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THE ROLE OF PSYCHOLOGICAL CAPITAL ON PERCEIVED ORGANIZATIONAL SUPPORT, ORGANIZATIONAL CYNICISM AND ORGANIZATIONAL PERFORMANCE¹

Ismail ALİCİ

Asst. Prof., Tokat Gaziosmanpaşa University, Tokat, Türkiye, ismail.alici@gop.edu.tr
ORCID: 0000-0003-4485-9012

Kubilay ÖZYER

Prof., Tokat Gaziosmanpaşa University, Tokat, Türkiye, kubilay.ozyer@gop.edu.tr
ORCID: 0000-0002-9654-7750

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ABSTRACT

Employees are one of the important resources for today's businesses. In order to achieve predetermined goals, it would be better to meet the mutual expectations of the business and employees. Employees perspectives on the workplace should be designed according to the objectives of the business. In this study, the relationship between positive psychological capital, perceived organizational support, organizational cynicism and organizational performance was examined. Surveys were conducted with the participation of 283 shipyard employees. LISREL and SPSS programs were used in the statistical analysis of the surveys. According to the results of analysis, it has been observed that perceived organizational support, organizational performance and positive psychological capital concepts affect each other significantly and positively. It has been observed that there are negative effects between organizational cynicism and perceived organizational support, organizational performance and positive psychological capital. In addition, according to the analysis results, no significant difference was found between positive psychological capital, organizational cynicism, perceived organizational support and organizational performance in the analysis made according to the demographic variables of gender, age, marital status and years of work. In addition, while organizational cynicism differed according to educational status, perceived organizational support, psychological capital and organizational performance did not differ significantly according to educational status. According to post-hoc results; it is seen that the averages of primary school graduates differed significantly from associate degree graduates, high school graduates from undergraduate students and associate degree graduates from both primary school graduates and undergraduate students. At the end of the study, some recommendations were made for researchers and employers.

Keywords: Organizational performance, perceived organizational support, organizational cynicism, positive psychological capital.

¹This study was derived from the PhD thesis titled "The Mediating Effect of Positive Psychological Capital on the Effect of Perceived Organizational Support and Organizational Cynicism on Organizational Performance" completed by İsmail ALİCİ.

INTRODUCTION

Every organization has general and specific goals. Although specific goals differ from organization to organization, general goals are similar within organizations. In order to reach goals, employees that are effective with their ideas and behaviors within the workplace are given different roles by the organizations. These roles are designed according to the general and specific goals of the organizations.

As organizations have various expectations from employees, employees have various expectations from organizations. These expectations turn into a mutual exchange. It is important that the expectations and the goals advance in the same direction. A conceptual framework is created to examine the appreciation of employees by the organization, the close inspection of problems that occurs in the workplace, the performance that gets affected by the occurring situations and the psychological effect of all the occurrences. From this perspective, it would be appropriate to investigate the relationship between the concepts of organizational performance, perceived organizational support, positive psychological capital and organizational cynicism.

THEORETICAL BACKGROUND

In the world of business, employees and employers make an implied agreement. In return of the commitment of the workers, organizations are to provide merits such as secure jobs and economic conditions. Since the mutual commitments require a time investment as well as mental and emotional power, most people does them with an expectation of a provision. In other words, people assume that in return for their commitment to the organization, they will receive elements (attention, money, trust, favors, etc.) that may be valuable (Vance, 2006: 4).

Employees are responsible for actively responding to the organization's positive attitudes based on the reciprocity idea. Employees in the organization, when they feel support and commitment from the organization, will respond to the organization by adopting the behaviors that the organization expects and increasing their commitment to the organization. (Sun, 2019:168). Considering these thoughts, when the employees negotiate the attitude of the main elements of the organization towards them, a perspective and a perception is formed in the employees regarding this attitude. The perception (comprehension) of this perspective or attitude that has formed is expressed as the perception of organizational support by Polat and Aktop (2010:6). Perceived organizational support is described as the fact that organization values acknowledge the welfare of the employees and increase their happiness. (Eisenberger et al., 1986:501). Employees expect to be helped and trusted by the company when it is necessary to produce easier solutions to their work and to get through the workload quickly (Ahmed ve ark., 2014:628). Thus, organizational support strengthens the emotional commitment of employees as well as their responsibilities (Hngoi et al, 2023: 4).

The use of social exchange theory on organizational behavior models is based on the exchange rule or principle that the researcher takes as basis (Cropanzano and Mitchell, 2005:875). Social exchange theory proposes that in the results of an exchange process, there are the social behaviors and interactions among individuals. Using

this perspective, the theory suggests that the interaction between individuals is created by benefit-cost (pursuit of rewards and benefits, avoidance of cost and punishment) manner. (Wan and Antonucci, 2017:1).

Perceived organizational behavior can be described as the organization resources, working conditions and reward systems (pay, recognition and social rights) provided by organization, deeming appropriate by the employees; along with the contributions of the employees being accepted by the organization. It is thought that the organization acts by considering the welfare of its employees (Kadiri and Eloha, 2020:36). Perceived organizational support is, beyond the concrete benefits that are achieved through organization, a reflection of the trust which keeps the employees in the organization and that the organization shows commitment to its employees. (Shaffer et al., 2001:103). In summary, the employees that are supported by the organization in order to raise productivity will work more efficiently towards predetermined goals.

