Cultural Creatives' Attitude Moderating Cynicism about Organizational Change

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1. Introduction

This preliminary work with the participation of the education professionals in Central-West Anatolia tried to analyze both if the cultural creatives' attitude eased cynicism to organizational change and for which personality type it was easier. Firstly participants commented about the literature of cynicism, practical creativity and the positive contribution of Enneagram. Then, by reservations of disagreement both the reasons of stultification behavior decreasing organization's success and its troubleshooting possibility had been hypothesized. Following the explorative and confirmatory factor analysis on the obtained data from the questionnaires of cynicism measure in Turkey pre-test post-test variances of The Enneagram Course resulted no overlaps to personality types. Hypothesis tests showed that the employees were winced less from the negative expectations emerged of change thanks to Enneagram System. Moreover, the behavior factor was lead actor of cynicism about change while cognitive factor seemed to moderate inversely. Cynics might have distance without sacrificing solidarity.

The difference of personal ideals and achievement or frequency level increases endeavors on the way to ideals (Förster et al, 1998: 1128). Though someone had learned stultification in behavior when worried about her ability to meet the expectations of others. For example in the beginning of the year 2020 the Covid 19 Pandemics created feelings including need of distance and alienations to others and brought a foresight about how the new World Order to prevail.   Meanwhile searching the answer to the "Were the cynicism about change in organizations affected by this tendency of stultification" question, it was seemed possible to enrich the dynamic usage about subjective aspects of Enneagram by analyzing insulation from human beings. Thus it was expected not only to achieve harmonization to change by employees and organization step by step but by help them to believe in "quantum leaps*" way a quick frequency variation. We hoped it would be possible to provide physical distance to cynics without sacrificing the power of solidarity and thinking together. In this context firstly, the propensity of repetition past intention and decision of rational behavior approach in the roots of cynicism about change will be dealt with. Next, hypothesis will be developed by the data gathered from the frames and relationships of change

dynamics in the Enneagram tenet personality types without prejudice, cultural creatives and cynicism about change. Lastly, some recommendations will be dealt with for the managers of the organizations in light of the research.

1.1.Planned Behavior

Proctor suggested that planned behavior was driven by reflex of emotional mind, not by intellectual consciousness (Proctor 1984:170). Further added that "limitlessness of limbic system controlling emotions might be taken as a defense weapon against the environment taught us despair or constraints, if only we insist on our dreams and start to act in a plan" (Proctor, 2020). Planned behavior theory points out three determinants of the intention to act: Intent, principle and perceived attitude control (Madden et al, 1992: 4). The theory in simplest expression suggested the action was a function of apparent knowledge and belief.   Three types of belief were identified: beliefs created tendency to act, beliefs turned out to be rules of principal, and beliefs on attitude control perception (Figure-1).
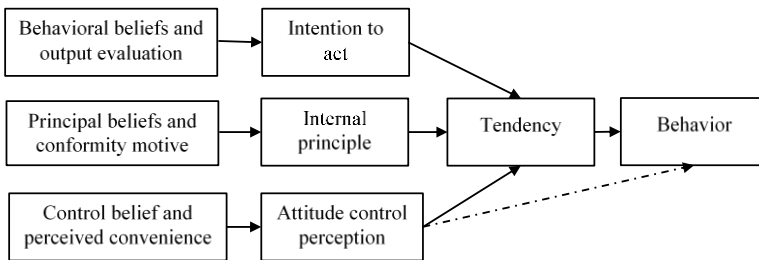

Figure-1. Planned behavior theory
Source: Ajzen, I. (1989: 252).

According to rational behavior approach despite tendency might cause behavior a situation seems possible where tendency were pulled out (see dashed line in Fig.1). Every belief connects behavior to a certain output or another behavior born cost. Multiplying every belief and its possibility to happen in decision making model, an estimation of tendencies also provides comparison behaviors with results (Vroom & Yetton, 1973). Thus the behavior which might be planned, was affected by principle public norms and one's personal attitude towards behavior. Neither is an output of planned computation. The first type of problem faced might be an exemption. However, when intentions were decisive it was possible forecasting the behavior with high accuracy by looking past behaviors (Sheeran et al., 1999:730). The tendency of stultification which prevents intention turning out to behave were generally explained by not having sufficient resources and abilities. Therefore attitude control perception in Figure-1 was added

later to the original figure drown in 1975. The intellectual cognition one uses in decisions was restricted so the abilities are solid and unchangeable told by implicit public teaching (Reber & Lewis, 1977). But this restrictiveness may have negative effects such as cynicism about change, blunting personal and organizational goals. Bland said people had two options on their way: either embracing relaxing level no matter how radical the fear it originated, or shaping the future embracing and integrating a fresh point of view proved its value being "first substance" overcoming the barriers (Bland, 2010: 28-29).

1.2.Cultural Creativeness

Twenty years ago Anderson and Ray (2000), after a thirteen years of research told about Cultural Creatives with one forth population of USA and candidate to put an end to contention between other decreasing quarter populations the traditionalists and half the population modernist industrial life defenders. Despite they do not heal all wounds of USA's cultural civil war, apparently ended old contention. Additionally Cultural Creatives rooted the counter-culture struggle of subcultures of 1960's are candidates to change nearly all the World. Cultural advance has two consequences. Indifference or directly hostile reaction. The movement powered by the opposed modernist industry movement results: loss of biodiversity, militarism, pollution, ethnic violence, over-poverty, racism, and others counted as disasters. Besides the social movements experienced since end of 1950's, totalitarian health and awareness streams, decline in interest to main religious systems, growing interest to untraditional faith systems, revolution in personal communication foremost internet gave power to them. Cultural Creatives made efforts for social justice and sustainable future bearing considerable costs. They have accepted when declared persona non grata in their regional devastating jobs such as Nuclear Energy Industry. They continue working for sustainable energy, gay rights or eco-tourism. The reason why we extensively do not know about them until these days was they severely resist and oppose to classification. They had such a connected team work with their friends around struggling to create the new World Order that it was hard to be isolated for framing. Although they hide the advertisers took care to include the viewpoints of Cultural Creatives in their promotions. Because this about 50 million population was believed to change the World (Proctor, 2020).

