of regression determination denoted by R-square as 0.234 and R-value as 0.484. The F-value is 63.416 which is significant at one percent level and ascertain that there is significant relationship between dependent and independent variable. Further, R-square value indicates, the independent variables influenced at 23.4 % on the dependent variable. The standardized co-efficient beta value indicates the relative importance of the predictors on Organizational commitment.

Further, stepwise multiple regression is applied to identify the most predictor Organizational Cynicism on Turnover Intention. Regression analysis is applied to know the effect of exploratory variables on the dependent variable. The adjusted r-square value is found to be 0.230. It is inferred that the independent variables are influenced at 0.230 levels.

It is found that the independent variables of Organizational Cynicism such as cognitive organizational cynicism, affective organizational cynicism and behavioural organizational cynicism are influenced at 23 percent towards Turnover Intention. The P-value is 0.001 and is significant at 1% level. Hence, the hypothesis is accepted.

The unstandardized co-efficient beta value indicates the strength of relationship between dependent and exploratory variables. It is expressed by the equation as follows:

$$\text{Turnover Intention} = 1.487 + 0.233 (\text{Behavioural Organizational Cynicism}) + 0.160 (\text{Cognitive Organizational Cynicism}) + 0.098 (\text{Affective Organizational Cynicism})$$

The constant value of 1.487 indicates a baseline perception of Turnover Intention breach even without Organizational cynicism. Behavioural cynicism has the strongest effect (B = 0.233), followed by cognitive organizational cynicism (B = 0.160). Affective cynicism has the weakest impact (B = 0.098). Overall, behavioural cynicism is the most significant predictor of Turnover Intention.

To increase one unit in Turnover Intention, the Behavioural Organizational Cynicism is increased by 0.233, when other factors remain constants. Similarly, Cognitive Organizational Cynicism by 0.160 and Affective Organizational Cynicism increased by 0.098.

It is inferred that the cognitive organizational cynicism, affective organizational cynicism and behavioural organizational cynicism are positively influencing the Turnover Intention. Hence, Organizational Cynicism influence on Turnover Intention.

5. FINDINGS

➤ It is found that the cognitive organizational cynicism, affective organizational cynicism and behavioural organizational cynicism are positively influencing the Turnover Intention of teachers. It is found that Behavioural cynicism and cognitive cynicism have highly influenced turnover intention and Affective cynicism have a low influence on turnover intention. Hence, Organizational Cynicism has strong influence on Turnover Intention of the teachers.

➤ It is found that Behavioural Organizational cynicism has the strong positive relationship with Turnover intention of the teachers. Affective Organizational cynicism and Cognitive Cynicism has moderate relationship with turnover of the teachers. On the whole Organizational Cynicism has a positive relationship with turnover intention and has a great impact on the turnover intention of the teachers.

6. RECOMMENDATIONS

✓ It is evident that the employee is having only a low intention to turnover in the preliminary stages namely cognitive and affective stages, only if cynicism is let to develop it goes to the behavioural stage, and only in this stage the employee is developing a strong intention to turnover. Hence, the management should identify the cynical behaviours of the teachers at the first stage namely cognitive stage and take preventive actions for the underlying reasons of cynicism.

✓ It is found that employee may feel frustrated and emotional dissatisfaction (Affective Cynicism) but their intention to leave is not that much strong in this stage. Rather, turnover intention develops strongly only when cynicism reaches the behavioural stage where negative beliefs are openly expressed through actions such as criticism, complaints or withdrawal behaviours. Teachers' cynicism should be addressed at the cognitive stage itself in order to prevent its escalation and reduce turnover intention.

7. CONCLUSION

The present study concludes that organizational cynicism plays a significant role in shaping the turnover intention of teachers. The findings clearly establish that all three dimensions of organizational cynicism such as cognitive, affective, and behavioural cynicism positively influence teachers' intention to leave their institutions. Among these, behavioural cynicism emerges as the most powerful predictor of turnover intention, followed by cognitive cynicism, while affective cynicism exerts a comparatively lower influence. This indicates that although negative beliefs and emotional dissatisfaction exist at earlier stages, teachers are more likely to seriously consider leaving only when cynicism manifests through observable behaviours such as criticism, withdrawal, and open resistance. Furthermore, the study reveals a strong positive relationship between behavioural organizational cynicism and turnover intention, while cognitive and affective cynicism demonstrate moderate relationships. Collectively, organizational cynicism has a substantial impact on turnover intention, emphasizing that unchecked cynical attitudes can gradually escalate into behavioural expressions that directly threaten teacher retention. The progression from cognitive perceptions to affective responses and finally to behavioural manifestations highlights cynicism as a dynamic and cumulative process rather than an isolated attitude.

In conclusion, the study underscores the critical importance of early identification and management of organizational cynicism within educational institutions. Addressing cynical beliefs at the cognitive stage and emotional dissatisfaction at the affective stage can prevent their transformation into behavioural cynicism, thereby significantly reducing teachers' turnover intention. By proactively managing cynicism, educational institutions can foster a more positive work environment, enhance teacher commitment, and improve long-term organizational stability.

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