It would be insufficient to approach the perceived organizational behavior concept as one dimensional. Hence, it should be examined with a wider perspective. It is also seen that it has been examined multidimensionally in the literature. Perceived organizational support concept has been depicted as two dimensional in some studies and three dimensional in others.

Organizational support is examined in 3 dimensions as individual support (support of colleagues), manager support and organizational support in this study with the consideration of the aforementioned studies.

Colleagues can contribute to the survival of organization values and achievement of goals. The support of colleagues represents an important effect on perceived organizational support both instrumentally and in the presentation of socio-emotional resources. The support a person receives from colleagues around them combined with the support the organization offers to the employee, will have a greater impact. In addition, such organization environments increase satisfaction by becoming accepted and cared members of organizations as well as accessing the resources of the organizations. (Hayton et al., 2012:2236-2238).

According to the study Boxall and Macky (2009) conducted, managerial support is a part of the perceived organizational support. The business arrangement between employees and managers includes mutual responsibilities. It recognizes managers might need to support the employees even when the problems employees encounter goes beyond the ordinary hardships. This situation is about creating a safe psychological environment that motivates the employees as well as providing education, job opportunities and fair wages. (Travaglione et al., 2017:25).

Organizations should be selective while choosing employees for management positions. Organizations should consider human aspects of the managers as well as their technical skills. For example, can they encourage team spirit and a collaborative environment and resolve conflicts? (Graafland and Rutten, 2004:21). Rewards and positive working conditions (wage, promotions, job redesign, job analysis, etc.) are important in manager support. When these are used at the right place and time, they contribute to organizational support. (Burke, 2003:131).

Organizations have important roles in employees lives. They will be able to increase their performance by meeting the socio-emotional needs of the workers within the framework of respect, importance, and approval. The managers and employers that give high organizational support to their employees can influence the employees with strong socio-emotional needs for mutual behaviors by providing performance goals that allows them to take a clear path towards the organization. The expectations of employees who have difficulty in meeting their socio-emotional needs can be met with special reward systems that are considered to be given within the scope of perceived organizational support practices (Armeli et al., 1998:296).

Another concept that has been used in the study is organizational cynicism. Towards the end of the 1980s, an increasing attitude called "cynicism" among employees working in businesses began to attract attention (Tokgöz and Yılmaz, 2008:284). Behind *The Shield*, written by Arthur Niederhoffer in 1967 is accepted as the first work written about cynicism in the literature. (Candan, 2014:184). In addition, the first extensive study done about cynicism in our country belongs to Erdost et al. (2007). (Yalçinkaya, 2014:111).

Organizational cynicism refers to the belief of employees in the organization that the organization shorn honesty. These beliefs when combined with emotional reactions, leads to demeaning and critical behaviors. (Abraham, 2000:269). According to Özler et al. (2010), when employees have negative feelings (hopelessness, anger, etc.) towards the organization they work in, it is defined as organizational cynicism. Cynicism can be described as a determined character trait that reflects generally negative perceptions about human behaviors. (Etodike et al., 2017:1277). It can also mean being displeased with the organization (Wageeh and Kaifi, 2013:132) and lack of trust in organizational processes (Fand et al. 2023:40).

Cynicism, which is an attitude depicted with exhaustion, boredom, hopelessness, and disappointment, is also associated with distrust, disgust, and humiliation. In this context, it is in close relations with organizational problems that can be encountered in every organization and have a jarring effect both individually and organizationally. (Alan and Fidanboy, 2013:167). In the review conducted by Square et al. (2022:96), organizational cynicism was found to be negatively correlated with variables such as burnout, insecurity and job satisfaction.

In the light of all these definitions, Stanley et al. (2005:434-435) points out there are at least three potential problems in defining and measuring cynicism: The first of the problems is that cynicism is widely viewed as a multifaceted combination of complex structures (components/parts). Most of these components (for example; pessimism, trust) can arguably be distinguished from "independent" structures. More importantly, it is not entirely clear whether these individual components will always be associated with other structures as well. Thus, it can be argued that attributing "too many features" to a structure or concept "can lead to loss of information and misinterpretation of research findings". Therefore, in the first perspective, it would be more logical to start with a narrow and more focused definition of this structure. The second problem is looking at the functions of the application while defining cynicism. Unfortunately, since the types of cynicism differ by both its content and focus it becomes impossible to decide what is responsible for the observed differences in

relationships. The third problem is that although cynicism is handled multidimensionally by researchers, the relationships between these dimensions have not yet been fully clarified.

Organizational cynicism is a phenomenon that reflects the three-dimensional attitudes of employees towards the organization. (Dean et al., 1998:345). These are;

- The belief is that the organization as a whole is inconsistent/unclear.
- Taking a negative stance or reacting towards the organization.
- Critical and demeaning behaviors that are in line with beliefs and attitudes towards the organization.