1.3.Cynicism about change

All the negative attitudes to innovation efforts by motive to conserve the condition were examined in this context. Targets of the cynicism may be top managers, position of another worker, shareholder share or change. It is believed all humans generally have it and developed by learning. (Dean et al, 1998: 341). For cynics do not collaborate, and proposed any theoretical model of the world, there are perpetual scholar debates about legitimacy of

cynicism delineation (Cutler, 2000:308). The most obvious reasons of cynicism about change were seen as scarcity of past endeavors to change, inefficient leadership trials, and not to join decisions (Wanous et al, 2000: 132). Leaders of organization to encourage a participatory information-sharing or a decision-making climate adopted as management style has the potential to affect levels of cynicism (Gündüz, 2017:218). Although cynicism, especially cynicism to change has negative relationships with organizational commitment, satisfaction, success-reward relationship perception, and has positive relationship with staff turnover rate; has no relations found with organizational citizenship, performance or absenteeism (Bakari et al, 2019:399; Johnson and O'Leary-Kelly, 2003: 645). So the degree might be personal and the reason of the cynicism might be impassivity. Those employees who have taken high scores from cynicism scale feel frustration and be in negative emotions but prevent damage to organization. Moreover they play the voice of common sense in organization by joining less to unethical behavior proposals (Brown and Cregan, 2008: 684). It may be possible to say for everyone not wanting to miss dishonest and selfish environment needs some people with a bit of hostile behavior for application of social rules. Because those who always believe in the integrity of others are open to abuse of dishonest (Dean et al, 1998: 350). Despite all conservative benefits for a dynamic social environment targeting change must deal with cynicism about change as the first case. Organizational cynicism has an impact on the changes that have taken place. At the organizational level, it prevents the process of change and thus causes loss of money and time (Grama & Todericiu, 2016: 53). Cynical beliefs related to a lower income even in countries with high rates of antisocial, and low rates of prosocial behavior (Stavrova & Ehlebracht, 2016:). Persons who have to work with people they have not worked before in the restructuring of change will behave reserved when they think that they cannot meet their expectations (Pham & Taylor, 1999: 258). Initially, conflicts or distant employees experience closeness and increased contact, while negative feelings can be exacerbated if there was previously cynicism between them.

In line with the purpose of our study and the tasks drawn from previous studies, our first two hypotheses are as follows:

H1: In the restructuring of the employees within the scope of the change, the stultification behaviors created by the idea that they cannot meet the expectations are affected by the tendency towards cynicism about change.

H2: Employees' level of cynicism about change will decrease when they are empowered for creative thinking with the help of the Enneagram system.

1.4.Enneagram and Cynicism in Change Environment

Enneagram, which is based on Sufi teachings, which aims at positive and dynamic mind development of people, still needs to be enriched. Research

with broad stratum and participatory should show that the Enneagram Matisse (2007) and Palmer (1991) are discussing is a holistic system that does not recognize time and culture boundaries (Bland, 2010: 28). As their ties with other disciplines are revealed, researchers should develop their standard scales and discover features that are rich in both number and content. This will increase both the link with other disciplines and the potential of Enneagram to be evidence-based practice in personal development and recovery efforts. Enneagram, which is not introduced as a static category system that deals with personal characteristics, has been a doctrine that provides personal benefit and then social benefit by clearing from personal deficiencies (Naranjo, 1997: 53). It improves consciousness.

In the quick change era, some of socialist opinion leaders criticize inability to act cynic leftists have: searching for a higher consciousness behind appearances, people who were both reformist and cynic were paradoxically "duped" by their very suspicion of being duped (Burgum, 2015:314). Burgum added "no matter the truth appeared, they disbelieved because they thought they knew that appearances were just a mask".

The system, which means nine lines in Ancient Greek, owes its privilege to its dynamics and openness to change (Gündüz, 2017: 157). By using the System used in all other living spaces in the workplace, we are trying to take our previous work to a higher level this time, in which we investigate the possibility of increasing performance by understanding own personality styles first and then made understood by all employees. In our first study, we discovered how the behaviors of the employees depending on their personality styles changed under pressure and relaxation conditions, by introducing the Enneagram and letting choose the personality styles, and then training the personality, compromising and self-access. We had to wait a while for the last phase of healthy transformation exercise and empathy. As a result of the successive Enneagram trainings, the participants had a more consistent, able to distinguish traces, reasonably sufficient view of others, at least in some of their negative thoughts (Gündüz & Keskin, 2019: 55).

There are similarities between the Enneagram, which is mainly aimed at eliminating the deficiencies arising from upbringing, and parallel category studies examining negative aspects of personality styles. For example, it is almost generally accepted that negative thoughts about others and cynicism arise from lack of communication due to obstacles posed by behavior and perceptions born lack of knowledge (Stevens, 2010: 123; Tapp & Engebretson, 2010: 71; Rhodes, 2011: 51; Knowles, 2013: vii; Nettmann & Deventer, 2013: 50; Gündüz, 2017: 158). This reduces personal performance.

Increasing dynamism and modernity by enriching the characteristics of personality styles keeps the enneagram useful. In one of the studies in this direction, the parallelism of 8 different communication styles with the Enneagram classification was checked and a high similarity was found. The

excluded 9th which was suggested to have a mixture of other communication styles.

