

A Study to Moderate Desired Commitment Level in Organization with the Help of Cynicism about Change and Interdependence

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ABSTRACT

The main object of this paper was to shed light on cynicism about change and interdependence affecting commitment of followers. The commitment level affected by interdependence could be too high and moderated by cynicism about change. To serve this aim a survey has been conducted throughout all the workers of the industry leading textile retail dealer firm of Turkey in 2016 which was believed to be a good sample for this type of individual level research. A multiple regression analysis had been executed to measure the relation from the predictors of cynicism about organizational change to the dimensions of commitment. The study was one of the few attempts for the human resources professionals include cynicism about change in toolkit for commitment regulation. The results reported in the article were generally consistent with the prior studies. The sample size was sufficient to generalize the results for both the organizations and individuals working within. To conclude it was safe to say that under cohesiveness of reciprocal interdependence in work-teams, using cynicism about organizational change individual commitment level can be adjusted without any decrease in performance.

Keywords: Cynicism, Truthful Leaders, Commitment Level, Solidarity, Interdependence, Individualism.

INTRODUCTION

There has been a growing interest in organizational change and the reactions of individuals towards it. People love to follow team leaders in organizations and hopefully this attitude would lead to stronger performance. Followers' commitment to change could be a precondition of team performance yet it is still related to a leader enforcing interdependence and creativity. The history is full of examples of bad decisions of teams consisted of clever people seeking harmony but not independence of mind to express adverse interpretations (McRaney, 2011).

There is an ongoing concern in sustainable organizational commitment levels during change. Individuals have been affected by changes by reflecting support or other attitudes. The management aspirations about commitment level and team performances could have only been achieved by mutual understandings or in other words "contracts" which might be reassessed during crisis times. Top managers of organization hope minimum disruption in case of a change adaptation, but tendencies of dysfunctional effects on commitment, turnover, and morale seem to be more prevalent than attitudes of employees readily embracing change initiatives (Fedor, 2006). Furthermore cynicism about change, and burnout dominated all other attitudes surpassing even the most optimistic accounts on employee. Studies on change suggest that although the long term success of change entails employees' active support and interdependence by means of goals (Herold et al., 2008). Employees' negative reaction to change overweighs the openness to new ways of doing business. Herold et al. found the substitution of change leadership and transformational leadership in times of change. When the particular leader assigned to manage the change could not perform well the effect of transformational leadership increases, and vice versa. When the change had significant personal impact change commitment of followers of a transformational leader was found more strongly effective than the case in change-specific leadership practices. In case of a beloved leader higher commitment levels may balance the negative effects of the change on individuals. These leadership stiles could be named as servant, ethical, truthful, etc. all put relationship before job orientation contrary to Fiedler's (1986) propositions are candidates of higher

levels of commitment levels as followers trust and support, thanks to even stronger identification with that of the transformational leader.

The choice of top management team of the organization about commitment should serve strategically to optimise both costs and outputs. As low levels high levels of the commitments might be problematic. Thus organizations sometimes need tools to lower it to desired level which is moderate. While employees have serious concerns like cynicism about change organizations struggle to transform the work teams with cost effective resources. Meanwhile, organizations even the most innovative ones resist to implement the innovations they acquire not to lose control on principal capability for consistency (Gündüz, 2013).

If followers in an organization paid credence to an interdependency and relation oriented leader then cynicism of the employees could be managed and used as a tool to balance the commitment level. During transformation the critical precision of the work teams should be directed to preserve the interdependence while independently defending ideas.

In this context, the study begins by a brief literature review of organizational change and inertia, cynicism to change, interdependence, and commitment level before development of hypotheses. A multiple regression had been performed to test the models built on the assumptions. Second section dealt with research analyses and comparison with prior work results. The results of the analyses had been discussed and considered at the last section for management implications and questioned for future work of researchers.

