

The Relationship Between Leadership Culture and Cynicism in the Businesses of the Future

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İçindekiler

Contents

1. CHAPTER

Foreword	1
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2. CHAPTER

Organizational Culture	9
2.1. Elements Constituting Organizational Culture	14
2.1.1. Values and Beliefs	15
2.1.2. Norms and Behaviors	16
2.1.3. Symbols and Rituals	17
2.1.4. Myths	17
2.1.5. Organizational Stories and Legends	19
2.1.6. Leadership and Top Management	20
2.1.7. Organizational Justice	20
2.1.8. Sense of Ownership	21
2.1.9. Communication and Language	21
2.1.10. Resource Allocation and Rewards	21
2.1.11. Traditions (Customs)	22
2.1.12. Common Assumptions	22
2.2. Organizational Culture Dimensions	23
2.3. Organizational Culture Models	25

3. CHAPTER

Leadership Culture	31
3.1. Leadership Approaches and Models	34
3.1.1. Trait Approach	35
3.1.2. Behavioral Approaches	36
3.1.3. Situational Approaches	36
3.1.4. Modern Leadership Approaches	37
3.1.4.1. Strategic Leadership	38
3.1.4.2. Servant Leadership	39
3.1.4.3. Visionary Leadership	39
3.1.4.4. Participative Leadership	40
3.1.4.5. Transformational Leadership	41
3.1.4.6. Charismatic Leadership	41
3.1.4.7. Authentic Leadership	42
3.1.4.8. Ethical Leadership	43
3.1.4.9. Paternalistic Leadership	43
3.1.4.10. Agile Leadership	45
3.2. Culture and Leadership Relationship	46
3.3. Örgütlerde Liderlik Kültürü ve Önemi	49
3.4. The Future Leader's Competencies	52
3.5. The Role of Organizational Culture in Leadership Preferences within the Organization	57

4. CHAPTER

Organizational Cynicism	63
4.1. The concept of “Cynicism” and its emergence	63
4.2. Reflections of Cynicism in Business Life and Organizational Cynicism	67
4.3. Causes of Organizational Cynicism	75
4.3.1. Personal Factors	76
4.3.2. Organizational Factors	79
4.3.3. External Factors	82
4.4. Theories Explaining Organizational Cynicism	83
4.4.1. Social Exchange Theory	83
4.4.2. Attitude Theory	84
4.4.3. Attribution Theory	84
4.4.4. The Emotional Events Theory	85
4.4.5. The Social Motivation Theory	86
4.4.6. Expectancy Theory	87
4.5. Types of Organizational Cynicism	88
4.5.1. Personality cynicism	89
4.5.2. Employee Cynicism	90
4.5.3. Social Cynicism	91
4.5.4. Occupational Cynicism	92
4.5.5. Organizational Change Cynicism	93
4.6. Dimensions of Organizational Cynicism	93
4.6.1. Cognitive Dimension	93
4.6.2. The affective dimension, also known as the emotional dimension	95

4.6.3. The behavioral dimension	96
4.7. Relationship between Organizational Culture and Cynicism	96
4.8. Organizational Cynicism and Its Organizational Outcomes	99
4.9. Approaches to Preventing and Reducing Cynicism	103

5. CHAPTER

The Relationship Between Leadership Culture and Cynicism	113
5.1. Leadership Styles and Cynicism	113
5.2. The Effects of Leadership Behaviors on Cynicism	123

6. CHAPTER

The Relationship Between Leadership and Cynicism in Human Resource Management	129
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7. CHAPTER

The Relationship Between Culture, Leadership, and Cynicism in Business Management	141
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8. CHAPTER

The Relationship Between Leadership and Cynicism in Future Businesses	149
8.1. Digitalization	149
8.2. Artificial Intelligence	155
8.3. Digitalization and Organizational Culture in the Businesses of the Future	157

8.4. The Possible Effects of Leadership Culture under the Influence of Technological Advancements on Cynicism	167
8.5. The Possible Effects of Leadership Culture in Global and Multicultural Environments on Cynicism	171
8.6. The Use of Artificial Intelligence in Organizational Culture, Leadership Culture, and Cynicism Fields	175
Conclusion	185
References	201

List of Tables

Table 1: Leadership Approaches	35
Table 2: Relationship Between Burnout and Organizational Cynicism	68
Table 3: Consequences of Organizational Cynicism	74
Table 4: Type of Organizational Cynicism	88
Table 5: Analog and Digital Culture Differences	162

List of Figures

Figure 1: Digitalization Process	150
Figure 2: The Process of Organizational Culture Change	165
Figure 3: Five Disciplines of Learning Organizations.	166

Foreword

Organizations in today's business world face complex and dynamic structures. Within this complexity, understanding the relationships between leadership and employee attitudes is of critical importance for the success and sustainability of organizations. The success of organizations is influenced by the leadership culture prevailing within the organization and the leader. The leader's possession of a vision, the ability to align the organization under a common purpose, and the significant role of the leader in achieving the organization's goals are all pivotal factors.

Leadership can be defined as the process of guiding and influencing a group of members in relation to their tasks (Stoner, 1992). According to Gorton and others, leadership is a characteristic of leaders who influence their subordinates to achieve organizational goals. The success of leadership is partially determined by the leaders' ability to develop organizational culture. Situational factors and organizational culture determine the organization's leadership approach.

It is important and necessary for businesses to focus on how they can adapt to technology and leverage its benefits, rather than fearing it, in order to exist and gain a competitive advantage. However, the recent pandemic has shown that technology alone is not sufficient. In this regard, there is a need for leaders who can turn the use of technology into an opportunity for competition by creating a vision and strategy for the future based on past experiences and managing this change to spread within the organization. Because whether it is digital or organizational, human resources are at the center of change and transformation processes. The need for leadership to understand, embrace, and implement these transformation processes with human resources will be ongoing. In this process, within the framework of digitization, leadership styles that understand the emotional and physical needs of their employees, establish empathy, believe in teamwork, articulate the meaning and value of the work, accurately identify the strong attributes required for planning the new order of human resources, and involve employees in decision-making processes will come to the forefront, while some traditional leadership models will gradually fade away. The presence of leaders who can advance the organization in its digitalization process is also related to the organization's culture. Effective change management by leaders will only be possible if the culture is suitable for it.

The new generation of leaders, who possess an entrepreneurial mindset, prioritize innovation, and guide employees in creating a better world, will pave the way for a value-added professional life for businesses in terms of productivity, profitability, and competitive advantage, and for employees in terms of increased motivation, creative thinking, and active

contribution. These leadership behaviors will actively participate in the digitalization process of organizational cultures, preparing the organization and its employees for the change process. The turbulent periods created by change processes in organizations can have a negative impact on both the organization and its employees. This change process can frighten and concern employees, potentially resulting in the emergence of cynicism towards change. Since cynicism is a concept that can harm the organization, it should be prevented under any circumstances. In this regard, the anxiety brought about by digital transformation can be smoothly overcome by leaders who transparently communicate the process to employees and lead them through the transition.

In a changing and evolving world, leveraging the different skills and experiences of employees is an essential requirement for businesses to compete with other enterprises. Employees' constant exposure to the intense competitive environment and technological developments can negatively affect them. On the other hand, globalization, driven by technological advancements, is pushing businesses to evolve into multicultural organizations. With globalization in the business world, the removal of boundaries will lead to work environments that include employees from different cultures becoming more prevalent.

While globalization provides organizations with the opportunity to compete in different markets, if not managed correctly, it can lead to negative implications for employees. Communication problems between different cultures, the inability to adapt the organization's values to different cultures, the need for employees to establish remote communication with colleagues and managers due to the expansion

of the workspace, employees often working together without physically seeing each other, and the increasing use of virtual offices in place of physical offices due to technological advancements can create chaos within the organization.

While resistance to change in the organization's structure is common, not recognizing the issues that employees are experiencing can reduce their commitment to the organization and lead to the development of negative feelings towards the organization. During this process, if managers focus solely on the productivity and profitability of the business, it can lead to neglect of their employees. Emphasizing only production and profit-oriented arrangements in businesses and neglecting employees can create negative feelings for the employees. This is because employees may feel that their emotions and thoughts are not valued and that they are considered unimportant in the face of this attitude. As a result, they may develop various negative feelings towards the organization, one of which is organizational cynicism.

Organizational cynicism is defined as a phenomenon in which employees exhibit a negative attitude in the workplace. Cynical employees question the sincerity, honesty, and true purpose of the organization's leaders. This attitude can reduce employees' motivation and commitment to the organization, decrease job satisfaction, and have a negative impact on job performance. Cynicism can generate negative reactions in employees within the organization, such as pessimism, criticism, and mistrust. Cynicism affects many emotions of employees within the organization, including organizational justice, commitment, burnout, motivation, mobbing, psychological well-being, and more. Increases and decreases in these emotions are directly related to em-

ployee performance and productivity. This is why there has been an increase in academic studies on cynicism in recent years.