We ask about the insight and qualifications related to the cynicism to the education professionals who have met Enneagram for more than a year. The personality styles and the communication types of Schulz von Thun (2006) in terms of the career of the participants, overlap in summary as follows (Gramm, 2012: 127- 134; Palmer, 2011; Riso & Hudson, 2003):

Type 1: Live with a prescriptive harmony without revealing her anger; innovation-oriented with all her strength; tries to reach high ideals and values defined by herself. She does reliable, excellent jobs and expects from others. Communication: It is decisive and clearly controlling. "- I know the right thing". Definitions about cynicism: - I believe that the workplace organization has developed when it has deficiencies. Bandy about, gossip and impatience are the most obvious signs. It may arise as a result of failing to meet expectations regarding respect, justice and honor. Those who worked successfully to get good results clearly above average also create cynicism. I am not friendly if I show miscommunication, jealousy, angry attitudes, and sudden reactions. Recklessness and indifference can reduce cynicism. Nevertheless I do not lower my working tempo but if the enmity runs out I will work harder. Healthy communication of people will ensure that the society is healthy as well (Type 1 shows the negative characteristics of Type 4 under pressure).

Type 4: Embarrassed by her inner strength, she shows herself weak. She wants to be special by separating herself from others. This also applies to her approach to others and her duties. Goes to the essence of the subject. Communication: She ties her wishes to weaknesses and contradictions, especially in a violent fashion. While this sensitivity is in harmony with the power of art, it causes both leaning against strong people and hesitation from self-confidence. Definitions about cynicism: - I'm sure it's a constant part of the human temperament. Sometimes I catch myself criticizing me mercilessly. However, I can never ascribe if I were treated the same way. I don't fight. I think of developing implicit cynicism if fight comes and finds me when I stop communicating. After a while I want to be seen as I am the winner, whether I win or not. Merit, respect and appreciation mechanisms will reduce the cynicism for change. It is also helpful to understand the expectations and special social activities that will be held together. Even if I feed cynicism, I do not reflect it to my professional life. (Type 4 shows the negative characteristics of Type 2 under pressure).

Type 2: Embarrassed by her inner desires and reflects on others and helps graciously. She even does this by forcing her own and others' limits. She works with the condition of being in contact with others and attracting attention. Communication: They are always ready for others, fearing their own poverty. Definitions about cynicism: - I think it stems from the lack of

organizational justice. I resist change and I persistently defend the environment I am used to. I can even work side by side with my enemy when I have to. I respect personality differences provided that they are not arrogant and incomplete. Not listening my word makes me angry; those who willingly, and deliberately perform unwanted situations and actions on purpose are enemies. Participating in the enemy also joins the enemy, I take care not to harm others. My professional performance may then decrease slightly. My contention with my competitors never turns into cynicism provided that they communicate in a respectful manner. (Type 2 shows the negative characteristics of Type 8 under pressure).

Tip 8: Power-hungry, pro-active, volunteer leader, who shows his anger right away, ready to fight, dominates and opposes, controls her field with a high energy, draws a strong and durable image. She has a hard shell and a soft interior. Communication: Aggressive and condescending communication style. Being on top is a matter of survival and avoiding weakness. Definitions about cynicism: - It is a very natural instinct. It occurs with grouping, economic, cultural differences, alienation and withdrawal. Organizational culture may deteriorate if individuals in groups experience ideological conflicts. Often it can also offer useful things. For example, an enemy with a different point of view can do much less damage than the 'malicious intentionals' that look like friends. Lack of mutual communication leads to lack of respect. Managers or individuals who are not capable of stress management also create an environment conducive to chaos and conflict. In my professional life, I did not cause any harm to the people and institutions that I am opponent. I even compromised for they search less mistakes in my behavior. It is true that I am looking for tolerance, ignoring, and mutual communication. Increasing conflict resolution training and intervention of the group leader may reduce cynicism (Type 8 shows the negative characteristics of Type 5 under pressure).

Type 5: Withdraws for fear of intimacy. She is a complete observer who thinks intelligently and goes down to the origin of the subjects. Embarrassed; humble in her feelings, knowledge and presence. Keeps everything in mind. Communication: Distant attitude. Lives according to the word "Don't come too close to me". Definitions about cynicism: - As a disturbing and primitive concept, I think it is indispensable only among men. Injustice and indispensable needs that are not met might cause it. Behaving unfairly started cynicism and discrimination continued it for a long time. The reason I guess is that people are grouped, behave biased, have a different way of thinking from person to person. Although there are manifestations of different intensity from person to person, I personally believe that they are contrived. I think the first to start fighting and cynicism will be lucrative. Nevertheless, I always stay away from the fight. (Type 5 shows the negative characteristics of Type 7 under pressure).

Type 7: Runs away from fear through change, adventure, fun and disconnection. Has a ready-to-use project that no one can have enough. Likes probabilities and ideas more than results. Can realize new, unusual and complicated things and motivate others to help her. Communication: Exciting, talkative. Style that prioritizes entertainment that adds color to life to avoid emotional emptiness. Definitions about cynicism: - I think the causes of cynicism are communication deficiencies or incomprehensibility of physical defects. Humiliation, denial as it is, defeatism, jealousy, cowardice, attack on what you believe, and love might be other causes. Before taking a cynic attitude, I think that what is wrong among the concrete reasons should be weighed by looking the lives of those who act imperfectly. It need to be known that Social and collaborative people can achieve their goals more easily. It is in everyone's interest. Who creates constant tension and stress and do not respect human being, the animal and the things is the enemy. I cannot be comfortable in a cynic environment and my business performance will definitely decrease. Cynicism can cause mental and physical illness, uncontrolled anger. In order to end the cynicism, it is necessary to solve the person's temperament and act accordingly, to leave pride and communicate, to remove the anxiety that causes injustice. (Type 7 shows the negative characteristics of Type 1 under pressure).

Type 3: Embarrassed by them without even realizing their emotions. Defines herself with her tasks and achievements that make others happy. Focuses on goals rather than the path to reach them. Creates a nice image. Communication: Self-styled style. Tries to be recognized as successful. Definitions about cynicism: - As a preventive feeling, it is caused by the anger. Anger is caused by feelings of discrimination, injustice and disability formed by the anger thrown in. Ego problems and not knowing yourself are also effective. My crucial values have to be broken to nurture hostile emotions. Even when I felt like this, I would continue to act like a team player and fulfill my duties. It is useful to provide interpersonal communication. Even with those who are always opposed to the situation, they should be discussed and allowed to express their views. Many people try to solve their cynicism by closing themselves to the outside world. But it never happened to me. (Type 3 shows the negative characteristics of Type 9 under pressure).