PROBLEM STATEMENT

Organizational Change and Inertia

Organizational changes occur frequently and organizations sometimes even manage to make radical changes in strategies and structures. High levels of structural inertia in organizational populations could be explained as an outcome of an ecological/ evolutionary process (Hannan and Freeman, 1984). Whether organizational change is largely uncontrolled or organizations mirror the intentions of rational leaders it is possible to judge that individuals and organizations have lives of their own. Structural inertia was defined in relative and dynamic terms, because organizations respond relatively slowly to the occurrence of threats and opportunities in their environments. Thus radical and quick changes were problematic not solely because of the difficulty of mobilizing internal support or weak organizational learning or the constraints of strategy “commitments” and slack resources. Although these forces for inertia may and often did occurred, but the normative embeddedness of an organization within its institutional context was a major cause. Also, accomplishment of a rapid change had found to be more problematic with embeddedness. In the face of external shocks the quintessence organization model operating in an expertized industry was found to be more vulnerable (Hannan and Freeman, 1984). Should corporal remedies change dramatically, the organizational response in turn would be rather radically.

During organizational change, large performance shortfalls trigger firms with little financial slack to increase divestments to free resources, whereas organizations with financial slack choose fewer divestments when the organization has fallen short of its performance aspirations (Kuusela and Maula, 2016). Organizations are not equal by size and scope. So the performance aspirations of managers had been decided considering others of similar scope and size. However, individual level considerations overweigh that of organization level change.

Cynicism to Organizational Change

As inertia slows down the radical innovations and gives a kind of stability in organizational level cynicism might be a proxy in individual level. When very high levels of organizational citizenship prevails an opposite force like cynicism about change might be proposed to cure the side effects. Managerial citizenship behaviours enhance growth, productivity, profitability, and earnings, while limiting costly problems such as absenteeism, turnover, accidents, defects, and theft (Crowley, 2016). Managers have a fiscal responsibility as well as an ethical responsibility to adhere to behavioural norms promoting justice, reciprocity, and organizational trust. One of the potential targets for cynicism which exists in every individual in varying degree was organizational change efforts (Brown and Cregan, 2008). Although most of the research has been done concluding negative associations between cynicism and organizational commitment, and organizational citizenship behaviour the literature on its antecedents has been deemed inconsistent, disorganised, unsystematic, and lacking in theory (Andersson and Bateman, 1997; Abraham, 2000; Meyer and Herscovitch, 2001; Wanous et al., 2000). In predicting organisational commitment, situational and experiential variables have received paramount importance and individual differences have been neglected (Tan, 2016). Specifically cynicism about organizational change has been predicted lower organizational commitment consistently by different employees working in different layers of the organization. Studies also reported that cynicism had not directly predicted employees' behavioural responses in the organization, either performance or absenteeism (Johnson and O'Leary-Kelly, 2003). Employees' cynical attitudes about change did not influence their absence levels, their work performance, or their organizational citizenship behaviours. The consideration on these alternative findings might be that cynicism was likely to occur as an unpredictable or minor accompaniment of unemotionality. Although cynical employees feel free from illusion or deception and report less positive feelings toward their organization, they do not act out this displeasure in behaviours that influence organizational performance directly. Cynicism also can be good for organizations and can serve to organizational goals. Research found that cynics feel less intention to comply with requests to engage in unethical behaviour (Brown and Cregan, 2008). Cynics for example may provide a necessary check on alluring to place loyalty to self-serving means over principle or the attraction of assuming that self-interested or dishonest behaviour will go undetected. In their particular manner cynics may act as the voice of conscience for the organization. Moreover at the individual employee level, people who always believe in others' soundness were likely to be exploited by those who lack it (Dean et al., 1998).

Encouraging leaders to adopt a participatory information-sharing climate or foster a decision-making climate within the organization has the potential to affect levels of cynicism. Thus it was the duty of managers to cope with or make use of cynicism in order to fulfil any organizational or individual goals in times of change which creates naturally some degree of cynicism.