Preventing cynicism in businesses is a crucial issue and it involves various subfields within business management. The consequences of cynicism within an organization can impact product and service quality, customer satisfaction, the competitiveness of the business, employee turnover rate, performance management, motivation, the brand value of the business, employee satisfaction, and many other aspects. Cynicism can have far-reaching effects on numerous aspects of an organization's functioning.

Organizational cynicism is a condition in the workplace that leads to various negative outcomes. These negative consequences can result in individual-level effects such as anger, disappointment, loss of motivation, and physiological and psychological issues. Additionally, organizational cynicism also has negative impacts on employee-employer relationships. From the organization's perspective, cynicism can jeopardize its continuity, work environment, productivity, and innovative projects, leading to financial losses. In sectors where labor is intensive, it can especially cause the organization to collapse rapidly. (Kalağan, 2009; Pelit and Pelit, 2014).

Organizational cynicism is a process that produces mutual results between employees and employers. Therefore, it is essential to evaluate the possible consequences of cynicism from the organization's perspective. This is a subject that business managers need to pay close attention to, and strategies to prevent and reduce cynicism should be devel-

oped within the organization. In this regard, leaders within the organization bear significant responsibility. Ensuring the adoption and dissemination of organizational culture within the business is the responsibility of leaders. Since cynicism can also affect organizational culture and climate, the concept of leadership emerges as a crucial factor in preventing cynicism. This is why the relationship between leadership and cynicism in businesses has become one of the most intriguing subjects in academic research in recent years.

A strong leadership culture can provide a framework for meeting employees' expectations of sincerity and honesty, which, in turn, can reduce cynicism. Additionally, the communication styles, values, and behaviors of leaders can play a critical role in the development of a cynical attitude among employees. The leadership culture adopted within the organization is a factor that influences employees' cynical behavior. Factors such as technological developments and globalization have brought about changes in traditional leadership approaches. Traditional leadership approaches have proven inadequate in meeting the needs of modern businesses, leading to the emergence of modern leadership approaches. In this book, the leadership approaches discussed, which have an impact on cynicism, are modern leadership approaches.

Another concept addressed in this book is organizational culture. Organizational culture defines the shared values, beliefs, norms, and behaviors of an organization. Organizational culture also plays a significant role in determining leadership styles within the organization. It is a determinant of employee behavior as well. On the other hand, digitalization and globalization are pushing organizational cultures to change. Organizational culture shapes the internal dy-

namics of the organization and plays an important role in the relationship between leadership culture and cynicism. Organizational culture can play a vital role in reducing or preventing cynicism. For example, if an organization promotes an open, honest, and ethical culture, it can reduce cynicism and encourage employees to be more committed to their jobs. Managing change in reshaped organizational cultures due to technological changes can be a challenging process. Employee adaptation to the change process and their understanding of the reasons and consequences of change are crucial to prevent negative feelings towards the organization. This is why the relationship between leadership and cynicism in the context of organizational culture is a particularly significant topic to consider. Studies in the literature evaluating the concepts of cynicism and leadership emphasize the importance of culture as a influencing factor. In digitized organizational cultures, it is possible for employees to experience cynicism due to changes. Additionally, with the entry of Generation Z into the workforce, the face of the business world is changing. If organizational culture is resistant to change as it undergoes the change process, it can lead to negative reactions among employees, especially among Generation Z employees. Those who lead and manage the change in organizational culture are, once again, the leaders. This is why leadership, organizational culture, and cynicism are interconnected concepts, and considering them together in studies will produce more meaningful results.

This book delves into the possible causes of cynicism and its impact on organizations, as well as the relationship between leadership and cynicism in organizations. It attempts to explain the effects of modern leadership styles and be-

haviors associated with these styles in preventing organizational cynicism and reducing its adverse effects, drawing on research from the literature. It also examines the influence of organizational culture on the emergence of cynicism and the determination of leadership styles. In this context, the book first seeks to explain the concepts of organizational culture, leadership, leadership culture, and cynicism. Subsequently, it evaluates the interactions between these concepts from both an organizational and human resources and business management perspective. The relationships between these concepts are elucidated by drawing from academic studies and research findings in the literature.

The book also addresses the positive and negative effects of technological advancements, artificial intelligence, and digitalization on the management of these concepts. In the final section of the book, it attempts to provide recommendations that can serve as a roadmap for future businesses.

The content of this book will provide a valuable resource for academics, managers, human resources professionals, and students who want to understand the relationship between leadership culture and cynicism in organizations. It will also offer a foundational framework for those interested in conducting further research on this topic. In conclusion, this study will make a significant contribution to our understanding of the impact of leadership culture on cynicism in organizations.

Organizational Culture

The concept of culture is a complex phenomenon that encompasses certain conceptual intricacies and uncertainties. In anthropology, there is no precise definition of culture (Hoy and Miskel, 2010). Humans are social beings who must live together. Therefore, they come together for various reasons and form social groups because it is a natural outcome of social life. When people come together in this social context, the process of organization begins. The concept of organization refers to the structure that emerges as a result of this process of organization or structuring. In their daily lives, people interact with various organizations such as educational institutions, clubs, commercial enterprises, associations, public institutions, hospitals, and non-governmental organizations. The interactions between these organizations lead to organizational events.

Organizational culture encompasses previously adopted and proven methods of operation, aiming to create an environment that influences the individual behaviors of employ-

ees to enhance their performance. As a result, the established culture is highly effective in implementing the organization's mission and strategies, increasing organizational effectiveness, and managing transformation. In organizations with a successful organizational culture, employees' identities are tightly integrated with the organizational culture. Cultural elements are harmonious and interconnected, shared by everyone. To shape the behaviors of employees who embrace the organizational culture, fewer rules and regulations are needed. Research indicates that successful organizations have a productive culture in terms of stories, slogans, anecdotes, and mythologies (Aydođan, 2004).

Organizational culture is the collective understanding and attitudes shared among individuals within an organization, encompassing values, beliefs, behaviors, norms, rituals, and modes of operation. This concept is considered a factor that deeply influences the functioning of the organization, communication methods, leadership style, and the behaviors of employees. Organizational culture can be defined as a social phenomenon that emerges as a result of a common understanding of how an organization's fundamental values and beliefs should be (Schein, 1984). According to Denison's (1990) definition, organizational culture is a system of fundamental beliefs, values, and behaviors shared by the members of an organization, and this system is a critical factor that affects the organization's performance. According to a different definition found in the literature, organizational culture is a social phenomenon that emerges as a result of a common understanding of how the organization's fundamental values and beliefs should be (Cameron and Quinn, 2006).

Mangkunegara (2005) defines organizational culture as a system of assumptions, beliefs, values, and norms that guide the behavior of employees to overcome external and internal adaptation issues. Organizational culture is a set of beliefs and organizational values that are believed and embraced by all members when working as an appropriate way to understand, think, and feel about relevant issues that will become a value or rule within the organization. This situation will encourage organization members to work more and create work motivation. In this regard, organizational culture is related to how organization members understand the cultural characteristics of the organization. Organizational culture is generally a philosophical expression and can function as a binding request of organization members, as it can be formally formulated in various organizational rules and regulations (Vito, 2020). Management is one of the components of the organization but is more important than other components that serve to unite or integrate the organization. The organization is always growing and expanding (Runtu et al., 2019). According to Hapsari and colleagues (2021), the development of an organizational culture with values that can create high work productivity will increase work efficiency and facilitate the achievement of the organization's goals (Hapsari et al., 2021).

Watkins (2013) conducted a study on LinkedIn titled "What Is Organizational Culture?" which resulted in the emergence of nearly 300 definitions, categorized as follows (Nalbantoğlu, 2021). According to this, organizational culture can be described as:

- Observable, consistent patterns of behavior.

- The shaping of what employees will do with incentives and their redirection toward the best possible actions.
- A perspective that focuses on “why” rather than “what.”
- A system that socially governs the organization.
- Shaped within the context of many factors within the organization’s functions and units, making it vary from one organization to another.

In all of these definitions, the central focus is the concept of “common values.” The fact that employees within the organization share a common goal is what forms the concept of “organizational culture” and is also the element that sustains it (Nalbantoğlu, 2021). The sustainability of these adopted values by the organization is crucial in this regard.

Culture is a concept that increases employees’ commitment to the organization and gives meaning to their work. Employees work within the framework of the values they believe in (Liu et al., 2021). Their motivation and commitment to their work and the organization increase, which, in turn, has a positive impact on their performance (Virgiawan et al., 2021).

Organizational culture influences nearly every area within an organization. The effects of culture on an organization can be summarized as follows:

- **Work Style:** Organizational culture can influence how employees approach their work. For instance, if an organization’s culture is based on collaboration,

employees may engage in more group work and cooperation.