Type 9: She reduced her perceptions so as not to need to experience irritability. Degree of scarcity of mental and emotional effects is at the level of either not taking their own existence seriously or not responding well to external pressure. She seeks harmony only. Fortunately she can create harmony. Communication: According to Schulz von Thun, This type, which does not engage in intricate discussions and polarizations due to her calmness and peacefulness, does not have enough original features to integrate with one of the forms of communication. Definitions about cynicism: - It is very

normal for people to feel cynic because of their passion for organization, change, their ambitions, and interests. When I develop hostile feelings, I have difficulty in working on without paralysis. I cannot think of anything other than responding in the same way when critical and hostile rowdy against myself. I have cynicism for innovation and change. (Type 9 shows the negative characteristics of Type 6 under pressure).

Type 6: Reflecting her fears on the outside world, she feels safe within the normative and hierarchical system she voluntarily infiltrates and suits herself. Clears problems and obstacles with a focus on problems. Communication: Self' less communication style. Considering herself insignificant, she is willing to be instrumentalized for the purposes of others. Definitions about cynicism: - Cynicism to change is a conservative attitude. It is a long process of cynicism to take root and develop. Its symptoms are constant criticism, complaint and rudeness. The degree of cynicism will change as organizations use leadership or authority. Cynicism and other emotional shortcomings affect my work performance. Especially delayed decisions or hidden information can be given as examples of this failure. (Type 6 shows the negative characteristics of Type 3 under pressure). In mental situations where all types are overly relaxed, the reverse of the pressure transition applies (For example, relaxed Type 3 goes to Type 6, not Type 6 to Type 3.). The only difference is that when they relax, more positive characteristics is seen in behavior.

Bland (2010), called for large-scale researches, addressing the need and enrichment of the Enneagram to respond to the need for global harmony, a common, and new perspective. Others from Gramm (2012) and our work have also made this effort. Nettmann (2013) compares Horney's (1945) temperament classification "- approaching, walking towards and walking away" with that of the Enneagram. In the approaching group led by Type 2, Type 1 and Type 9 surpassed the others. The leader of the walking towards group, which was classified as aggressive, was Type 8, others were Type 6 and type 3. The leader of the walking away group called "distant" came out Type 5. No conclusion has been made for type 7 that is close to type 1. While ignoring the difference of type 4, the approaching feature is uncertainly more. The approaching qualification of Type 9 was also vague, as it was mostly "complaining".

One of the enrichment studies of the Enneagram has found features regarding the material instrumental tendency (look Table-1).

Table-1. Nine Money Approach Types

Nine Money Approach Types	Pretentious Those who make the most effort for money	Indulgent Limited efforts for money	Timid Those who make the least effort for money
Idealist	Type 7 Efficient	Type 1 Bespoke	Type 4 Personalizer
Intentioned	Type 8 Glowingly	Type 2 Giver	Type 5 Frugal
Hopeful	Type 3 Fighter	Type 6 Wholehogger	Type 9 Mediator

Source: Hall, D. (2011). Money: From fear to love using the enneagram to create wealth, prosperity and love. The Enneagram Journal, 4(1): 59.

Stevens (2010: 19-20) in examining the above mentioned transformations under pressure and social or personal transition of Enneagram in terms of mathematics and geometry summarized the transition steps as Type 1- housework, Type 4- identity, Type 2- alignment, Type 8- action, Type 5- examination, Type 7- celebration. The study, which suggests that the transition started with temperament at the starting point, mentions where several schools produce information for where the path to the temperament of this process started. For priorities of transition and transformation accepted in these schools: proactive Type 3 the importance of role, target and critical success factors to prevail in competition; consistency and continuous movement of "Type 9 the righteous"; It is interpreted that the biggest contribution is the responsiveness for the health of the transition process and the pushing force to overcome the obstacle before going to the next point of "Type 6 the questioner".

In their study, Tapp and Engebretson (2010) have shown that the Enneagram System will discover the strategies of working with others more effectively, sensing other personality styles were different than their own. According to the study, the System, which is useful for transformation through merging or dissolving, proposes that people should criticize themselves more objectively and others more subjectively: Overcoming cynicism and advocacy while looking at others and self-deception and arrogance when looking at ourselves. The Enneagram System helps us boldly look at ourselves and create empathy to others (Riso & Hudson, 2003: 44). In their work, Riso and Hudson (2003) assume that people can afford understanding and transformation. In a parallel study, Rhodes (2011) emphasized the importance of getting rid of stereotypes and emphasized that our belief in personality styles was strong as their decisiveness. The author deals with believing that the general average of the personality has more negative characteristics is basically destructive and will create negative

stereotypes. Since personality and temperament cannot change as easily as their thinking styles, people's cynicism about change is different. Thus, our third hypothesis is as follows:

H3: The temperament categories of the Enneagram System and their cynicism about change styles are also predictable and have overlapping distinctions.

2. Method

It is aimed to examine whether the cynicism about change decreases when the organizational staff is empowered for creative thinking, and to find out for which of the personality styles of the Enneagram it is easier. Another goal is to measure the extent to which negative emotions, especially those of cynicism about change prevent employees from being perpetrators. In this way, it is aimed to contribute to the wealth, and effectiveness of dynamic Enneagram applications in addition to guessing and motivating who our cultural creative candidates are working for the positive development of humanity.