Commitment Level

Low entrepreneurial orientation individuals recognize opportunities better when they have accumulated enough business knowledge (Song et al, 2017). As the change trend amongst conjuncture and business chaotic, individuals have to attain more than one expertise during their business life. Because expertise may grow obsolete utmost in five years, and adolescents probably would not earn a living by the unique jobs they have been studied until graduation. While looking for alternative business vacancies is a routine in employee level, commitment degree had to be adjusted at organizational level as a routine managerial task. The distinction between the dimensions of commitment is various. But affective, continuity and normative distinction is quite explanatory amongst organizational commitment types. Like cynicism about change alienation have been considered a predictor of commitment. The meaninglessness and powerlessness dimensions of work alienation were found out to be significant

predictors of affective and normative commitment (Tan, 2016). Affective commitment was defined as an emotional attachment of employee to and involvement with organisation, and normative commitment concerns perceived obligation of employee to remain with organisation (Allen and Meyer, 1990). Continuance commitment had been defined as the perception of the costs associated with leaving one's organisation and some studies rejected this type to be counted as an organizational commitment. Some researchers argued that continuance commitment is not a form of organisational commitment on the point that continuance commitment is an attitude explicitly tied to acts toward remaining employed and not focused on an entity such as the organisation itself (Ajzen, 2005). Employee's feeling of commitment deteriorates in case of both alienation and change because they have already been distanced from their work environment.

If the commitment level had been categorized as low, moderate and high the choice of the management would have been quite contingent. Low levels of commitment would be desirable in a sense as it could compensate high turnover problems with enhanced creativity of raw recruit competent employees who seek opportunity to prove themselves. Additionally organization could quit misfits and provide discontented employees with an opportunity to find more compatible workplaces. The worst negative effect of high personnel turnover could happen to be hidden unemployment. Employees do only what is required by the job descriptions in this state, not interesting in career advancement and commitment to current organization. While steadily looking for new job opportunities in neighbour industries hidden un-employee cause loyal colleagues to suffer from having an unstable, disloyal work environment and a heavy work load.

The advantages of moderate levels of commitment would outweigh the disadvantages (Randall, 1987). The employees would be more committed compared the elder creating lower rates of turn over. Employees would be more satisfied mentally because they execute their work written in job descriptions enriched with creativeness for their career plans. Organization goals and competitiveness could be assured for strategic planning via a known image and brand in the industry operated. Employees exercise commitment in return for remuneration and career opportunities by the organizations.

At high levels of commitment employees enjoy improved career targets, and higher remuneration expectation while sharing and contribution organization leader's goals and vision. However the capabilities of organizational life and donations might not always be satisfactory to its members' requirements because of the limited resources in face of sustainable growth. Further, the organization might lose flexibility and become vulnerable to a variety of unethical and illegal behaviours of employees to express high commitments to their organization as such to out-herod herod (Scott and Hart, 1979). Even the most committed employee would not fully commit to organization and not quit looking for job opportunities. High level of commitment is a fiscal burden including training and enumeration expenses increased due to improve employee capabilities.

Once existing levels of commitment have been screened considering contingent outcomes, managers might choose the best option aligned with competitiveness plan. If a change is desired in the level of commitment a strategy would be explored to adjust the work-force composition (Randall, 1987). Despite organizational goals could be best met by a level of commitment the general tendency of the work-force should be kept in mind by managers as individuals always refuse to commit totally to the organization.

Absolute affective commitment could be enforced by a level of commitment born by long experiences of employees loving to work together. Thanks to interdependence employees' images and involvement in decision-making process as proud members of the organization were experienced. If interdependence and group membership was assured supporting devil's advocate and different ideas would lead better decisions and performance without any worry of breakup.

Interdependence

Trust and interdependence were found to be major predictors of affective commitment (Geyskens et al., 1996). There was a distinction between autonomous-separate self and autonomous-related self. The difference could be seen in people behaviours. While autonomous-separate selves try to prove themselves, love own ideas, take feedbacks as threat, and take the prize of success; the autonomous-related selves have inner peace, can easily be persuaded with enough arguments, take feedbacks as opportunities for improvement, exclude themselves from reward. This is a matter of individualism/collectivism or in other words independence/interdependence depending one thinks either interpersonal distances or agency theory (Kagitcibasi, 2005). Though some level of individualism and independence might be useful for those who work alone, the teams need related autonomous members who work together. In the commitment types the most powerful and long lasting one might be the intrinsic/ affective commitment. The reason of this type of commitment might be both the shared values with the organization and the feeling of responsibility to the others. Employee's feeling responsibility to others and to the entity may overweigh the cynicism to change thus adjusting the commitment level just as desired by top management team. Emotional and normative motives push the executives not to mobilize and commit the workplace in return for everything they have. The intrinsic commitment level would be a function of the perceived collectivism or interdependence.