- **Job Satisfaction:** Organizational culture can impact how satisfied employees are with their jobs. A positive organizational culture can increase job satisfaction, thus helping employees become more motivated and committed.
- **Innovation:** Organizational culture can affect an organization's level of innovation and creativity. For example, a culture that promotes free thinking and risk-taking can encourage innovation.
- **Leadership Style:** Organizational culture can influence the behavior of leaders. If the organizational culture is democratic, leaders may adopt a more participative leadership style.
- **Internal Communication:** Organizational culture can affect communication among employees. For instance, an open culture promotes communication, while a closed culture may limit communication among employees.
- **Change Management:** Organizational culture can impact how organizational changes are managed. If the culture is resistant to change, managing change can be more challenging.
- **Interpersonal Relationships:** Organizational culture can influence how employees relate to one another. A positive culture fosters collaboration, while a negative culture may increase conflicts among employees.

- **Performance and Productivity:** Organizational culture can affect an organization's performance and productivity. A good culture can help employees perform better.
- **Human Resources Management:** Organizational culture plays a significant role in determining the values an organization places on its employees. It affects HR procedures like reward and punishment systems, career paths, and employee benefits. The benefits and rights offered to employees can differ between cultures that prioritize people and those that focus on tasks.

Indeed, these factors reflect the comprehensive impact of organizational culture on organizations. By understanding and managing these effects, organizations can establish and maintain a successful organizational culture.

The belief that a strong and unique culture has a significant impact on the success of an organization is generally rooted in the notion that successful organizations possess a strong and distinct culture that includes myths reinforcing the subculture of the organization (Al-Swidi et al., 2021). In contrast, unsuccessful organizations have different working subcultures or past cultures that hinder their ability to adapt to changing environments (Hardcopf et al., 2021).

2.1. Elements Constituting Organizational Culture

The fundamental components that make up organizational culture are closely related to the organization's mission, values, and operational style. These components reflect the core elements that can be used to develop a deeper un-

derstanding of organizational culture. The elements encompassed by the organizational culture concept highlight the fundamental components of culture. Among these elements, values, beliefs, myths, rituals, and similar descriptions stand out as components that directly contribute to and support the creation of culture.

The components of culture help us understand the nature of the forces that influence employees' behaviors. For example, in an organization that encourages risk-taking, employees will not hesitate to try new methods. Furthermore, if employees know that the concept of "punishment" is absent, they will feel a more relaxed working environment. The key point here is that the components of culture directly impact the outcomes. If a company's culture includes an element of innovation, that company is more likely to be successful in a market that demands innovation.

The fundamental elements that constitute organizational culture are explained below.

2.1.1. Values and Beliefs

One of the fundamental elements that make up organizational culture is the shared values and beliefs of the organization. In other words, organizational culture is shaped by the fundamental values and beliefs shared by individuals in an organization. This can be in harmony with the organization's mission, vision, and core priorities.

Values are conscious perceptions of what is good or bad, right or wrong. These values reflect a common understanding accepted and shared by the members of the organization (Schein, 1984). In the context of organizational culture, the

subject of values is addressed under the heading of shared values, and shared values represent the values that individuals within the organization or unit collectively share and place at the highest point in their own value hierarchy. These values form the basis that guides the internal and external harmony and adaptation of the organization. Values shape the invisible, internal aspect of the organization and reflect the accepted way of solving organizational problems. Particularly, other cultural elements like symbols, values, and rituals explain and emphasize the organization's core values. Values also reflect the organization's goals, ideals, and standards, expressing them within organizational identity or management philosophy.

Values develop at both the individual and organizational levels. Organizational culture can be defined as a system of shared values within an organization. Values are more reliable compared to other elements of organizational culture and often serve as fundamental elements that guide employees' behaviors and decisions. For example, in an organization that practices an "open-door policy," if employees can easily communicate with top-level managers, this practice reflects the value of communication within the organization. These values form the foundation of the organization's functioning and culture, influencing employees' behaviors (Sabuncuoğlu and Tüz, 1998).

2.1.2. Norms and Behaviors

Organizational culture encompasses accepted behavioral norms and rules within an organization. These norms guide the work ethics, communication styles, leadership approaches, and workplace relationships in the organization

(Cameron and Quinn, 2006). Norms are elements within the organizational culture that influence behavior, institutionalize the social system, and strengthen it (Pehlivan, 2001). Norms often reflect values and are collective in nature as they are shared by all members of the organization.

Generally, norms that define the rules to be followed within an organization do not need to be in writing. Norms are behavior patterns that individuals within the organization pass on to each other as role models (Sabuncuoğlu and Tüz, 1998). Norms provide guidance to employees on how to behave within the organization and how to interact with others, even if they are not explicitly documented.

2.1.3. Symbols and Rituals

Organizational culture is expressed through symbols, rituals, and symbolic behaviors. These symbols are associated with the organization's history, identity, and values. For example, logos, award ceremonies, or collective celebrations are examples of these symbols (Smircich, 1983). These symbols convey to employees their seniority, the level of equality determined by management, and the appropriate behavior in the organization (Taş, 1999). Symbols also provide information about the organization's processes of change.

2.1.4. Myths

In many organizations, stories are circulated to reinforce the principles that top management considers important. These myths provide significant information about the organization's identity, values, and working style. Examples of myths that make up organizational culture include:

- **Foundation Myths:** These myths contain stories about how the organization was founded and why it exists. Elements such as the founders' dedication or the organization's mission may be part of these myths.
- **Success Myths:** These myths include anecdotes about significant achievements of the organization. For instance, how a challenging project was successfully completed or how a particular customer was served exceptionally.
- **Leadership Myths:** These are stories that portray organization leaders as heroic figures with exceptional leadership abilities. They describe how leaders solved difficult situations or steered the organization effectively.
- **Failure Myths:** These myths address the organization's failures or difficulties. They often emphasize the learning experiences of the organization.
- **Employee Myths:** These are stories about employees' experiences within the organization. They may encompass topics such as the hiring process, opportunities for advancement, or various aspects of work life.
- **Change Myths:** These myths involve stories about how the organization has changed or transformed. They typically emerge during significant changes or transformations.

These myths contribute to shaping the beliefs and values of employees as part of the organizational culture. Myths

not only provide insights into an organization's past and future but also influence the sense of commitment that employees feel toward the organization.

2.1.5. Organizational Stories and Legends

Stories and legends are important carriers of organizational culture and are often cultural elements that exaggerate past events within the organization. These stories and legends serve as a bridge between the organization's history and its current situation. Moreover, they can influence the behavior of employees and play a role in spreading and embedding organizational values.

Stories and legends assist in conveying and embedding organizational values. They bring to life the organization's heroes and symbols, offering significant clues about the organizational culture. For example, if stories emphasizing competition are told within the organization, the organizational values may also be shaped accordingly.

As employees share stories, they better understand the messages carried by these stories and learn from them. Especially stories that narrate the organization's history help employees understand the organization's past and current situation. Additionally, stories play an essential role in understanding an organization's activities and policies. Common types of stories encountered in organizations include stories related to layoffs, stories about office relocations, promotion stories, stories about crisis moments, and stories about incidents involving rule violations.

Particularly during orientation periods, stories and legends that help new employees better understand the organ-

ization and its culture can positively impact productivity within the organization.

2.1.6. Leadership and Top Management

Another significant factor that shapes organizational culture is top management and leadership styles. The behaviors and leadership styles of leaders influence the formation of organizational culture. Leaders can serve as role models to support the organization's values and beliefs (Schein, 1992). On the other hand, leaders also lead the change processes in changing organizational culture. The leadership culture adopted by the organization permeates all the management levels of the organization and also determines the managerial norms.

2.1.7. Organizational Justice

For employees, a highly meaningful aspect of organizational culture is the concept of organizational justice or justice climate as they perceive it within the organization. Justice is related to how fairly employees are treated by leaders in the organization, and how transparent and fair the implemented policies and systems are. Having doubts about justice can reduce employees' sense of belonging and hinder their ownership of the organizational culture. Justice is an essential concept that employees expect from the organization. Injustice among employees in matters such as promotions, rewards, communication, career opportunities, compensation packages, and managerial behavior can negatively impact the organizational climate and lead to employees developing negative feelings towards the organization.

2.1.8. Sense of Ownership

Employee commitment contributes to the development of a culture of ownership within the organization. The cultivation of a sense of ownership among employees is a crucial element in nurturing organizational culture. Similarly, organizational culture serves as a catalyst for the development of a sense of ownership among employees. Employees who embrace the values and rules that make up organizational culture, who regard the organization's goals as their own, and who prioritize the organization's interests are those who possess a sense of ownership.

2.1.9. Communication and Language

Organizational culture is also shaped by the forms of internal communication and operational methods within the organization. Workplace communication, information sharing, and business processes are a reflection of organizational culture (Denison, 1990). Language is not only considered a means of communication but also an important component of culture. Just as each country has its own native language, organizations also use their unique language. Only the employees of that organization can understand and use this organizational language. By learning this language, employees take a step towards embracing and preserving the culture of the organization. This internal organizational language includes various verbal symbols, from slang expressions to idioms, jokes to metaphors, and slogans (Becerikli, 1999).