Özgener et al., (2008:54) described some fundamental characteristics of cynical individuals. These can be listed as:

- Cynical individuals see pretentious behaviors, lying and using other people for malicious purposes as basic characteristic attributes,
- Cynical individuals think that people are selfish, unreliable when making choices, and that human behavior is actually inconsistent with each other,
- Cynical individuals believe that there are usually hidden thoughts behind the behaviors they exhibit,
- Cynical individuals may harbor feelings like shame and disgust when they think about a psychological object (individual, society, etc.),
- Cynical individuals may criticize that, psychological objects (individual, society, etc.) are not honest and they lack sincerity,
- Cynical individuals usually tell the events in their own way of thinking when they have an experience about the situations around them. Also, they take a sarcastic attitude in communication.

It is necessary to mention dimensioning while defining organizational cynicism. The most used dimensioning in the literature is the one made by Dean et al. According to the mentioned study, organizational cynicism concept consists of three dimensions which are cognitive (belief), emotional (feeling), and behavioral (behavior). The format of organizational cynicism can be expressed as the belief that lack of organizational integrity, negative emotions towards the organization (anger, anxiety, etc.) and statements that the organization lacks sincerity (complaint, criticism, etc.). (Dean et al. 1998:345-346).

Another concept that is focused on in the study is positive psychological capital. Positive psychology is a movement of thought that started in the 1990s, especially after the Second World War, since approaches and strategies to eliminate the problems in all areas of people's lives were no longer sufficient in terms of psychology. It is accepted that Martin Seligman who was the president of the American Psychology Association at the time, pioneered this movement of thought. (Çınar, 2011:16).

According to Seligman et al. (2005), in the light of contemporary and psychological approaches, approaches that give importance to human strengths and wellness rather than problem-oriented approaches in the field of

social sciences have started to gain more popularity. There is an increasing interest in the idea of positive psychology, which aims to highlight the strengths and healthy aspects of the individual. (Karairmak and Sivis, 2008:103-104).

Seligman and Csikszentmihalyi (2000) pointed out that psychology is not a science that only studies diseases and damages in humans, it is necessary that it also examines individuals strengths and virtues. They stated that in addition to correcting the wrong, building the right thing can be a treatment. Additionally, they suggested that psychology's focus on eliminating the negative should shift towards building positive traits. (Demir, 2011:1).

Linley et al. (2006:5-8) expressed that the best scientific study of human function is positive psychology. Moreover, Carr (2016:12) stated that positive psychology is about a life spent in a joyful and meaningful way.

Positive psychology has been transferred to the organizational environment within the framework of three approaches. The first of these approaches is Positive Organizational Psychology. This approach includes studies made under titles like positive psychology in work life, positive organization, and positive working environment. The second approach is the School of Positive Organization, carried out by researchers at the University of Michigan. The School of Positive Organization has been expressed as bringing together various organizational studies within the concept of positive. Finally, third approach is Positive Organizational Behavior, carried out by Nebraska University researchers led by Luthans. (Demir, 2011:3).

Positive organizational science is a movement in organizational science that focuses on factors that lead to higher both individual and organizational performance through the development of manpower, encouraging productive behavior. Positive organizational science explores positive deviations or ways in which organizations and their members develop and progress in a positive direction. (Cameron and Caza, 2004:731-732).

In today's organizations, positive organizational behaviors that can apply strong and psychological abilities to positively oriented human resource that can be developed, measured, and controlled for performance improvement are simply defined as positive organizational behavior (Luthans and Youssef, 2004:152).

Positive organizational behavior, a concept that has been on the agenda more recently, follows positive psychology, which focuses on people's psychological abilities and aspects that can be seen as strong. In order to reveal positive organizational behavior, instead of adding positive developments on the traditional organizational behavior concept, various criteria should be added. Positive organizational behavior should be relatively different from the field of organizational behavior and should be used more effectively in finding talents that will contribute to performance improvement in human resources training and development, leadership, management, and organizations (Luthans, 2002:57). Positive organizational behavior is defined as a field of study that effectively manages the strengths of human resources and psychological capital by focusing on increasing organizational performance (Luthans, 2002:59).

Although positive psychological capital arises from positive organizational behavior, it refers to a system at a higher level than the components of positive organizational behavior. Showing progress towards common aims and goals provides a motivational contribution. Perhaps it can be summarized as the application of positive organizational behavior with concrete effects. (Kutunis and Oruç, 2014:154). It means opposing external influences that may be negative by increasing self-esteem (Varga et al. 2020:265).

Positive psychological capital can be expressed as an idea that predicts the use of features of people that are open to improvement in terms of organizational and individual productivity in the future.

Luthans et al. stated that positive psychological capital consists of 4 dimensions: self-efficacy, hope, optimism, and psychological resilience. (Luthans and Youssef, 2004:152). Tösten and Özgan (2014), in addition to previous studies, added two more dimensions, namely confidence and extraversion, and examined positive psychological capital in a total of six dimensions. (Kelekçi and Yılmaz, 2015:994).