RESEARCH QUESTIONS

Organizational change and inertia causes cynicism in individual level. A predictable sequence of transformation within organization starts by managers (Rumelt, 1995). In the first phase they become aware of the need for change and begin to formulate views as to appropriate new directions. In the second phase, top management imposes structural fragmentation and increased incentive intensity. These moves have the effect of reducing coordination and collectivism, breaking some of the inertias that have impeded action, and focusing departmental attention on improving methods and eliminating waste. After departmental performances are increased, attention turns to collective activity. To accomplish this, incentive intensity must be reduced, else departments will have little reason to invest in difficult to measure collective efforts. As coordination increases, best practices and other fruits of the central phase can be spread throughout the organization. However, change incentive intensity decrease never could have satisfied the individual employee. So the change always has been a strong predictor of cynicism. Competitive inertia will be highest when there are few incentives to act. Such incentives may be internal or external to the organization collectively make up a firm's repertoire of competitive behaviour. Inertia was argued to be driven by managers' incentives to act, their awareness of action alternatives, and the constraints on their capacity to act. These three sources of inertia were assessed, respectively, by past performance and market growth; by competitive experience and the diversity of the market environment; and by company age and size (Miller and Chen, 1994).

Hypothesis 1: Organizational change and inertia positively affects individual employee level cynicism to change.

The research question was whether cynicism to change could be used for organizational purposes and interdependence could be a positive moderator of this relation or not. Current study proposed the one of a few constructs among a lot of studies about commitment. Some researchers discriminate components of cynicism to change by three roots (Tolay et al., 2017). First one was defined as the negative view produced by poor managerial acts of change. Second was bad experiences related with past results of chance. The third was borne by acquisitioned concerns of chance when one felt unease because of the fear of possession lose.

When employees increased collective efforts the commitment could exceed the desired level in organizations. Then leaders and top management team should find a tool to balance the commitment level in a natural way. People always seek new job opportunities because of say advances in knowledge networks and do not like organizational change inherently. Some degree of cynicism would be useful both in organizational and individual level particularly in times of change.

Hypothesis 2: Cynicism about organizational change negatively affects individual level commitment to organization.

If the properties of group had a hierarchy interdependence would be on top with the cohesive nature (Levine and Moreland, 2006). Even the vital cooperation support for organization, interdependence has inherent danger too. High interdependence could lead to opportunistic behaviour, negative tactics, or coercion, because individuals have much to lose in the face of change (Kumar et al., 1995). In a competitive team organization interdependence could be assumed to work as a moderator for commitment even in the firm environment experiencing high levels of cynicism about change.

Hypothesis 3: Interdependence moderates the effect of cynicism about organizational change on individual level commitment to organization.

Purpose of the Study

The purpose of the study was to check the relationships between cynicism to organizational change caused by inertia and desired commitment level with the moderator effect of interdependence. Though cynicism may be harmful but if a manager trusted by employee could manage the negative effects of growth and continuous change. In a large organization one of the limited ways to perform well is to divide it to creative teams competing in between. Creativity and hidden unemployment might be controlled by trusted managers with interdependence among team members. Current study proposes that having cohesion teams in organizations would not only get rid of harmful effects of cynicism but they also would be vaccinated to the harmful effects of high commitment level of employees. The demographics bias of variables if exist would be informative for the following researches too.

RESEARCH METHODS

Sample and Data Collection

The sample size of the research had been calculated to meet the target upper levels of $e=0.04$ and $\alpha=0.05$ for generalization of the findings. The sample size that can be accepted for the social sciences safety level of 0.95 of the proportional estimation of the principal mass standard deviation and variances is $n=600$ (Green et al., 1988). The survey application has been settled for sample above this number in this case with a coincidental accessibility. The questionnaire forms had been distributed in sufficient number electronically within a particular intranet. The required rate of return was minimum $n=405$ for the statistical method applied. For instance, the rate of return of the questionnaire forms had exceeded 35% and the number of the participants consisting of the employees, being member to organization in case study, has been surmounted over $n=600$ than it was safe to start the statistical data screening for sweeping results in any type of research.