2.1.10. Resource Allocation and Rewards

The allocation of financial and non-financial resources and reward systems provides a great deal of information

about the organization's culture. The allocation of resources to employees, resource investments, and decisions regarding resource access are linked to the culture of the business. Therefore, resource management and rewards are among the elements that make up organizational culture. Resource utilization and allocation, which is also related to the concept of justice, reveal how much ownership employees have over an organization's resources and reflect a culture of sharing. Additionally, the content of the resource investments made by the organization can be considered an indicator of what the organization places greater importance on.

2.1.11. Traditions (Customs)

Traditions are behaviors within the organization that demonstrate continuity in daily practices. Like norms, these are often not in writing, but they represent behavioral patterns that clearly convey the message, "This is how we do things here." For example, in some organizational cultures, it is a tradition for employees to address each other using "Mr." or "Mrs.," which is an example of these traditions (Nelson and Campbell, 1997).

2.1.12. Common Assumptions

Organizational culture also includes shared assumptions, which some experts believe to be the deeper essence of organizational culture. Shared assumptions are unconscious, firmly accepted perceptions, or ideal behavioral prototypes that guide decisions and actions (McShane and Glinow, 2016).

Among the cultural elements in organizations, assumptions are one of the most influential. Assumptions are de-

defined as pre-accepted beliefs that affect the perceptions, thoughts, emotions, and behaviors of organization members. These assumptions encompass members' judgments about what is right-wrong, meaningful-meaningless, possible-impossible regarding organizational life.

Assumptions are so deeply ingrained within the organization that violating these assumptions is considered inconceivable. Furthermore, organization members are often unaware of these assumptions and may be reluctant to change or discuss them (Nelson and Campbell, 1997). Assumptions, existing at a deeper mental level than values, can contribute to guiding the development of values over time. Therefore, assumptions serve as a significant source of resistance in cultural change.

These elements are fundamental components that make up organizational culture and are closely related to the organization's mission, values, and way of functioning. These definitions reflect the fundamental elements from which a deeper understanding of organizational culture can be developed.

2.2. Organizational Culture Dimensions

Organizational culture consists of fundamental elements that shape the organization's work style, values, beliefs, and behaviors. The dimensions of organizational culture are concepts used to explain and understand different aspects of this culture:

- **Power Distribution:** This dimension reflects how power and authority are distributed within the organization. In organizations with high power distri-

bution, hierarchy and authority are prominent, and employees typically obey their superiors. In contrast, organizations with low power distribution share power and decision-making more broadly.

- **Avoidance of Uncertainty (Risk Avoidance):** This dimension illustrates how the organization approaches change and uncertainty. An organization with high uncertainty avoidance is resistant to change, adhering strictly to rules. An organization with low uncertainty avoidance is more open and flexible when dealing with change.
- **Interpersonal Relationships:** This dimension focuses on whether the organization emphasizes individualism or collectivism. In individualistic organizations, employees are more independent and self-focused. In collectivistic organizations, collaboration and group identity are more important.
- **Masculinity and Femininity:** This dimension concerns how values in the organization relate to traditionally masculine or feminine qualities. Masculine organizations emphasize competition, achievement, and power, while feminine organizations prioritize empathy, cooperation, and people-centered approaches.
- **Long-Term Orientation:** This dimension indicates the organization's time perspective. Long-term orientation values sustainability, planning, and future goals. Short-term orientation focuses on quick results and immediate needs.

- **Commitment and Loyalty:** This dimension measures how committed and loyal employees are to the organization. High commitment and loyalty reflect a strong attachment to the organization and long-term relationships.
- **Management Support:** This dimension relates to how supportive the organization's managers' leadership styles are for employees.

These dimensions are used to describe different aspects of organizational culture. The emphasis on these dimensions varies from one organizational culture to another, differentiating business cultures. The weight given to these dimensions determines employees' cultural alignment and whether they exhibit positive or negative attitudes towards the organization.

Furthermore, the dimensions of organizational culture also determine the preferred leadership style in the organization. Whether a leader is authoritative, participative, servant-oriented, or visionary is associated with the organization's emphasis on specific dimensions and its values. Leadership and organizational culture are intertwined concepts that are closely connected, as will be elaborated on in the following section.

2.3. Organizational Culture Models

Organizational culture models are important tools used to develop an understanding of the internal structure, behaviors, and values of organizations. These models provide different perspectives for defining, analyzing, and assessing

organizational culture. Commonly encountered organizational culture models are explained below.

Wallach's Organizational Culture Model: Wallach categorizes organizations into three cultural categories with different characteristics: Bureaucratic cultures, innovative cultures, supportive cultures. Organizations do not use these cultures differently but as a whole. Each business consists of different combinations of these three cultures.

Cameron and Quinn's Competitive Values Model: This model defines organizational culture based on four fundamental competitive values. According to this model, values characterizing an organization's culture determine its performance and competitive advantage. In this model, four different cultural structures are identified, which are referred to as clan, adhocracy, hierarchy, and market.

Deal and Kennedy's Organizational Culture Model: This model defines four types of organizational cultures: Work Hard/Play Hard Culture, Tough-Guy/Macho Culture, Process Culture, and Bet-Your-Company Culture. Deal and Kennedy's model is useful for understanding organizational culture as it provides clues about how organizations do business, leadership approaches, and employee behaviors. The model can help organizations evaluate their cultural characteristics and make necessary changes. It also helps leaders and managers understand their role in shaping organizational culture.

Hofstede's Cultural Model: In his research conducted in 40 countries, Hofstede attempted to identify the key elements in which national cultures differ. As a result of his work, he suggests five fundamental dimensions to under-

stand organizational culture for international businesses: Power Distance, Individualism/Collectivism, Masculinity/Femininity, Uncertainty Avoidance, and Long-Term Orientation. These dimensions are used to compare different cultures. Power Distance dimension expresses the hierarchical order and power distribution in a society or organization. High power distance implies a higher level of authority and hierarchy in society or the organization, while low power distance signifies a more egalitarian structure. The Individualism/Collectivism dimension evaluates the balance between individual freedom and independence and community focus and collaboration. Individualism emphasizes individual achievement and independence, while collectivism focuses on community norms and cooperation. The Masculinity/Femininity dimension reflects how a society or organization deals with uncertainty and risk. Higher masculinity emphasizes competitiveness, risk-taking, and determination, while lower masculinity implies more flexibility, cooperation, and risk avoidance. The Long-Term Orientation dimension examines how a society or organization develops a perspective on the future. Long-term orientation emphasizes altruism, future planning, and sustainability, while short-term orientation may reflect more immediate needs and traditional values.

Hofstede's model illustrates how cultures are ranked around these dimensions, and these rankings help understand cultural differences between different societies or organizations. Each culture or organization can balance these dimensions differently, and this can have significant effects on how people behave, think, and communicate. Hofstede's Cultural Dimensions Model is used in many areas, such as

business, human resources management, marketing, and international relations. Understanding cultural differences is an essential tool for collaboration and building successful relationships.

Edgar Schein's Organizational Culture Model: Schein addresses organizational culture at three levels—visible, observable, and often symbolic level (surface), value and belief level (artifacts), and basic assumptions level (unseen).

Miles and Snow's Organizational Culture Classification: This model associates organizations with four primary strategic types (Defender, Prospector, Analyzer, and Reactor) and argues that each should be associated with a different organizational culture (Miles and Snow, 1978). The breakdown of these dimensions is explained below.

Prospector Culture: This culture type adopts an approach where organizations continuously seek new opportunities and innovations and rapidly adapt to changing market conditions. Prospector organizations encourage risk-taking and differentiation. These organizations typically focus on growth and aim to lead in competitive markets.

Analyzer Culture: This culture type represents a balance where organizations focus on both optimizing their existing operations and following new opportunities and innovations to some extent. Analyzer organizations are diligent in examining their markets and efficiently managing their current operations. These organizations tend to preserve their existing markets steadily.

Regulatory (Defender) Culture: This culture type represents an approach where organizations focus intensively

on their existing operations and aim to protect their markets rather than pursuing external opportunities. Defender organizations tend to secure their markets by reducing competition instead of aiming for leadership in competitive markets. These organizations adopt a stable and predictable strategy.

Reactive (Reactor) Culture: This culture type represents an approach in which organizations lack a clear strategy on what to do and are forced to react to external pressures. Reactor organizations cannot adapt quickly to changing conditions and often react to strategies determined by other organizations. These organizations may focus on short-term and temporary solutions rather than a long-term strategy.

Denison and Mishra's Organizational Culture Model: This model evaluates organizational culture through performance criteria such as effectiveness and flexibility. It is a significant tool used to understand the performance and effects of organizations. The model comprises sixteen fundamental organizational culture features grouped into four main dimensions. These dimensions and features include:

1. **Consistency:** This dimension assesses the consistency and stability in how the organization conducts its work and processes. It indicates whether the organization has a traditional or more flexible and variable structure.
2. **Involvement and Communication:** This dimension evaluates the level of employee involvement in the organization's decision-making processes and the quality of open communication. High scores reflect an open and democratic organizational culture.