Participants who were asked questions about change and cynicism before ten weeks of enneagram training were also informed about the value of the neglected personality traits required by the age of rapid change, such as creativity, diversity and perpetrator, in other words pro-active. The same questions were asked again after the training to the subjects who received training in 2018-2019 and the data were compiled. The research model is as in Figure-2.
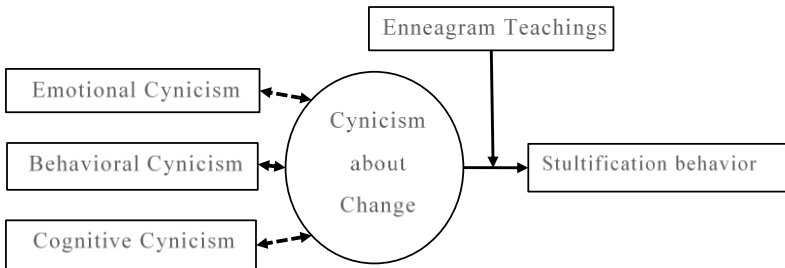
Figure-2. Research Model

The relation showed by the dotted lines and the bidirectional arrows was adopted to coincide with the cynicism elements and the cynicism about change, assuming the environment of constant change. Variance and relationship analysis were used for hypothesis testing. First, to use the cynicism scale adapted to Turkey by Karacaoğlu, and Thin (2012) before, re-checked conducting exploratory factor analysis (Brandes et al, 1999). According to the model developed as a result of the factor analysis, the changes in the average of cynicism perceptions of the participants were

tested. IBM SPSS and AMOS (version 25) package program was used in statistical analysis. In the restructuring of the organizations within the scope of change, the participants were asked directly whether they tended to disrupt their behaviors and with the thought that they could not meet the expectations. To make sure that the question of whether the cynicism about change reduce the success of the employees or not, really is understood two other questions that are interpreted in the same way with the aim of increasing the reliability by understanding the direct question asked before the training. The parallel question included the term stultification and the other question having just the opposite meaning which produced reversely coded answers served the same purpose. In the answers, 1 difference was accepted, but 2 differences were not accepted and evaluated as an invalid questionnaire. The answers were taken by applying a 5-point Likert type scale. Answers are reversed when evaluating inverse question (e.g. 5 for 1 and 4 for 2).

2.1. Sampling

The sample was obtained from the education sector employees in Afyon, Eskişehir, Uşak, Denizli and Manisa provinces who received ten weeks of Enneagram training within a program within the years 2018 and 2019. First, a questionnaire was sent electronically to 3022 education professionals, who are the main body, a reminder e-mail a week later, and a form was sent to those who did not respond a month later in case of technical problems. Questionnaires were collected through telephone and face-to-face surveys until the return rate exceeded 30%. In the tests applied before and after the ongoing trainings questions about the cynicism scale developed asked. Additionally open-ended questions summarized above, with the answers regarding their causes, results and solution suggestions were used in the tests applied before trainings. The number of valid questionnaires (= 487x2) is 974.

The demographic findings of those who submit valid questionnaires are as follows: 248 women, 104 have associate degrees, 146 have undergraduate degrees, 131 have master degrees and 106 have doctorate degrees. 87 were under the age of 25, 131 were between the ages of 25-35, 133 were between the ages of 35-50, 136 were over the age of 50.

2.2. Analysis and Results

The homogeneity of exploratory analysis inputs on the variables that constitute the cognitive, emotional and behavioral factors of the cynicism perception pretest applied to the sample was sufficient because the Kaiser-Meyer-Olkin sampling adequacy measure was 0.791> 0.5. So our variables were suitable for factor analysis. The significance of the variables according to the Barlet sphericity test was also suitable for Sig. = 0,000 <0.05. In the

anti-image co-variance matrix, all variables consisting of 13 expressions were found suitable for factor analysis and started to be examined. However, the total change described in the first attempt remained below 50%. It was observed that the variable weight values consisting of 8th and 13th statements in the analysis report were close to each other in two different factors and these variables were excluded from the model. The variability explained in the analysis of the reconstructed factor has reached a sufficient level. The total variability explained is included in Table-2.

The variables were again collected in 3 factors. The first factor explains 18% of variability, the second factor explains 17%, and the third factor explains 15%. As can be seen in Table 2, 1st, 2nd and 3rd statements were gathered under Factor 1, 10th, 12th, 11th and 9th statements were under Factor 2, and 7th, 6th, 5th and 4th statements were under Factor 3. By adhering to the names given to the factors previously, the first one was named as the emotional, the second behavioral and the third cognitive element of cynicism. Then, the reliability analysis of the factors conducted. The Cronbach's Alpha value regarding the emotional element of cynicism, which is the first factor, was 0,723; if the variables were deleted the values would became of 1st = 0,604, 2nd = 0,663 and 3rd = 0,638, respectively. So all variables stayed under the factor because deleting any variables will not increase reliability. The Cronbach's Alpha value regarding the behavioral element of cynicism, which was the second factor, was 0,620 and deletion of any variable will not increase the factor reliability, since the variable values deleted would have been 9th = 0,563, 10th = 0,582, 11th = 521 and 12th = 0,535 respectively. Cronbach's Alpha value regarding the cognitive element of cynicism, the third factor, was 0.545; if variables were deleted the values would be 4th = 0.495, 5th = 0.467, 6th = 0.444 and 7th = 0.483 respectively. All variables remained in the model since deletion of any variables will not increase factor reliability. The reliability of the model has been sufficient since the reliability coefficient of all factors was greater than 0.50. Table-2 presents Factor and reliability analysis.

After factor averages were calculated, the normal distribution assumption was checked before proceeding to the hypothesis tests. In the Kolmogorov Smirnov test, only the Gender and Personality Style variables showed normal distribution, as expected, as the Likert type scale has no decimal intermediate values, as expected, it does not meet the normal distribution condition by rejecting H0 (P <0.05). For this reason, comparing the normal distribution view with the Q-Q, and Histogram graphs, each of them was found to be compatible with the normal distribution graph curve.