To be sure about the consistency and validity of the constructs that had been checked for other cultural populations an executive sense of meaningfulness test had been done among Turkish management scholars. Then a pilot survey had been conducted to scrutinize if the items could be understood well by respondents. After the simplification of survey items, all of respondents could fully understand the meaning of variables. In addition the overall perception of all the questionnaires who were employees of the retail sector leader company in Turkey showed quite higher credibility to managers in

force. T test values showed significantly bigger means compared the respective answers to questions for followers which declare perceptions about their manager to have low credibility. The data collected and discriminated to the stores set up as competitive work teams. So it was safe to work with The Retail Company as a good representer case for this type of research as it is in other countries (Kouzes and Posner, 2012). In this sense, a self-administered survey was mailed to all of 3000 employees working under The Company Headquarters located in Istanbul. In order to test the hypotheses, data was collected from a wide hierarchy range of specialists and managers. After deleting records with missing cases 846 completed questionnaires (return rate: 28%) were remained, which constituted the sample for this study. The demography of the sample was consist of approximately: 40% male, 48% under 30 years old, 39% 31-39 years old, 13% 40+ years old, 18% had associate degree 59% had undergraduate degree, 15% had graduate degree, 8% had PhD. Work experience totals: 42% less than 5 years, 34% 6-10 years, 12% 11-15 years, 12% 16+ years. Work experience in the current job totals: 59% less than 5 years, 26% 6-10 years, 11% 11-15 years, and 4% 16+ years.

Analyses

Reciprocal interdependence was measured by the scale of Pearce and Gregersen (1991) which consisted of 11 items. To measure cynicism to organizational change 15 item Likert 5 type scale of Wanous et al. (1994) which had reliability of .86 (i.e. coefficient Cronbach's alpha) and 8 items scale of Reichers et al. (1997) in form of agree/ disagree were used for consistency. Antecedents of affective and continuity commitments had been taken from measures of Allen and Meyer (1990) which derived normative component commitment from seven-item "The Organizational Commitment Norm Scale" Buchanan (1974). The reliability for each commitment scale was as follows: affective .87; continuity .75; normative .79. All the necessary transformations for linearizing, validity and reliability analyses had been done before testing the hypothesis.

FINDINGS

Reciprocal interdependence correlates positively with all the commitment dimensions as shown by Table-1. While cynicism borne from poorly managed change and acquisitioned cynicism did showed correlations interdependence, past experiences cynicism did not.

Table 1: Descriptive Statistics and Correlation Analysis

Variables	Mean	SD	1	2	3	4	5	6	7	8
1. Affective commitment	3.74	.75								
2. Normative commitment	3.51	.69	.196**							
3. Continuity commitment	3.22	.48	.169*	.108*						
4. Org. Change and Inertia	3.44	.60	.078	.086	.057					
5. Bad Management Cynicism	2.62	.25	-.078	-.049	.034	.112*				
6. Past Experiences Cynicism	3.38	.79	-.098*	-.137*	-.008	.199**	-.036			
7. Acquisitioned Cynicism	4.07	.81	-.101*	-.056	-.088	.242**	-.027	-.081		
8. Interdependence	3.66	.36	.144*	.162*	.119*	.093	.111*	.049	.148*	
9. Interdependence x Cynicism	12.88	3.03	.139*	.091*	-.066	-.144*	.182*	.089	.135*	.256**

n= 846; * p<.05; ** p<.01

The moderator variable created by interdependence and general cynicism to organizational change has shown positive relation with two of three dimensions of organizational commitment.