3. **Adaptability and Change:** This dimension examines how the organization adapts to changes in its external environment and how it responds to change. Adaptive organizations tend to respond quickly to external changes.
4. **Mission and Vision:** This dimension measures how clear and distinct the organization's mission and vision are. It demonstrates whether the organization clearly defines its objectives and goals and how employees contribute to these goals.

Each dimension assesses specific characteristics that reflect the organization's culture. The assessment results reveal which dimensions the organization is strong or weak in and can be used to understand their impact on the organization's performance and effects.

This model is particularly useful for identifying and improving organizational culture. Organizations can assess their own cultures within the framework of these dimensions, identify their strengths and weaknesses, and transform their cultures when necessary. The model also helps organizations understand how they can develop to enhance sustainable performance and gain a competitive advantage.

Each model approaches organizational culture from a different perspective and helps organizations understand their unique cultures. These models can assist organizations in identifying their strengths and improving potential weaknesses.

Leadership Culture

Leadership is a concept with deep historical roots. The history of the leadership concept dates back to around 400 BC with Plato's work "Republic." Efforts to define leadership have been made by various individuals throughout history, each offering a different perspective (Lunenburg and Ornstein, 2013). Although there have been many attempts to define leadership, each has provided a distinct viewpoint. The English word "lead," which is the root of the word "leader," is derived from the concept of "path" (İbicioğlu et al., 2009).

Leadership means to guide, encourage, organize, provide guidance, and at the same time, to show or influence. As a process, leadership is the use of influence to clarify organizational goals for personnel or those they lead (Öztürk et al., 2021). This process requires the ability to motivate and assist personnel in embracing and managing the productive culture of the organization (Rivaldo, 2021). In other words, leadership is the process of directing, influencing, and con-

trolling others to perform tasks in accordance with planned orders (Schwepker and Dimitriou, 2021). As a quality, leadership is the sum of the qualities that a person must possess. The qualities that a leader possesses form the basis of their success in the organization where they exist. Leaders strategically manage different components of the organization by having a vision.

Leadership is a phenomenon that has emerged since the time people began to live in communities. In ancient times, individuals who led large masses were considered leaders, and leadership was often influenced by people's beliefs, and sometimes even identified with these beliefs. Leadership was encountered in different cultures such as Egypt and China. Initially defined by Plato as "leading by going around," leadership has been interpreted in various ways throughout history (Şahne and Şar, 2016).

Here are some definitions of leadership, a complex concept with a significant role in people's organizational, social, and political lives, that cannot be addressed in a single dimension (Erer and Demirel, 2018):

Bass (1990): "Leadership, in general, is a process that initiates and sustains a group's competence to meet its expectations, solve its problems, and achieve its goals while enhancing interaction among group members."

Werner (1993): "A leader is characterized as someone who motivates individuals to achieve organizational goals under specific circumstances, times, and conditions, conveying their experiences, and ensuring their satisfaction with management. Leadership, on the other hand, is the pro-

cess of influencing group actions to achieve organizational goals.”

Henlud et al. (2003): “Leadership, a complex performance area, is the skill to find solutions to organizational and interpersonal problems.”

Eren (2008): “Leadership is bringing a group of people together for specific goals and getting them into action to achieve those goals.”

Özkalp and Kirel (2010): “Leadership is the art of influencing the attitudes, behaviors, and thoughts of followers to embrace predefined values under certain conditions and situations to achieve goals.”

Daft and Marcic (2011): “Leadership is the ability to influence followers in reaching goals.”

Koçel (2011): “Leadership is the process of influencing and directing the activities of others in certain personal or group purposes under specific conditions.”

One of the factors that determine the importance of leadership is the need for leaders who can guide communities or groups, especially in challenging times. The fundamental role of leaders is to serve and guide other people. Leaders, at times, lead both small and significant changes and are responsible for the effectiveness of organizations (Hoy and Miskel, 2010).

The actions of leaders are increasingly important because followers closely monitor the behavior and attitudes of their leaders. Leaders can also emerge as individuals who guide groups. They take on the role of a locomotive by dividing

tasks among team members and can assign meaningful and challenging tasks when the time comes. They generate a shared enthusiasm and make possible the ways required for greater achievements, which turns leaders into catalysts (Xie et al., 2018).

3.1. Leadership Approaches and Models

Studies in the field of leadership show that different leadership approaches have evolved over time. The Trait Approach represents a period from 1900 to 1940 when leaders' personal traits were emphasized, while the Behavioral Approaches indicate a period from 1950 to 1960 when the focus was on leaders' behaviors. Situational Approaches connected leadership to environmental factors from the late 1960s to the 1980s. After the 1980s, new leadership styles such as Transformational and Charismatic leadership emerged.

Each leadership approach offers a different perspective on how a leader can influence people. The effectiveness of each leadership style can vary depending on leadership approaches, organizational culture, and the environment in which the organization operates. In general, leadership approaches are divided into four main categories: trait approach, behavioral approaches, situational approach, and modern leadership approaches. While there are different sub-approaches within each category, they generally share common characteristics.

The table below summarizes the timeframes and focal points of the approaches used to explain leadership:

Table 1: Leadership Approaches

Time	Leadership Approaches	Focal Points
1900-1950	Trait Approach	Leaders' personal traits
1950 - 1960	Behavioral Approaches	Leaders' behaviors
Late 1960s to the 1980s	Situational Approaches	Relating leadership to environmental factors
After the 1980s	Modern Leadership Approaches	New leadership styles

These approaches help to understand leadership within the context of different historical periods and with varying focal points.

3.1.1. Trait Approach

The Trait Approach suggests that the most critical factor determining the effectiveness of the leadership process is the individual's innate personal traits. This approach contends that leaders must possess specific physical and personality traits, abilities, and skills and argues that leadership cannot be acquired later in life. According to this approach, a person's potential for leadership is directly proportional to the extent to which they possess qualities such as willingness, desire for achievement, self-confidence, intelligence, sensitivity, flexibility, capacity, responsibility, status, consistency, and stability. While the Trait Approach can make significant contributions to the understanding of leadership by iden-

tifying the characteristics of leaders, it attempts to explain leadership solely through personal traits, potentially overlooking social dynamics, situational factors, and followers' behaviors. Therefore, to better understand leadership, approaches like Behavioral Leadership Theories have been developed to examine both personal traits and the behaviors of leaders and followers (İnal, 2021).

3.1.2. Behavioral Approaches

The Trait theory considers leadership as an inborn talent and asserts that leadership cannot be learned later in life. In contrast, the Behavioral theory views leadership as a learnable skill and claims that anyone can develop leadership behaviors. This approach emphasizes that leadership behaviors can be learned through education, thus enabling the cultivation of more effective leaders. Factors affecting leaders' success include their interactions with subordinates, strategies they employ to achieve goals, communication styles, planning and control methods, and the use of authority, and these behaviors are learnable. Prominent among the Behavioral leadership theories are the Ohio State Leadership Studies, the University of Michigan Studies, Douglas McGregor's Theory X and Theory Y, and Rensis Likert's System 4 Model (İnal, 2021).

3.1.3. Situational Approaches

The situational leadership approach is an approach that suggests that the effectiveness of leadership depends on the current situation and the task at hand. This approach emerged as a response to the belief that trait and behavioral approaches could not fully explain leadership. The situation-

al leadership concept emphasizes that a leader should adjust their behavior according to the situation they are in and the individuals they are interacting with. Therefore, there is no universal leadership style, and leadership style can vary depending on the circumstances.

Prominent models within the situational leadership approach include Fiedler's Contingency Model of Leadership, House's Path-Goal Theory, and Reddin's 3-D Leadership Model. These models suggest that leadership is contingent on situational factors and that a leader should exhibit behaviors that are appropriate for these factors. According to this approach, an effective leader is one who can adapt their leadership strategies flexibly based on their personal attributes, the individuals they interact with, and the current environment.

3.1.4. Modern Leadership Approaches

Today, new theories have been developed to explain leadership styles. The changing world order and evolving desires and needs have led to the development of modern leadership approaches. Among the modern leadership theories, there are different approaches such as democratic/participative leadership, visionary leadership, transformational leadership, and transactional leadership. However, each leadership approach may be suitable for different conditions and environments. Therefore, when determining modern leadership approaches, the organization's field of activity, its environment, culture, the characteristics of the followers, and other factors should be taken into consideration.

Regardless of the circumstances, expectations from modern leaders include behaviors such as being fair and honest,

being reliable, providing guidance, boosting morale, motivating, being inclusive, and innovative. Therefore, it is important for today's leaders to be people-oriented, flexible, creative, forward-thinking, motivational, impartial, empathetic, and capable of shaping continuous change. Since the leadership behaviors in this book are also evaluated within the framework of modern leadership approaches, some of these approaches are explained below.