Another topic that has been included in the study is organizational performance. In an environment where competition is increasing day by day, it has become very important for organizations to be able to manage the attitudes and behaviors of their employees correctly and appropriately to maintain their existence. (Gül, 2007:329). According to Gürbüz (2017), the first examples of systematic evaluation of employee performance has been seen in the USA. Various studies have been conducted about performance evaluation in organizations with employee performances being measured (Keklik, 2018:70). As Uyargil (2013) emphasizes, performance evaluations have started in the public sector for the first time. The number of organizations using performance evaluation systems has increased day by day (Uysal, 2015:37). Performance can be defined as the quantitative or qualitative results of the action and effort of an individual or group of employees while doing a job in a certain period. (Uysal, 2015:33).

Performance is defined as the degree to which a predetermined goal is achieved within a specified time. The concept of performance when considered in terms of enterprises can be expressed as the amount of goods and services produced in a certain period. When this concept is considered in terms of employees, it should be explained with the concepts of efficiency and effectiveness. Evaluation can be made according to the achievement of the predetermined goals of the employees. If the concept of performance is to be briefly defined, it can be said as the degree of realization of the goal and the aim (Tutar and Altınöz, 2010:201). Performance is a multidimensional concept that expresses the success of an organization and the level of achievement of its organizational goals. The success and continuity of an enterprise is evaluated by performance measurement (Karaman, 2009:411).

Performance is a concept which can be interpreted as absolute or relative that quantitatively and qualitatively determines the results obtained with purposeful and planned activities. The fact that there are active enterprises and the productivity and the frugality that is taken into consideration while producing shows the performances in general (Kubalı, 1999:32).

Regardless of the framework that is chosen to conceptualize organizational performance, it is clear that organizational performance is a complex and multidimensional phenomenon. It is inherently difficult to mobilize such a complex notion. Even when focusing on the economic dimensions of organizational performance, researchers often find it difficult to take the right precautions (Dess and Robinson, 1984:265). Performance is an indicator of achievement of organizational goals. Organizational performance can be defined as the output of the activities of the organization or the success of the goals of the organization (Mehmood et al., 2014:664). As stated by Venkatraman and Ramanujam (1986), organizational performance is a measure of how effectively an organization achieves its goals (Lin and Kuo, 2007:1069).

For a better understanding of organizational performance, it is necessary to focus on the elements that are used a lot in the literature. Organizational performance can be examined in three parts as effectiveness, productivity, and efficiency, after stating what the concepts of input, output, and result mean for the organization. Effectiveness is the foundation of success. Effectiveness is doing the right things. (Drucker, 1986:36). Effectiveness describes the level at which few and high-cost resources can be used well (Ak, 2018:1083). According to Efil (2004), productivity is determined by dividing the physical revenues (rate calculation) obtained because of a good or service production system (output as a result of production factors) and the physical expenses used during production (expenses during production factors) (Onay and Egüden, 2011:223). Productivity refers to whether employees perform their tasks 'correctly' (Zengin and Taşdöven, 2014:85).

According to Tosun (1981), although there are significant differences between them, efficiency has been used as a synonymous concept with productivity for a long time. Considering that an organization produces goods or services, productivity and efficiency are accepted as similar concepts, with the thought that the organization will have no other purpose. Although organizations are in constant interaction with their environment, they were often initially managed from a limited perspective. This point of view has lost its importance over time, after the understanding that organizations are open systems. Furthermore, the concept of efficiency has begun to be redefined with the change of perspective (Ekinci and Yılmaz, 2002:36).

When the literature is examined, there are differences and similarities in the translation of the concepts of efficiency and effectiveness into our language. Peter Drucker explains this difference as follows; efficiency is about getting things done right; effectiveness is doing the right things (Ekinci and Yılmaz, 2002:37). In another source regarding the concepts, efficiency has been considered as making optimum use of the available resources, and effectiveness as making the best use of the resources (Yükçü and Atağan, 2009:1).

The concepts expressed in the literature section constitute the variables of our research. This study was conducted to determine the mediating role of positive psychological capital in the effect of organizational cynicism and perceived organizational support on organizational performance.

This study is based on four different concepts. These concepts are perceived organizational support, organizational cynicism, organizational performance, positive psychological capital. The mentioned concepts have been the subject of many studies recently when the studies in the field of organizational behavior are examined.

These concepts, which are thought to affect each other closely, have been examined more comprehensively in this study, since they have been examined from a narrower perspective in previous studies.

Perceived organizational support is a tool that is perceived positively and important for all employees. In addition to this, organizational cynicism, which is a "negative" organizational behavior concept, has been added, to examine its relationship with performance. In the first stage of the study model, the relationship of two concepts, one positive and one negative, with performance has been examined. It is determined to see how the effects on relationships differ according to the positive and negative nature of the concepts. In order to measure whether this relationship changes its effects or not, the positive psychological capital tool is included in the model as a variable.

METHOD

In this part of the research, information is given about the research model, sample, data collection tools, and statistical methods used in the analysis of the data.

Data Collection Tools and Research Model

In 1997, Eisenberger et al. (1997:815) has developed a short 8-question form of the Perceived Organizational Support Scale. The scale developed by Brandes, Dharwadkar, and Dean (1999) is used to measure organizational cynicism. This scale is the 14-item version of the scale developed by Brandes (1997). The Turkish equivalent of this scale has been created by Erdost et al. (2007:429). The "Positive Psychological Capital Scale" developed by Tösten and Özgan (2014:429) is used to measure psychological capital. Finally, in order to measure organizational performance, the scale developed by Tseng and Lee (2009:6551) is used.