Table 2: Regression Analysis Results on the Moderator Effect of Interdependence on Organizational Change Cynicism – Commitment

Regression Model	Independent Variables	Depended Variables	Standardized β	Sig.	Adjusted R2	F Value	Model Sig.
1	Organizational Change and Inertia	Cynicism to Organizational Change	.211**	.00	.169	14.564	.00
2A	Bad management borne organizational change cynicism	Affective commitment	-.226**	.00	-.181	17.987	.00
2B	Bad management borne organizational change cynicism	Normative commitment	-.181*	.01	-.145	12.122	.00
2C	Past experiences borne organizational change cynicism	Affective commitment	-.146*	.02	-.116	9.369	.00
2D	Past experiences borne organizational change cynicism	Normative commitment	-.121*	.04	-.097	8.507	.05
2E	Acquisition loss borne organizational change cynicism	Affective commitment	-.274**	.00	-.219	23.564	.00
2F	Acquisition loss borne organizational change cynicism	Normative commitment	-.253**	.00	-.203	21.911	.00
3A	Interdependence	Commitment	.195**	.00	.156	13.346	.00
3B	Interdependence X Bad management borne cynicism about organizational change	Commitment	.104*	.04	.085	8.184	.05
3C	Interdependence X Past experiences borne cynicism about organizational change	Commitment	.008	.68	.010	1.324	.18
3D	Interdependence X Acquisition loss borne cynicism about organizational change	Commitment	.132*	.03	.106	8.802	.00
4	Experience in current job	Cynicism	-.343**	.00	.274	28.994	.00

n= 846; * p<.05; ** p<.01 (all one tailed F tests)

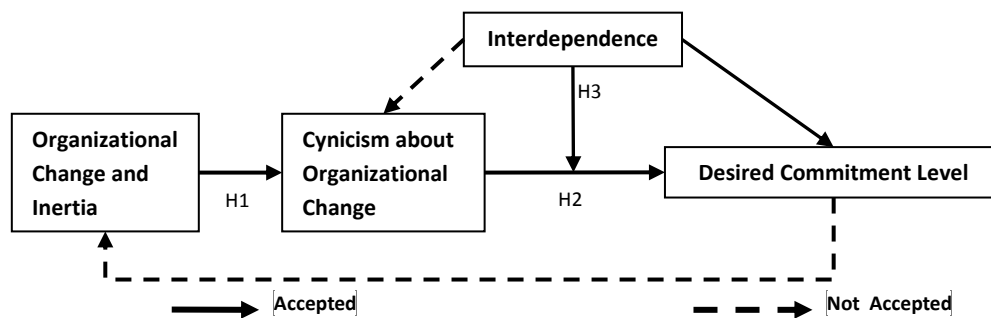
Except for continuity commitment dimensions of commitment have shown negative relations with past experience born organizational change cynicism. Cynicism borne by the fear of acquisition loss in case of organizational change correlated with affective cynicism negatively. There were no other unusual correlations between variables before the regression analysis which would tell us about the tendencies of the relations. The regressions were generally parallel to predictions as shown by Table 2. The regression models were tested (using SPSS ver. 22 package) by a series of models.

Model-1 clearly ($\beta=.211$; $p<.01$) clarified the Hypothesis-1 which stated that organizational change and inertia positively affects individual employee level cynicism to change. Hypothesis-2 proposed organizational change cynicism negatively affects individual level commitment to organization. As there were not an agreement on continuity dimension of commitment the results had been excluded from Table-2. Models 2A, 2B, 2C, 2D, 2E, and 2F showed that all the dimensions of organizational change cynicism significantly and negatively (respectively: $p<.01$; $p<.05$; $p<.05$; $p<.05$; $p<.01$; $p<.01$) affected the dimensions of organizational commitment as expected. Thus Hypothesis-2 has been accepted too. Hypothesis-3 stated interdependence moderates the effect of cynicism about organizational change on individual level commitment to organization. Model-3A checked and confirmed the significant, positive and strong ($\beta=.195$; $p<.01$) relation between reciprocal interdependence and combined commitment to organization. Model-3B tested the relation between the moderator variable of ‘Interdependence X Bad management borne cynicism about organizational change’ and combined commitment to organization. The relation was significant ($\beta=.104$; $p<.05$) and positive declaring interdependence could have changed the negative effects of cynicism into positive commitment to the organization. Model-3C tried the second dimension of change about cynicism formed the moderator

variable of ‘Interdependence X Past experiences borne cynicism about organizational change’ but could have not found a significant ($\beta=.008$; $p>.05$) relation with combined commitment to organization. Model-3D checked and confirmed the significant ($\beta=.135$; $p<.05$) relation between the moderator variable of ‘Interdependence X Acquisition loss borne cynicism about organizational change’ and combined commitment to organization. Thus Hypothesis-3 has been partially accepted.