Table-2 Factor Analysis Results for Cynicism Scale

Factor	Question Statement	Factor Weights	Explanatory Factor	Reliability Value Cronbach's α
Emotional Cynicism	1. I get angry as I think about the organization	0,774	0,17991	0,723
	2. I live tension as I think about the organization	0,729		
	3. As I think about the organization, it worries me.	0,682		
Behavioral Cynicism	10. I criticize the practices and policies in the organization I work in with others	0,703	0,16895	0,620
	12. I complain to my friends outside the organization about what is going on at work	0,654		
	11. When we talk about the organization and other employees, we look at the people I work with in a meaningful way	0,643		
	9. I talk to others about how things are done in the organization.	0,528		
Cognitive Cynicism	7. The behavior rewarded by the organization is different from what is expected from the employees.	0,697	0,15693	0,545
	6. I believe that what is said and done in the organization are different	0,677		
	5. In the organization, I doubt whether something that is said to be implemented will happen.	0,629		
	4. There is very little in common between the organization's policies, objectives and practices.	0,553		
	Total	0,50579		
Kaizer Meyer Olkin Scale validity Sphericity Test Chi-square	Barlet SD Significance	0,791 765,607 55 0,000		

Skewness and kurtosis values were examined with the AMOS (version: 25) package program. They showed a distribution consistent with the assumption of normality, since the ratio of skewness and kurtosis over their

standard error was less than 5, which is the critical ratio for all variables (Bentler, 2005: 52).

Whether the variance between groups was equal or not was examined by Levene test. Table-3 presents the analysis on the homogeneity of group variances using the Personality Style internal factor. As it is seen, since the significance values were greater than 0.05, the groups in which all variables were included provided the assumption of coexistence. Thus the scale used in the model was found to be reliable and hypothesis testing was conducted.

Table-3 Variance homogeneity test

	Levene Statistics	df1	df2	Significance
Emotional Cynicism	0,847	8	478	0,562
Behavioral Cynicism	0,899	8	478	0,517
Cognitive Cynicism	1,910	8	478	0,057

Since some of the variables were ordinal, the relationships between the variables controlled by the non-parametric ordered correlation test (Spearman's rho) were presented in Table-4.

Table-4 Correlations

Spearman's rho	1	2	3	4	5	6	7
1. Personality Style							
2. Gender	-,075[*]						
3. Education Status	,075[*]	-,052					
4. Age	-,062	,072	,093[*]				
5. Emotional Cynicism	-,090[*]	,022	,017	,008			
6. Behavioral Cynicism	,000	,015	-,010	-,061	,193[**]		
7. Cognitive Cynicism	-,077[*]	,023	-,005	,109[**]	,062	,062	
8. Discordantly Stultification	,034	-,017	,057	,005	,115[**]	,167[**]	117[**]

According to the correlation coefficients in Table-4, it was seen that the emotional and cognitive aspects of cynicism and personality style showed a significant relationship. In addition, the relationship between personality style and behavioral cynicism, seemed meaningless.

Variance analysis was conducted to test the third hypothesis, which suggests that the temperament categories of the Enneagram System and the cynicism about change had predictable and overlapping distinctions. Since the distribution is normal, the harmonic average sample size in the Scheffe test section is examined. Since the numbers of participants carrying all

personality styles were not equal, in other words, samples of the same size were not compared, there was a possibility of a first type error. Based on the results in the table below, H3 was rejected, reserving the possibility of acceptance in a later research.

Table-5 ANOVA Test for Cynicism Severity to Change by Personality Styles

		Sum of Squares	df	Mean Square	F	P	H_0
Emotional Cynicism	Between Groups	7,060	8	,882	1,197	,299	Accepted
	Within Group	352,331	478	,737			
	Total	359,391	486				
Behavioral Cynicism	Between Groups	1,956	8	,245	,555	,814	Accepted
	Within Group	210,453	478	,440			
	Total	212,409	486				
Cognitive Cynicism	Between Groups	3,195	8	,399	1,122	,346	Accepted
	Within Group	170,096	478	,356			
	Total	173,291	486				

Table-6. Emotional Cynicism

Pre-test				**Post test**		
Personality Style	N	subset for α =.05		Personality Style	N	subset for α =.05
Scheffe[a.b] 8	57	3.5673		6	47	1.8723
7	47	3.7943		3	53	1.8931
9	57	3.8187		5	50	1.8933
3	53	3.8491		8	57	1.9006
5	50	3.8667		1	52	1.9359
6	47	3.9007		2	63	1.9577
1	52	3.9038		7	47	1.9716
4	61	3.9180		9	57	2.0702
2	63	4.0159		4	61	2.0929
P=	0.504				P= 0.797	

a. Harmonic average of the group size used = 53.569.
b. Group sizes are not equal, 1st type error levels are not guaranteed.

There are groups presented in Table-6, Table-7 and Table-8 as homogeneous sub-sets. While the cynicism levels were ranked increasingly, the similarity of the personality styles order in the tables stands out. One of the unexpected results in the pretest was that the famous Type 8 gets the lowest scores on all cynicism factors, with the leadership temperament absolutely not interested in what it does to others. It was seen that Type 2

ranked first in emotional and Type 5 behavioral cynicism; Type 4 was the second of all three vectors, and it was the only one in which it was more prominent than all other personality styles except for one, and closely followed Type 1.

Table-7. Behavioral Cynicism

Pre-test				Post test			
Personality Style	N		subset for α =.05	Personality Style	N		subset for α =.05
Scheffe[a,b]	2	63	3.7540	6		47	2.4202
	8	57	3.8289	2		63	2.4802
	9	57	3.8289	8		57	2.4868
	3	53	3.8302	3		53	2.5519
	6	47	3.8351	4		61	2.5902
	7	47	3.8404	9		57	2.6447
	1	52	3.8942	7		47	2.6862
	4	61	3.9098	5		50	2.6900
	5	50	3.9900	1		52	2.7356
	P= 0.907			P= 0.275			

a. Harmonic average of the group size used = 53.569.
b. Group sizes are not equal, 1st type error levels are not guaranteed.