Since the data used in this article was collected in 2018-2019, no ethics committee report was obtained. The requirement to obtain an ethics committee report from the Council of Higher Education came after 2020.

A pilot study was conducted to determine the reliability and validity of measurement methods and tools and to get an idea about the final version. Cronbach's alpha values were found to be acceptable. The pilot study participants who are working in different units of the shipyard were selected by the convenience sampling method. A total of 50 questionnaires were distributed for the pilot study. Due to inconsistency, 5 questionnaires were excluded from the analysis. The sample consists of 21 unmarried (46.7%) and 24 married (53.3%) individuals. 19 employees (42.2%) with primary education, 24 (53.3%) high school graduates, 1 associate (1%) and 1 postgraduate (1%) participated. In addition, when the working experiences of the employees are examined, the number of employees working for 1 year is 19 (42.2%), and the number of

employees with a 2-year working experience in the workplace is 19 people. While the number of people (42.2%) with 3 years of workplace experience was 6 (13.3%), one person who worked for more than 10 years participated in our pilot study.

Research Hypotheses

In order to determine the relationships between the concepts that are the subject of our study and in the light of previous studies, hypotheses have been formed. In our research, 5 main hypotheses were formed. A total of 15 hypotheses with sub-dimensions were proposed. These are:

H1: Organizational cynicism and its sub-dimensions have an effect on organizational performance.

H1a: Cognitive cynicism has an effect on organizational performance.

H1b: Emotional cynicism has an effect on organizational performance.

H1c: Behavioral cynicism has an effect on organizational performance.

H2: Perceived organizational support has an effect on organizational performance.

H3: Organizational cynicism and perceived organizational support together have an effect on organizational performance.

H4: Positive psychological capital has an effect on organizational performance.

H4a: Self-efficacy which is a sub dimension of positive psychological capital has an effect on organizational performance.

H4b: Optimism which is a sub dimension of positive psychological capital has an effect on organizational performance.

H4c: Trust which is a sub dimension of positive psychological capital has an effect on organizational performance.

H4d: Extraversion which is a sub dimension of positive psychological capital has an effect on organizational performance.

H4e: Resilience which is a sub dimension of positive psychological capital has an effect on organizational performance.

H5: Positive psychological capital plays a mediating role in the effect of perceived organizational support and organizational cynicism on organizational performance.

H5a: Positive psychological capital has a mediation role on the effect of perceived organizational support on organizational performance.

H5b: Positive psychological capital has a mediation role on the effect of organizational cynicism on organizational performance.

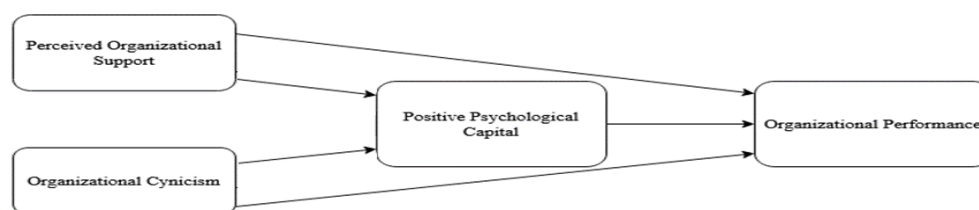


Figure 1. Research Model

Data Analysis and Sample of the Study

Main body of the research is a shipyard located in İzmir. A survey with 62 questions was conducted with the participation of the employees. When the questionnaires which had deficiencies and were filled in incorrectly were removed from the obtained questionnaires, the analysis of the research was carried out with 283 questionnaires. In addition, all demographic characteristics are shown in Table 1.

The demographic characteristics of the participants are:

- 262 (92,6%) of the employees that participated in the research are male and 21 (7,4%) are female.
- 128 (45,2%) of the employees are single and 155 (54,8%) are married.
- There are 29 occupational business groups in the sample. Among the participants of the research, there are 52 (18,4%) workers working in scaffolding works, 50 (17,7%) welders working in ship construction and dealing with iron welding, and 29 (10,2%) pipe repair workers working in pipe repair.
- It was observed that the average age of the survey participants was 33. The age range ranges from 20 to 59.
- 84 (29,7%) employees with primary education, 142 (50,2%) with high school education, 28 (9,9%) associate, 25 (8,8%), undergraduate and 4 (% 1,4) postgraduate participated.
- Among the employees, 99 (35%) have 1 year of experience, 115 (40,6%) have 2 years of experience, 48 (17%) have 3 years of experience.

Table 1. Demographic Characteristics of the Sample

		Participants	Percentage
Gender	Female	21	7,4
	Male	262	92,5
	Total	283	100,0
Age	25 years and under	63	22,3
	26-35	122	43,1
	36-45	79	27,9
	46 - +	19	6,7
	Total	283	100,0
Marital Status	Married	155	54,8
	Single	128	45,2
	Total	283	100,0

	Primary School	84	29,7
	High School	142	50,2
Education	Associate	28	9,9
Status	Undergraduate	25	8,8
	Graduate	4	1,4
	Total	283	100,0

The goodness of fit indices and acceptable ranges used in the validity analysis were stated in the study according to the rates specified by Gürbüz and Şahin (2016:337).