3.1.4.1. Strategic Leadership

Strategy is a guide that determines the plans and policies needed to achieve long-term goals. Particularly in today's competitive business world, an organization needs to create a strategy and have leaders who can implement it successfully to be successful. Strategic leadership is an approach to leadership that implements these strategies and shapes the future of the organization.

Strategic leadership involves the ability to anticipate the future, create a vision, flexibility, the ability to think strategically, and the ability to collaborate with others. This leadership style is important not only for top-level executives but for leaders at all levels of the organization. Therefore, strategic leadership is considered an effective approach, especially in achieving the organization's long-term goals.

Strategic leaders involve people at all levels of the organization in the strategic management process and go beyond the current organizational structure to shape the future. They also communicate regularly with employees, try to understand them, and listen to their issues. They allow them to make mistakes and create learning opportunities from these mistakes.

Strategic leaders cultivate and mentor the organization's future leaders and lead those who want to contribute to and improve the strategic planning process. They have a long-term perspective on the sustainability of operations and empower employees to solve problems.

3.1.4.2. Servant Leadership

“Servant leadership” is an approach where a leader goes beyond their individual interests to respond to the needs of other individuals in the organization and professionally assist them. Servant leaders help followers discover their potential and place importance on personal communication to meet their needs. The success of others satisfies servant leaders, and this connects followers to their leaders. Qualities that servant leaders should possess include active listening skills, empathy, accepting the shortcomings of others, displaying conscious behaviors, persuasiveness, foresight, protectiveness, helping individuals develop, and building a sense of togetherness.

3.1.4.3. Visionary Leadership

Vision is a process that defines an organization's values, its current situation, and the goals it aims to achieve, bringing employees together around a common purpose to guide the organization towards the desired future. Visionary leadership, on the other hand, is about focusing on this vision. Visionary leadership involves the ability to create a reliable and realistic future for an organization as a whole or for a specific part. Visionary leaders, by using this ability, demonstrate superior skills in problem-solving and seizing opportunities. For visionary leaders to be successful, they need to

possess characteristics such as analytical thinking, strategic planning skills, creative thinking, and intuition. Visionary leaders share their visions with their followers by using these skills. Therefore, visionary leaders represent one of the important leadership types that today's organizations need. Key features include analytical thinking, strategic thinking, assessing possibilities, openness to change, humility, and instinctive abilities.

3.1.4.4. Participative Leadership

Participative leadership is a leadership approach examined under different concepts in leadership research. It is also referred to as transactional, transactional, action-oriented, task-oriented, organizational, or behavioral leadership. Participative leadership is a type of leadership where leaders meet the needs of followers and provide feedback in the form of rewards or recognition after reaching defined goals. The leader-follower relationship is based on mutual dependence, with leaders focusing on meeting demands while followers also consider leaders' expectations. In participative leadership, it is important for leaders to satisfy the changing needs of followers. Therefore, while rewards are frequently used, leaders may also attempt to motivate by applying penalties in the case of low performance or errors on the part of followers.

Participative leaders value past positive experiences and traditions, striving to maintain both traditional and innovative approaches. These leaders focus on follower performance, clarify job descriptions, and encourage more effective execution of past activities. However, they do not emphasize creativity and innovation too much and expect

followers to complete the desired task exactly (Tengilimoğlu, 2005; Ören, 2006).

3.1.4.5. Transformational Leadership

Transformational leadership is a leadership approach that enables organizations to adapt to the rapidly changing and evolving conditions of today's world. This type of leadership represents a process where the organization's goals and the leader's vision are embraced by followers, transforming their attitudes, beliefs, and values. Transformational leaders primarily establish a new vision, set the organization's future goals, and take the necessary steps to achieve these goals. Simultaneously, they continuously motivate their followers to perform better and use this motivation to shape their behaviors.

Transformational leaders are the ones who guide the transformation and encourage followers to contribute to this change. The key qualities that these leaders should possess include readiness and adaptability for change, creativity, foresight, people-centeredness, motivation, and the ability to adjust leadership approaches to environmental conditions and followers. This leadership approach supports organizations in their transformation and the process of turning environmental changes into opportunities. (Cömert, 2004; Aslan, 2013).

3.1.4.6. Charismatic Leadership

Charismatic leadership is an approach to leadership that was introduced by Max Weber. This approach emerges when it is believed that leaders possess extraordinary qualities. Charismatic leaders are individuals who have a significant

impact on their followers and are often seen as guiding, inspiring, and respected figures. They facilitate their followers in seeing the values that are important in their lives, inspire a sense of mission, and motivate them.

This leadership style is often prevalent during times of crisis and uncertainty and relies on the leader's strong personal characteristics. Charismatic leaders have self-confidence, exhibit courageous behaviors, and have a high capacity to influence followers. At the same time, they value their followers' opinions, listen to their concerns, and make efforts to help followers achieve their personal goals. As a result, followers respect charismatic leaders, willingly carry out their tasks, and are eager to contribute to the organization's vision (Aykan, 2004).

3.1.4.7. Authentic Leadership

Authentic leadership is an ethical and moral-centered leadership approach that emphasizes the alignment of a person's inner feelings, thoughts, and actions. It is a leadership style where the leader's moral values and personal qualities take the forefront. Authentic leaders are self-aware, recognizing their strengths and weaknesses, and they exhibit congruence between their thoughts and actions. They motivate their subordinates and approach problem-solving without bias. These leaders are built on principles of sincerity, realism, and naturalness.

Authentic leaders encourage an inclusive environment and are characterized by four key features: high self-awareness, balanced and unbiased information assessment, internalized moral values, and transparency (Avolio et al., 2008).

3.1.4.8. Ethical Leadership

Ethical leadership represents a leadership approach that guides followers in dealing with moral dilemmas and determining the most ethical values among conflicting ones. It plays a crucial role in establishing and maintaining an ethical organizational culture, especially.

Ethical leaders not only create a moral climate and handle conflicting values but also guide followers in making clearer and more thoughtful decisions. They set long-term goals based on ethical values and uphold ethical standards to achieve these goals. This increases the commitment of followers to the organization and contributes to the sustainability of an ethical working environment.

In conclusion, ethical leadership assists in creating a culture within the organization where ethical values are promoted, and an ethical climate is maintained. This leadership style encourages followers to respect ethical values and contributes to the long-term success of the organization (Can et al., 2015).

3.1.4.9. Paternalistic Leadership

Paternalism is a leadership style where leaders, through a combination of being both nurturing and controlling, create an atmosphere in which followers feel both love and fear towards them, fostering a familial environment within the organization. In the context of families, the roles of caregiving/affection and control are often perceived as opposing tasks in Western literature. Initially, control was not considered synonymous with hierarchical management but Kağıtçıbaşı (1970) showed that in the process of child-rearing, parental

love and control/discipline could coexist as independent elements. In Indian culture, the figure of the “karta,” who is seen as selfless, reliable, protective, caring, but at the same time authoritative, demanding, and disciplined, serves as an example of this duality.

This duality, commonly observed in parental roles, can also be seen in administrative roles. Western scholars have made a clear distinction between “task” and “people” oriented management styles. Task-oriented leaders adopt an authoritarian style based on hierarchical power, while people-oriented leaders embrace approaches focused on equality and participation. However, Sinha (1980) argues that in the “affection-task” leadership style, both power hierarchy and human concerns coexist. Similarly, Misumi (1985) proposed the PM leadership approach, where concerns for both sustaining performance (P) and harmony among employees (M) come together. As these approaches suggest, paternalism combines goodwill and protectiveness with discipline and control elements in its approach.

This leadership style in which the leader shows fatherly care and concern for their subordinates while also expecting obedience from them. It has been described as a leadership style that combines authoritarian and benevolent characteristics by different researchers. This leadership style focuses on benevolent traits resembling a fatherly figure, especially in countries like India, Turkey, China, and Pakistan. In order to talk about paternalistic leadership in an organization, there must be familial relationships between the leader and the employees. In this leadership style, the leader intervenes in the work and personal lives of the employees, protecting, supporting, and guiding them. However, this leadership

style's inclusion of authoritarian traits has led to negative perceptions, especially in Western countries where personal freedoms are highly valued. Paternalistic leadership is criticized for being a restrictive form of leadership, viewed as a well-intentioned dictatorship or a form of hidden discrimination. Although paternalistic leadership and babacan leadership are often considered as the same leadership styles in many sources, they can also appear as different leadership styles with similar characteristics. Sometimes, babacan leadership is regarded as a sub-dimension of paternalistic leadership. However, fundamentally, they share similar expectations and behavioral models from employees. The word "paternalism" is already explained as "fatherliness," and it is derived from the word "pater," which means father.

3.1.4.10. Agile Leadership

Agility refers to a business's ability to adapt to the fast-paced changes in the business world and to rapidly evaluate market opportunities. It encompasses the capability of responding quickly to both threats and opportunities. Agility enables businesses to recognize changing business environments and consumer needs quickly, allowing them to adapt their processes, resources, and strategies. The concept of agility also includes businesses continually making innovations to enhance their competitive advantages. This involves the development of products and services, the use of new marketing channels, and the continuous improvement of competitive performance. Furthermore, agility can assist businesses in proactively addressing future risks.