Table-8. Cognitive Cynicism

Pre-test				Post test			
Personality Style	N		subset for α =.05	Personality Style	N		subset for α =.05
Scheffe[a,b]	8	57	1.9781	6	47		2.5479
	7	47	2.0160	2	63		2.5714
	5	50	2.0450	4	61		2.6516
	2	63	2.0516	5	50		2.6550
	9	57	2.0570	8	57		2.6754
	6	47	2.0638	1	52		2.7163
	3	53	2.1321	9	57		2.7237
	4	61	2.1885	3	53		2.7736
	1	52	2.2452	7	47		2.7819
	P= 0.504			P= 0.888			

a. Harmonic average of the group size used = 53.569.
b. Group sizes are not equal, 1st type error levels are not guaranteed.

Although it has been found as a result of variance analysis, Enneagram personality styles do not differ significantly in terms of cynicism about change, Scheffe sections of ANOVA results showed that some of its features were distinctive.

In terms of ease of display, posttest results were given in the right part of Table-6, Table-7 and Table-8. Deciding whether or not the cynicism degrees of personality styles changed with Enneagram education, paired samples t-

test statistics analysis were used. Since the change observed in the rankings will be considered if it changed the cynicism significantly, the normality of the distribution has been confirmed by finding the ratio of the skewness and kurtosis over standard errors of themselves were less than 5. The following data were found by checking the equality of the variance between the groups for the posttest: emotional cynicism (1.165; p = 0.318), behavioral cynicism (0.535, p = 0.830), cognitive cynicism (0.438; p = 0.889). Thus, the assumption of co-variance was confirmed for all three factors (since p> 0.05) and the analysis was started. The status of cynicism level before and after Enneagram systematic training on creative thinking can be seen in Table-9. Thus our 2nd Hypothesis was accepted, which suggests that the organizational staff's level of cynicism about change will decrease when they were empowered for creative thinking with the help of the Enneagram system.

Table-9. Paired Samples Test

					99% Confidence Interval of Difference				
		Mean	Std. Deviation	Std. Error Mean	Lower	Upper	t	df	Sig.
Pair 1	Post Cynicism – Pre Cynicism	-,857	,591	,02678	-,927	-,788	-32,0	486	,000
Pair 2	Emotional Cynicism – Pre Emotional Cynicism	-1,891	,959	,04349	-2,004	-1,779	-43,5	486	,000
Pair 3	Behavioral Cynicism – Pre Behavioral Cynicism	-1,270	,768	,03484	-1,360	-1,179	-36,4	486	,000
Pair 4	Cognitive Cynicism – Pre Cognitive Cynicism	,588	,884	,04009	,484	,691	14,6	486	,000

The first pair of Table-9 was overall cynicism level. When the significance of the difference was increased to 99%, H2 was confirmed at a very high confidence level (p <0.001). Despite the high decrease in emotional and behavioral cynicism, there was a slight increase in cognitive cynicism.
As seen in Table-4, employees' tendency to hinder business behavior, who think that they cannot adapt to change and cannot meet the expectations of others showed a high correlation (p <0.01) with their cynicism level. After enneagram training, a hierarchical regression test including all variables was

conducted to estimate which of them would reflect on behavior. Whether the determined partial regression coefficients can be used as an estimation tool is calculated with the help of variance analysis. In the ANOVA test for all three models obtained, the F statistic was significant ($p < 0.05$). The auto-correlation between the variables was investigated by the Durbin Watson test and no significant problem was encountered. The F statistics of the partial regression coefficients of three predictors in the established model were found to be sufficiently significant ($p < 0.001$). The hierarchical regression results with the criterion variable "stultification behavior" for all independent variables including demographic were given in Table-10.

As a result of step-wise regression analysis, Table-10 consists of three models ranging from the strongest to the weakest. Thanks to both its strong relationship with all cynicism elements in Table-4 and the positive decisiveness of the behavioral element, H1 was accepted. In addition to testing Hypothesis 1, the analysis that answers the question of which element will create a stronger relationship model points to behavioral cynicism. In the second model, behavioral cynicism was measured as predictive factors, measured both in pre-test and after enneagram training. In the third model, the Cognitive cynicism variable created in the pretest with the adverse effect ($p < 0.05$) was included. It was seen that neither cynicism nor stultification behavior can be predicted with demographic variables. Although it seems to decrease with enneagram training, it is still the cynicism reflected on behavior, which is the most influential factor in the level of choosing to remain idle with the idea that employees will not meet expectations.

Table-10 Hierarchical Regression Test results for Stultification Behavior[a]

		Adj. R^2	S.E.	R^2	F^b	Coefficients B	S.E.	β
Model 1	Constant	0,062	0,578	0,064	33,07[**]	2,609	,132	
	Behavioral Cynicism					,288	,050	,253[**]
Model 2	Constant	0,076	0,574	0,079	20,86[**]	2,234	,186	
	Behavioral Cynicism					,263	,050	,231[**]
	Pre Behavioral Cynicism					,114	,040	,127[**]
Model 3	Constant	0,082	0,572	0,088	15,55[**]	2,441	,209	
	Behavioral Cynicism					,240	,051	,211[**]
	Pre Behavioral Cynicism					,127	,040	,141[**]
	Pre Cognitive Cynicism					-,096	,045	-,096[*]

a. The dependent variable: Stultification;   **b.** Coefficient analysis with ANOVA