Although it was not hypothesized a series of additional checks had been performed to examine the moderator variable. Model-4 checked if experiences of employees have an independent effect on cynicism. There found to be a quite significant negative effect ($\beta=-.343$; $p<.01$) proving cynicism is not accumulating by years by learning or being bored by business but lessening by relationships, membership, accepted organizational identity, organizational citizenship, and for any other reasons. There were not any significant regressions backwards as expected. In accordance with the regression analyses results, research model was being shaped as it had been shown in Figure-1 below. The results generally were consistent with predictions.

Figure 1: Final Research Model



CONCLUSION

Within the context of a case which was for a leading retail dressing company this survey scrutinized the moderator effect of interdependence in the relationship of cynicism about change on the individual commitment level to the organization. Generally the predicted relations have been confirmed by current study. Employee’s cynicism about organizational change mediates the relation between organizational inertia and change, and desired level of commitment. But the negative reputation of cynicism about organizational change could not be waived. Managers trying to use cynicism about change to lever the commitment level might think to increase cohesiveness within work-teams by supporting reciprocal interdependence. The moderator variable interdependence among work-team members and past experiences borne cynicism about organizational change had been found un-significant for organizational commitment. This lack of significance might be attributed to the specific case. The leading retail company might be careful hiring personnel of little or no bad experiences at all. Being one of the few attempts to propose managers to make good use of cynicism there were some constrains in the set-up of current study. First, the random selection of respondents could not have been met to generalize the results. Following researchers might choose randomly chosen participants from different industries and populations to confirm the outputs generated. Second insufficiency was generated because of time restriction. A time series analysis would perform better about the cynicism to change taking more than one segment measuring attitudes during change acts in organizations. Third, cynicism has opposite sided effect on commitment comparing interdependence. Following researches may include other predictors to support moderator effect of cynicism on commitment level. Although smaller firms are indeed subject to resource constraints and might be excluded from analyses, current findings should not be generalized

outside the sampling frame without further empirical confirmation. Despite the restrictions some implications for management could be derived from the results. Cynicism might be more strongly associated with contextual performance which is typically considered volitional or discretionary in nature (Chiaburuet al., 2013). The extent that individuals lack trust (i.e., more cynical) in the organization may matter less because even a moderate level of organizational cynicism falls short of the minimum requirement of trust in developing commitment. Organizational cynicism was also associated with decreased performance, to a greater extent than organizational trust because it had assumed to be easier for employees to intentionally reduce their performance (Chiaburu et al., 2013). These studies have discussed the subject with the pessimist lens of negative attitudes. Others which used cure lenses suggested Human Resources practitioners concerned about organizational change cynicism should encourage their line managers to adopt a participatory style of management, such as information sharing, involvement in decision making process. Though this strategy is a generic tool for many challenges of management, it still works especially in those workplaces where employees are more likely to embrace the opportunities for involvement (Brown and Cregan, 2008). The organizational level cynicism was more vogue than individual level in times of change understandings. While there was individual concerns such as trust to change, compulsory new jobs, unforeseen difficulties, and individuals need not change contrary to organizations obligation of change to survive. Individuals are more liable to cynicism than organizations (Battistelli et al., 2014). Cynicism about organizational change often combines pessimism about the likelihood of successful change with blame of those responsible for change as incompetent, lazy, or both (Reichers et al., 1997). As shown by this work cynicism to change can be used by organizations. Some demographic variables had been found related with employees' cynicism level like gender, age, education and department in prior works while others had not been (Işık, 2014). However only work experience has been found negatively related to organizational change cynicism. This finding was consistent with a prior work which founded reducing organizational change cynicism by time (Barton and Ambrosini, 2013).

Managers would be able to use natural attitudes like cynicism to change to moderate the desired level of commitment. Some degree of freedom, automation, and reciprocal interdependence might awake deep devotion feeling to the entity. This entity would be better performing than an organization full of highly committed members.

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