The ability of a business to create an agile environment is closely related to leadership behaviors. Leaders should en-

courage employees to be open to innovation and change, provide a safe working environment, help develop technological skills, promote teamwork, and enhance employees' emotional intelligence. Leadership plays a critical role in making agility a fundamental feature of the organizational culture.

Agile leadership is an approach that expresses the management structure and leadership understanding, especially in changing and complex business environments. It's not a distinct leadership style but rather a behavior model for leaders. The concept of agile leadership encompasses a total of six sub-dimensions: results orientation, team orientation, competence, flexibility, speed, and change orientation (Ak-kaya et al., 2020).

3.2. Culture and Leadership Relationship

Cultural differences stem from historical, political, psychological, and sociological foundations. They typically revolve around two main streams: Eastern and Western cultures, with some exceptions. Trompenaars and Hampden-Turner (1998) focused on the dimensions of culture, particularly two main aspects: equality and hierarchy. These two aspects help employees understand different types of organizational cultures. For example, elements such as equality and hierarchy are explained differently in different societal cultures, such as family culture and Eiffel Tower culture (Gültekin and Ulukan, 2012).

Cultural differences not only affect organizational structures but also shape leadership positions within each organization. This is especially crucial for multinational organi-

zations. Multinational teams play a critical role in adapting to globalization trends. The success of multinational teams depends on the conscious and planned actions of organizations and teams. This, in turn, is influenced by leaders, whether appointed in advance or chosen later. Cultural differences have led to the emergence of autocratic, democratic, paternalistic, and laissez-faire leadership styles.

Autocratic leadership refers to a leadership style where the leader makes decisions alone and monitors their implementation. Autocratic leaders often try to hold power and control and do not share authority. In this leadership style, a reward and punishment system is applied to organizational members, and a traditional values-based approach is adopted. Individuals who adopt this leadership style, especially those from traditional family backgrounds, support the leader's authoritarian approach (İbicioğlu et al., 2009). Autocratic leadership is more commonly observed in Eastern cultures. In this context, a societal and organizational hierarchy is adopted, and an approach that is far from individualism prevails.

On the other hand, democratic leaders prefer making collective decisions by valuing the opinions and ideas of organizational members in the decision-making process. These leaders support organizational members in their work and encourage them to play an active role. Work division is planned by the leader, and rewards and incentives are more common approaches than punishment (Bakan and Büyükbeşe, 2010). The democratic leadership style is more commonly adopted in Western culture. In Western culture, the command-and-obey relationship is not as frequently en-

countered as in Eastern culture, and power and responsibility are more often delegated to organizational members.

The laissez-faire leadership style represents an approach where the leader refrains from using the power, administrative control, and relevant rules they possess. In this style, organizational members are given substantial autonomy, and the leader does not intervene, allowing organizational members to use their own initiatives. Autonomy is essential in the decision-making process, and the leader does not heavily interfere with the performance of organizational members. Leadership characteristics are vague, decisions are often delayed, and minimal effort is made to achieve objectives (Kılıç et al., 2014). This leadership style is particularly common in places where a free working environment is needed, such as art studios, certain university structures, and research and development institutions, which embrace the leader's laissez-faire approach.

Paternalistic leaders have a leadership style that is more commonly encountered, especially in Eastern societies. This approach emphasizes a hierarchical understanding. Paternalistic leaders execute their leadership in a protective, nurturing, supportive, and caring manner (Yeşiltaş, 2013). In this leadership style, the leader supports organizational members by showing interest in their problems and needs. It can be said that the basic characteristics of Turkish social culture are compatible with paternalism (Erben, 2004). While paternalistic and autocratic leadership styles share similarities, the most significant difference is that paternalistic leaders adopt a more compassionate and supportive approach, offering more assistance to organizational members.

3.3. Örgütlerde Liderlik Kültürü ve Önemi

Leaders bear both physical and spiritual responsibility for the success of their leadership. Leadership is closely related to the organization. The organization's success is closely linked to the leadership culture it embraces. Leadership culture encompasses how an organization's leadership styles, leaders' behaviors, and the way the leader reflects the organization's values and norms. This culture includes critical elements such as how leaders convey the organization's mission and vision to employees, how they promote collaboration and innovation within the organization, how they motivate and guide employees, among others. Leadership culture is derived from the values and behavioral patterns that leaders within the organization adopt. This culture can encompass qualities such as openness, transparency, honesty, ethical conduct, and taking responsibility, which leaders should reflect. A good leadership culture anchors leaders' leadership styles on understanding employees' emotional needs and fostering collaboration.

Leadership culture determines the organization's management style and assists leaders in strengthening the organization's cultural traits. A strong leadership culture can encourage employees to trust, become motivated, and more effectively contribute to the organization's goals. Furthermore, it bolsters internal harmony by helping leaders reflect the organization's mission and values. Therefore, establishing, preserving, and developing leadership culture are vital for organizations. Leadership culture also influences the way organizations function and relationships among employees. Research indicates that a solid leadership culture can enhance the success of organizations, increase employee

job satisfaction and commitment (Denison, 1990). Leadership culture enables leaders to embrace organizational values and ethical norms and to transfer these values to employees. Consequently, leadership culture can significantly impact the overall success and sustainability of the organization.

In summary, we can list the areas influenced by leadership culture within an organization as follows:

- **Employee Motivation:** Leadership style significantly affects employee motivation. Leaders who adopt a positive leadership style can help employees become more committed to their work and feel more motivated.
- **Collaboration and Teamwork:** Leadership culture can encourage collaboration and teamwork within the organization. When leaders emphasize collaboration and teamwork, it can increase employees' willingness to work together and exchange ideas.
- **Innovation and Creativity:** The way leaders encourage innovation and creativity can impact the organization's success in these areas. Leadership culture can determine employees' courage and freedom to propose new ideas.
- **Job Satisfaction:** Leadership styles affect how satisfied employees are with their jobs. Leaders can either increase or decrease job satisfaction based on their leadership approaches.
- **Performance Management:** Leaders' performance management approaches influence overall performance within the organization. Leadership practices

such as goal setting, providing feedback, and evaluation have a significant impact on performance management.

- **Employee Development:** Leadership culture can influence the development of employees within the organization. Leaders who promote learning and personal growth can help employees enhance their skills.
- **Change Management:** Leadership affects how the organization handles change processes. How leaders handle and communicate change determines employees' attitudes towards change.
- **Organizational Culture:** Leadership culture shapes the overall culture of the organization. Leaders' values and behaviors reflect the values and culture of both employees and the organization.
- **Communication:** Leaders' communication styles impact internal communication within the organization. Effective communication can enhance information flow and understanding within the organization.

Leadership culture can significantly impact the success of organizations and the well-being of their employees. Therefore, it's crucial for leaders to carefully assess and improve their leadership styles and cultures. The areas influenced by leadership culture within an organization are similar to those influenced by organizational culture. This is because the concepts of leadership and organizational culture complement each other.

3.4. The Future Leader's Competencies

Leaders need to guide employees towards the organization's goals by adapting to the organizational culture. The qualities that leaders should possess are a complex concept and can vary according to different leadership theories, contexts, and organizations. For successful leadership culture in organizations and the leader's ability to inspire employees, leaders need to have the following essential qualities:

- **Vision:** Effective leaders have a vision that shapes the future. This vision clearly defines where the leader and the organization aim to go.
- **Determination:** Leaders show determination in the face of challenges and obstacles. They work with patience and perseverance when needed to achieve their vision.
- **Interpersonal Skills:** Leaders have the ability to build good relationships with people and motivate them. They encourage collaboration and support the creation of positive relationships among employees.
- **Communication:** Leaders with effective communication skills can convey information clearly. They know how to both listen and communicate effectively.
- **Delegation:** Leaders can effectively delegate tasks and responsibilities to others, which can enhance collaboration and productivity.
- **Problem Solving:** Leaders have analytical and creative problem-solving skills to address challenges effectively.

- **Leadership Style:** Leadership style can vary based on a leader's personality and the organization's needs. Different leadership styles, such as democratic, participative, authoritative, or servant leadership, exist.
- **Emotional Intelligence:** Leaders can possess emotional intelligence skills. This includes emotional awareness, empathy, and the ability to manage relationships.
- **Self-control:** Effective leaders have emotional control and self-discipline, which can help them deal with difficult situations.
- **People-Centric:** Leaders understand employees' needs and support their personal and professional development.
- **Change Management:** Organizations often undergo changes. Effective leaders are skilled in managing change and helping employees adapt to it.
- **Teamwork:** Leaders promote collaboration within teams and bring team members together.
- **Global Thinking:** In the globalized business world, leaders' global thinking skills are essential. The ability to work with people from different cultures and succeed in global markets is a valuable leadership quality.
- **Emotional Intelligence:** Emotional intelligence involves managing relationships and understanding others' emotions. Future leaders should strengthen their emotional intelligence skills to improve re-

lationships among employees and motivate team members.