8 statements that are thought to explain perceived organizational support and a one-dimensional structure were created. Various modifications were made since some of the scale questions constituting the perceived support consisted of negative and positive statements and that there were differences in the way the respondents perceived the questions. With these changes, questions 3, 5 and 7 of the perceived organizational support scale were excluded from the analysis. As seen in Table 2, an excellent goodness of fit was found as a result of the analysis.

Table 2. Goodness of Fit Values of the Perceived Organizational Support Scale

	x ²	df	x ² /df	RMSEA	NFI	CFI	GFI	AGFI
Perceived Organizational Support	19,58	5	3,91	0,10	0,95	,96	0,97	0,92

The organizational performance scale that was used in the research consists of 7 statements and one dimension. No problems were found in the primary level real t values and their standardized values. The relationships between the questions were evaluated considering the recommended covariances from the modification indices. According to the results of the analyses it is seen that there is an excellent goodness of fit (Table 3).

Table 3. Goodness of Fit Values of the Organizational Performance Scale

	x ²	df	x ² /df	RMSEA	NFI	CFI	GFI
Organizational Performance	9,66	10	1,96	0,059	0,99	0,99	0,98

Confirmatory factor analysis was conducted for the validity of the organizational cynicism scale in the study. Organizational cynicism consists of 3 dimensions and 14 questions. As a result of the analyses made, the questions 9, 10 and 11, which were the most suggested corrections, were removed from the model. Hence the scale has been included in the model with 11 questions. Goodness of fit values that are acceptable according to the result of the analysis is seen in Table 4.

Table 4. Goodness of Fit Values of the Organizational Cynicism Scale

	x ²	df	x ² /df	RMSEA	NFI	CFI	GFI
Organizational Cynicism	173,03	36	4,80	0,10	0,98	0,98	0,90

After the validity analysis, the "Cronbach Alpha" internal consistency coefficient analysis of the organizational cynicism scale was applied, and reliability analysis was performed. Cognitive cynicism (0,93), emotional cynicism (0,95), behavioral cynicism (0,95) and general organizational cynicism (0,96) values were obtained.

Confirmatory factor analysis was conducted for the validity of the positive psychological capital scale in the study. Positive psychological capital consists of 6 dimensions and 26 questions. As a result of the analyses 9 questions were removed. The model was recreated with 17 questions. No inconsistency was found in T values and standardized values. Expected values emerged by associating various questions with each other. As a result of the analysis, it was seen that there was an acceptable degree of goodness of fit. (Table 5).

Table 5. Goodness of Fit Values of the Positive Psychological Capital Scale

	x ²	df	x ² /df	RMSEA	NFI	CFI	GFI
Positive Psychological Capital	322,62	111	2,90	0,08	0,95	0,97	0,88

FINDINGS

The findings obtained as a result of the statistical analysis of the data collected in accordance with the research model have been tried to be expressed under this title.

Correlation analyzes were conducted to determine the relationships between the concepts of perceived organizational support, psychological capital, organizational cynicism and organizational performance. The data collected by this analysis is shown in Table 6.

Table 6. Relationship Correlation between Variables

		Perceived Organizational Support	Positive Psychological Capital	Organizational Performance	Organizational Cynicism
Perceived Organizational Support	Pearson Correlation	1	,427**	,471**	-,155**
	Sig. (2-tailed)		,000	,000	,009
	N	283	283	283	283
Positive Psychological Capital	Pearson Correlation	,427**	1	,231**	-,062
	Sig. (2-tailed)	,000		,000	,300
	N	283	283	283	283
Organizational Performance	Pearson Correlation	,471**	,231**	1	-,120*
	Sig. (2-tailed)	,000	,000		,044
	N	283	283	283	283

Organizational Cynicism	Pearson Correlation	-,155**	-,062	-,120*	1
	Sig. (2-tailed)	,009	,300	,044	
	N	283	283	283	283

* Significant at $p < 0,05$

** Significant at $p < 0,01$.

Looking at Table 6, it is seen that there is a positive ($p < 0,01$) significant relationship between perceived organizational support and psychological capital ($r = 0,427$) and organizational performance ($r = 0,471$). Organizational cynicism, which is expressed as a negative organizational behavior concept, appears to be negatively related to perceived organizational support ($r = -0,155$), psychological capital ($r = -0,62$) and organizational performance ($r = -0,120$).

In the analysis made according to the demographic variables gender, age, marital status and working year, no significant difference was detected between positive psychological capital, organizational cynicism, perceived organizational support and organizational performance. In addition, while organizational cynicism differs according to educational status, perceived organizational support, psychological capital and organizational performance do not differ significantly according to educational status. According to the post-hoc results: it is seen that the averages of primary school graduates differ significantly from associate degree graduates, high school graduates from undergraduates, and associate degree graduates from both primary school graduates and undergraduates.

Hypothesis Results;

H1- Regression analysis was conducted to determine the effect of organizational cynicism and its dimensions on organizational performance. There is a significant (0,00) effect between Organizational cynicism and organizational performance. The increases in organizational cynicism can explain nine thousandth of organizational performance. H1 hypothesis is supported.