3. Discussion and Implications for Managers

This work can serve in several ways. Firstly, it aimed to contribute to the usefulness of the Enneagram, a semi-mystical ancient teaching that was

supposed to have the problem of reliability and comprehensibility (Fitzsimons & Killen, 2013). It is argued that more practical work is needed to prove the scientific effectiveness of such a teaching, especially developing recommendations for line-level employees of organizations. In addition to answering this, the main focus of our study is on the fact that we have come to the era of rapid transformation that will further disturb employees at the line level. This is an age when exponentially developing technology imposes more production and cheaper products, and the change of work qualities as well as quantity by taking the majority of jobs. So the change might seemed to ordinary employee like a vice. Organizations, where human capital is seen as the biggest competitive power by getting rid of the compression of this vice, day by day need more managerial support and creativity. Every effort to support the employees is deemed necessary by removing the barriers to creativity and proactivity. However, cynics not only infer and act simply for themselves but they may also challenge and question the values which surround them, helping to create significant change (Cutler, 2000: 307). As the cynic employees redundant in organization and they do not hate people only oppose their old ideas, rather than developing a management culture which does not tolerate cynicism, it may be more expedient to find a way of tapping into the cynic's resources (Cutler, 2000: 310). As they do not act but help change, they might be taken as moderators of change. A third goal may be to contribute to education professionals who provide counseling and personal development in parallel both with the bridges that can be established with other disciplines and the need for solidarity. This study with others can help education professionals develop insight into what these links might be to add practicability to their methods. Along with other studies that produce results that can be generalized, consultants will be able to contribute to the whole economy both by themselves and through their tasks to resolve conflicts related to their industry leadership (Popejoy et al, 2017: 150). Group decisions' creativity needs might be met by cynic leaders. Cutler (2000: 309) deals with "because the 'cynical manager' does not operate within an agreed script, he or she may encourage others to expose 'genuine' emotions—not sentimentality—hidden beneath surface behavior, and thus may become a catalyst for small but significant cultural changes in attitudes and behavior". Contrarily to this embroidered cynic view as 'stepping stone', Burgum defied the idea by defining cynicism as a "sure-fire way of ensuring marginality and passivity" in other words as 'barrier stone' to welfare (2015: 317).

We made an attempt to propose Enneagram as a tool to moderate the level of consciousness problem of cynicism about change in this paper. A sample of randomly selected education professionals in Central-western Anatolia studied to learn distinctive insight about the cultural creativity trait during Enneagram Education. In this period, we analyzed and found a change in both cynic attitudes and stultification behavior. Cynicism elements were used

as predictive variables factorized for Turkey. Following studies can use the comments in pre-test on the cynicism causes, processes and results made by the participants who determined their personality styles after the training to enrich capability of cynicism building a world model. As Cutler (2000) pointed out Enneagram temperaments or works in other scholar views could not build a schematic categorization of cynic society which is required by researchers. It might help Enneagram teachers also rendering scholar service being a tool to moderate the level of consciousness. This feature of Enneagram was crucial but set aside. If higher levels of consciousness about different temperaments of participants caused lower levels of cynicism then Enneagram built empathy might have got a moderator power on cynicism about change. Because the responses of the direct question asked before and after the training about whether the cynicism about change, whose harmfulness towards behavior is being discussed, actually decrease the success of the employees; the attitudes of participants had a significant difference (Gündüz, 2017). Subsequent studies may reveal the proportionate comparison of the cost and leverage of Enneagram Training, which increases financial success to organizations, through analysis of this in different cultural samples.

Rejected hypothesis "The temperament categories of the Enneagram System and their cynicism about change styles are also predictable and have overlapping distinctions" might be checked by another study since equal groups were not created in this one. Until then, it can be said that cynicism was not a personal feature at least in Turkey.

Suggestion was significantly accepted that level of cynicism about change among organizational staff will decrease when they were empowered for creative thinking with the help of the Enneagram system. Cognitive cynicism, which was one of the cynicism factors, showed a significant increase. The cognitive factor, unlike the emotional and behavioral factors, seems to be related to the hierarchical procedure process, which was also called hygiene factors by Herzberg (1959). This difference might be rooted of implicit information sharing due to the close communication of those in various positions in an informal educational environment. Another reason might be, in the case of management and leadership, it is quite hard to seem nice to anyone, despite all governing efforts for emotionality.

The other proposition was related to the fact that the employees working in organizations within the scope of change would be expected to have new skills and that their slowing down their work with the thought that they could not meet them was affected by the tendency of cynicism about change. Although it is thought that it will not change from person to person with the idea that there will be no cynicism about change depending on personality styles, cynicism continues to be important in terms of its elements. Eventually stultification behavior will negatively affect the success of

employees and organizations. The regression in opposite direction might be also true. Behavioral cynicism was considered responsible for incompatibility in both pre-test and post-test. Cognitive hostility, on the other hand, weakly but significantly reduces dissonance and stultification behavior. This seemed a practical advantage for managers who would try to use advantage of cynic employees' behavior.

Organization managers need to look for ways to establish informal affinities with employees, and act dignified on employees who express negative opinions about the organization. In addition, meaningful discussions and principles related to non-verbal communication should be reminded to employees visually and aurally. Because the frequency in the environment unintentionally determines the behavior (Proctor, 2020). It is also a kind of insurance for Human Resource Managers to develop a policy and relatively increase cognitive factor in cynicism of employees about change (Gündüz & Keskin, 2019: 169).

Besides the strengths of our study such as sufficient sample size and duration, it also has some shortcomings. For example, while investigating the relationship between personality styles and cynicism, the lack of equal clustering may have caused the first type error, that is, the rejection of the hypothesis to be verified. While the study focused on the possibility of reducing factors of cynicism that causes stultification behavior via creative Enneagram training, validity of the research model could be increased by including more variables to its. Some Culture specific factors such as level of kindness or androgenic state might generate interesting differences. Findings should be tested in other cultural contexts to determine generalizability. Inspired by this research, researchers who want to improve the dynamic use of Enneagram Teachings in social sciences or what can be done to adapt to new business models, could address for example cultural creatives' attitudes, or moderating cynicism. It was aimed to fuss about the questions: what advantage can this provide to more distant people, which advice and ways in which personality styles to follow, in order to provide physical distance without sacrificing the power of solidarity and thinking together. We discussed with this paper if there is a way to do it without thinking.

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