- Cognitive cynicism has a significant effect on organizational performance. Hence H1a hypothesis is supported. The increases in cognitive cynicism can explain nine thousandth of organizational performance.
- Emotional cynicism has a significant effect ($F: 30,554$; sig. 0,00) on organizational performance. Therefore, the H1b hypothesis is supported. An increase in emotional cynicism can explain 9% of the changes in organizational performance.
- Behavioral cynicism has a negative and significant effect ($F: 22,43$; sig. 0,00; $\beta: -0,17$) on organizational performance. Therefore, the H1c hypothesis is supported. It has an explanatory power of seven thousandth.

H2- The effect of perceived organizational support on organizational performance ($\beta: 0,501$; Sig.: ,000) is positive and significant. H2 hypothesis is supported.

H3- $p:0,005$ ($p<0,5$) was found in the relationship model between perceived organizational support and organizational performance, and $p:0,017$ ($p<0,05$) in the relationship model between organizational cynicism and organizational performance. Goodness of fit values for the model are given in Table 7.

Table 7: Goodness of Fit Values Regarding the Model Showing the Effect of Perceived Organizational Support and Organizational Cynicism on Organizational Performance

Organizational Support	Organizational Performance	x2	df	x2/df	RMSEA	NFI	CFI	GFI
Organizational Cynicism		6,370	3	2,123	0,1	,940	,940	,930

Perceived organizational support has a significant and positive effect on organizational performance. The effect of organizational cynicism on organizational performance is negative and significant. In this case, it can be said that the H3 hypothesis is supported.

H4- Psychological capital has a positive (0,79) significant (0,000) effect on organizational performance. H4 hypothesis is supported.

- Self-efficacy has a positive and significant effect on organizational performance. H4a hypothesis is supported.
- Optimism has a positive and significant effect on organizational performance. H4b hypothesis is supported.
- Trust has a positive and significant effect on organizational performance. H4c hypothesis is supported.
- Extraversion has a positive and significant effect on organizational performance. H4d hypothesis is supported.
- Resilience has a positive and significant effect on organizational performance. H4e hypothesis is supported.

H5- The mediation role of positive psychological capital on the effect of perceived organizational support and organizational cynicism on organizational performance has been researched.

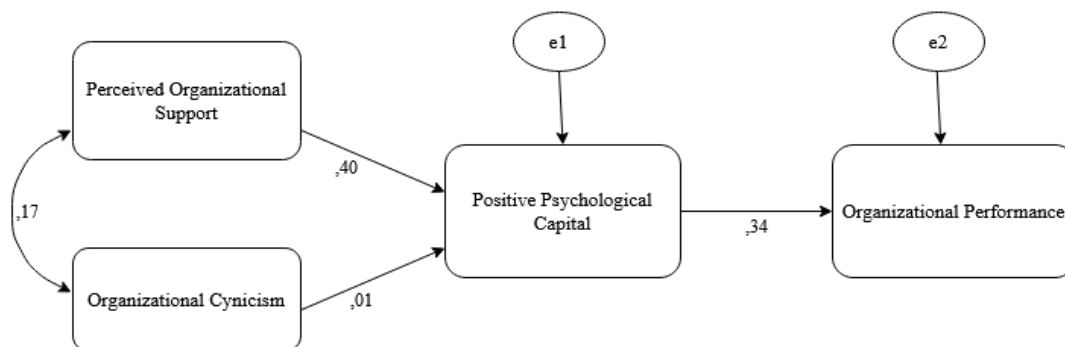


Figure 2. Research Model Values

In the analysis, as shown in the figure above, the interaction of perceived organizational support with positive psychological capital was found to be significant ($p: 0.000 < 0.05$). While the way organizational cynicism was thought to affect positive psychological capital ($p: 0,888 > 0,05$) was insignificant. The model measuring the effect of positive psychological capital on organizational performance ($p: 0,000$) was also found to be significant.

Analyses were continued as indicated in Figure 3 by removing organizational cynicism from the model. The mediation role of positive psychological capital on the effect of perceived organizational support on organizational performance was researched.

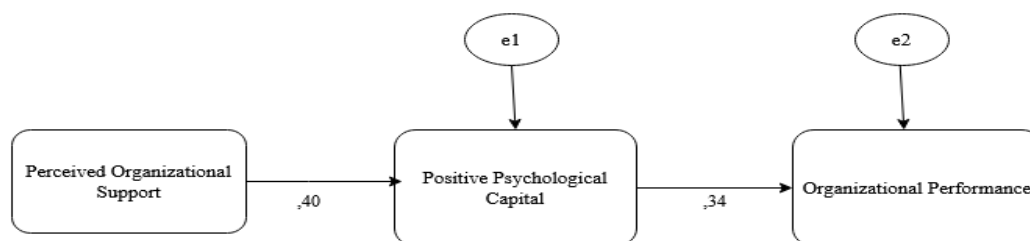


Figure 3. Designed Research Model

As a result of the analysis, it was seen that the path drawn between perceived organizational support and positive psychological capital is significant ($p: 0,00 < 0,05$). At the same time, the path from positive psychological capital to organizational performance was found to be significant ($p: 0,00 < 0,05$). A positive and significant effect of perceived organizational support on organizational performance ($\beta: 0,135$) was observed. The indirect effect ($\beta: 0,159$) between these two variables is positive and significant. The total effect ($\beta: 0,294$) between perceived organizational support and organizational performance was found to be positive and significant. It is seen that the direct and significant effect of perceived organizational support on positive psychological capital is positive ($\beta: 0,336$). It can be said that the indirect effect is also significant and positive ($\beta: 0,165$). Considering the overall effect of perceived organizational support on positive psychological capital, it is also significant and positive ($\beta: 0,401$). Another striking point in the analyses is the effect of positive psychological capital on organizational performance. Positive psychological capital has a significant and positive direct effect on organizational performance ($\beta: 0,244$). The indirect effect between the two variables is also significant and positive ($\beta: 0,251$). The total effect is seen as ($\beta: 0,591$).

It was observed that the path from perceived organizational support to positive psychological capital ($\beta: 0,165$) was positive and significant. In addition, a significant and positive effect ($\beta: 0,244$) was found in the effect of positive psychological capital on organizational performance. In addition, with the Sobel test, it was seen that positive psychological capital partially mediates the effect of perceived organizational support on organizational performance.

CONCLUSION AND DISCUSSION

One of the primary focal points of organization management is the coordination and orientation of employees according to goals and objectives. The contributions of the employees, whose performance and productivity can be kept under control or directed, will be continuous.

Organizational processes that start with the employment of the employee result in the employee leaving the job after engaging in production activities in the organization. One of the important perspectives for organizations is, in addition to the recruitment processes of the employees, is keeping them in the workplace efficiently and effectively. It is the encouragement of the employee, who is engaged in production activities in the workplace, to contribute to their efficiency and productivity behaviors. This efficiency and productivity are continued by mutual expectations and psychological contracts. Employees have various expectations from organizations and organizations from employees. The activity styles of organizations may differ due to mutual expectations and profit maximization which is one of the general goals of the organization. Strategic activities should be determined in line with the objectives of the organization. For this, organizations are expected to shape their futures by creating sustainable plans, becoming organizations in which, more production factors are brought together, coordinating equipment and workers in harmony with each other as well as controlling all the activities.

In this regard, we can say that there are some issues that organizations should pay attention to when determining their future. Four different concepts have been identified that indicate the importance of these issues. The relations of the determined concepts with each other were investigated through this study. The details of the study are given in the methodology section. It has been observed that similar results have been obtained with many studies conducted in the past. For example, when the relations of demographic variables with the concepts that are the subject of the study are examined it has been found to be similar to the studies of researchers such as Argon and Tükel (2016: 9), Helvacı and Çetin (2012: 1475), Çobanoğlu and Derinbay (2016:176), Yavuz and Bedük (2016:309), Yaman Kahyaoğlu and Keklik Okul (2019:4707), Ocak and Güler (2017:125).

Occupational diversity of the employees participating in the research is also one of the important issues for us. They work in total of 29 different departments. Most of the employees work in the field. In terms of employees, it can be said that the work environment is tough due to the difficulty of communication between departments and the struggle of meeting the need for socialization.

Although the question to learn the income status of the employees was included in the survey questions, this open-ended question was not filled in by many employees. As a result of some evaluations, it can be said that the wage received in such a labor-intensive job is low.

Apart from the demographic variables, 4 different concepts were also researched. 3 of the concepts used in the study are seen as positive organizational behavior and 1 of them as negative organizational behavior. According

to the correlation analyzes between these variables; It is seen that there is a significant and positive relationship between perceived organizational support and psychological capital and organizational performance, while there is a negative and significant relationship between organizational cynicism and perceived organizational support. Moreover, organizational cynicism was found to be in a significant negative relationship with organizational performance and perceived organizational support, but a significant relationship with positive psychological capital was not observed.

Finally, as a result of the analysis, it was seen that positive psychological capital had a mediating effect on the effect of perceived organizational support on organizational performance. Thus, if the continuation of the support to the employees paves the way for individual development, increases in organizational performance will be seen.

RECOMMENDATIONS

In future studies, it will be appropriate to pay attention to the following issues both for the organizations-employees and for the researchers;

- Qualitative research can be carried out to obtain more detailed information.
- Employees' wages should be rearranged.
- Working conditions in different cities and regions can be compared.
- Considering the labor-intensive working conditions of the employees, studies can be carried out in terms of both increasing the support and meeting their expectations.
- The rate of workforce turnover can be increased with the increase of organizational culture. Organizational culture, organizational citizenship and psychological contracts should be redesigned.
- The bond between the organization and the employee can be strengthened with the dissemination of communication channels.
- Various activities can be performed to increase the level of education.

ETHICAL TEXT

This article complies with the journal writing rules, publication principles, research publication ethics rules, and journal ethics rules. The authors are responsible for any violations that may occur regarding the article. The data for this study was collected in 2019.

Author Contribution Rate Statement

Author 1's contribution to the article is 50%, Author 2's contribution to the article is 50%.

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