- **Innovation:** Leaders play a significant role in fostering creativity and innovation in teams or organizations. They should encourage creative thinking, experimentation, and continuous improvement.
- **Change Creation Ability:** Future leaders should not only adapt to change but also initiate change. Creative thinking, innovation, and risk-taking abilities are crucial in this context.
- **Sustainability:** Leaders are expected to make decisions considering sustainability principles and environmental and social responsibilities.
- **Decision-Making and Creative Problem-Solving:** Future leaders should have the ability to solve complex problems and make informed decisions through data analysis. They are expected to use creative and productivity-enhancing methods rather than conventional approaches when solving problems.
- **Education and Development:** Leaders should serve as role models by continuously developing and learning. They should be open to learning and development.
- **Agile Leadership:** Agile leadership particularly stands out in situations where traditional leadership models, especially bureaucratic and hierarchical management approaches, are insufficient.

The competencies required for future leadership reflect the characteristics of leaders who respond to the changing requirements of the business world and guide organizations sustainably. These competencies can enhance the success of leaders themselves as well as the success of organizations.

Leaders wear various leadership “hats” when interacting with their employees, and these “hats” shape the dynamics of their relationships with their teams. Regardless of the leadership style leaders choose, they need to have several key personality traits, and they must utilize different leadership approaches as needed. The following “leadership hats” are used by effective leaders:

- **Role Model Hat:** Leaders have the responsibility of being role models within the organization. They must exhibit both a strong work ethic, ethical values, and personality traits and a focused approach to work. They need to consistently wear the role model hat to develop their employees.
- **Democratic Hat:** In order to maintain employee perceptions of fairness and to involve them in decision-making, leaders need to occasionally wear the democratic hat. However, it's essential to remember that in crisis situations or chaotic environments, excessive democracy can hinder quick decision-making. Therefore, the democratic hat should be used when necessary.
- **Authoritative Hat:** In urgent situations, chaotic environments, when quick decisions are needed, or when professionalism in the workplace is compromised, leaders should wear the authoritative hat.

This can help leaders earn the trust and respect of their employees.

- **People-Centric Hat:** While achieving results is essential in leadership, leaders must not forget that it is through people that these results are achieved. Therefore, leaders need to be people-centric in their relationships with team members, considering their emotional states and motivations. Leaders who lack people-centric qualities may not gain acceptance from their employees in the long run.
- **Motivational Hat:** Leaders need to understand their team members and personalize motivation methods. Since each employee's sources of motivation can differ, leaders should tailor their motivational practices to suit individual and team needs.
- **Visionary Hat:** As mentioned in the qualities of leaders, leaders need to be visionary and inspire their teams with this vision. They should anticipate future trends, potential crises, and opportunities within the industry to make strategic plans and take precautions accordingly.
- **Planning Hat:** Leaders need to thoroughly analyze the current situation and make strategic plans for the future. Strategic planning is crucial for a leader's long-term success.
- **Ambitious Hat:** Leaders need to be bold and ambitious in setting and achieving goals. Their strong personality traits and determination will inspire their

employees, and their charisma will gain the trust of their team members.

- **Delegation Hat:** Leaders are responsible for sharing authority and responsibility to develop their employees. Fair and transparent task allocation influences a leader's image in the eyes of employees. A leader who makes fair task assignments based on employee motivations and skills while delegating tasks lightens their own workload.

By wearing these leadership hats appropriately, leaders can effectively manage their relationships with employees, inspire their teams, and lead their organizations to success.

3.5. The Role of Organizational Culture in Leadership Preferences within the Organization

Organizations determine their leadership styles through a process that depends on a variety of factors and the specific needs of the organization. These factors can be listed as follows:

- **Organizational Culture:** The values, norms, and cultural characteristics of the organization affect the leadership style. For example, an organization with a rigid and hierarchical culture may encourage an authoritarian leadership approach.
- **Goals and Strategies:** The organization's goals and strategies play a significant role in determining the leadership style. The organization's objectives, such

as growth, innovation, or sustainability, influence the direction of leadership.

- **Human Resources and Capabilities:** The human resources and capabilities of the organization influence the leadership style. Especially the skill levels, experiences, and motivations of employees shape the leader's approach.
- **External Environment and Market Conditions:** The competitive environment of the organization, industry dynamics, and external factors affect the leadership style. Changing market conditions may lead leaders to adopt approaches such as crisis management or transformational leadership.
- **Employee Expectations:** Employee expectations of leadership are crucial in determining the leadership style. The desire for more participation, communication, or guidance from followers influences the leader's behavior.
- **Personal Characteristics:** The personal characteristics of leaders influence their preferred leadership style. For example, a leader naturally having an empathetic or strict personality structure shapes their leadership style.
- **Need for Change:** The current situation of the organization determines the need for change. Particularly, crises or a different strategic focus can lead to the adoption of leadership styles such as transformational leadership or crisis management.

- **Ethics and Values:** The ethical values and leadership philosophy of the leader affect the leadership style. Ethical leaders may adopt a moral leadership style.

Leadership styles are shaped by a combination of these factors, tailored to the specific requirements of the organization. When leaders understand the dynamics and needs of the organization, they adopt the most appropriate leadership style.

Leadership culture and organizational culture are fundamental concepts that shape the internal dynamics of organizations. Organizational culture represents an organization's shared values, beliefs, behaviors, and norms, while leadership culture reflects how the leaders of the organization express these values and determine their leadership styles. These two concepts play a pivotal role in defining an organization's management style, influencing employee behavior, and impacting the success of the organization.

Organizational culture significantly influences the determination of leadership style. Organizational culture encompasses an organization's shared values, norms, behavioral patterns, and beliefs. Leadership style is established to align with this culture and accomplish the organization's goals.

For instance, if an organization's culture emphasizes strict hierarchical structures and traditional authority, the leadership style is likely to be more authoritarian and control-oriented. Such a culture expects leaders to monitor their subordinates and operate within a chain of command. In contrast, in an organization with a more innovative, participative, and collaborative culture, leadership style may

be more democratic and focused on collaboration. Leaders here may encourage employees to contribute their ideas.

Culture also reflects an organization's ethical values and moral standards. Consequently, an organization with an ethical culture may be more inclined to embrace ethical leadership approaches. Leaders in such cultures are encouraged to act in alignment with these values.

Organizational culture and leadership models have a close relationship. A leader's preferred leadership style affects the organization's structure, and the organizational culture shapes a leader's behavior. The responsibility for establishing and propagating organizational culture often falls on the top leader within the organization. A leader's character, attitudes, and behavior contribute to the formation of the organization's character, emphasizing the distinction between managers and leaders.

Leadership culture significantly influences the formation and sustainability of organizational culture. Leader behavior, leadership styles, and values shape the cultural aspects of an organization. Particularly, top-level leaders, when determining the organization's mission and vision, set an example for employees. If leadership culture aligns with the organization's values and ethical norms, this contributes to building a robust cultural foundation for the organization.

Leaders can promote leadership training and programs to reinforce the organization's cultural characteristics. They can convey the organization's values and norms to employees by reflecting the organization's culture through leadership style. A good leadership style highlights the fundamental elements of the organization's culture to employees

and strengthens this culture. Reflecting the organization's culture through leadership style can encourage employees to show more commitment to the organization's mission. Leaders contribute to preserving and enhancing the organization's culture.

On the other hand, organizational culture also influences leadership culture. An organization's cultural characteristics can determine how leaders should behave within the organization. Organizational culture can directly or indirectly influence leadership style. For example, if an organization's culture is based on values of collaboration and open communication, leaders may be more inclined to adopt leadership styles that promote collaboration and encourage open communication. In contrast, if an organization's culture reflects a competitive and results-oriented environment, leaders might adopt a more competitive and results-focused leadership style. Therefore, organizational culture plays a significant role in shaping leaders' leadership styles.

Inconsistencies between the adopted leadership style and organizational culture can potentially lead to issues within organizations. Such inconsistencies can result in feelings of distrust among employees and a complex working environment. Consequently, it is essential for leaders to try to align their leadership styles with the organizational culture.

Research on leadership styles and various types of organizational culture has revealed significant relationships. For example, a study found a negative meaningful relationship between the market culture and leadership behaviors. It also found a positive relationship between the adhocracy culture and qualities such as flexibility, creativity, and innovation, as

well as a positive relationship between the clan culture and team cooperation, recognition, and appreciation. There was a negative relationship between the hierarchy culture and leadership behaviors (Pennington & Cummins, 2003).

Another study explored the relationship between leadership behaviors and organizational culture and found a negative correlation between the two variables. However, it also found a positive correlation between ideological culture and transformational leadership and positive relationships between hierarchy culture and charismatic leadership and between coordinate culture and team leadership (Tsai et al., 2009). These results align with the understanding that certain leadership styles, such as transformational, paternalistic, visionary, and charismatic leadership, play significant roles in shaping organizational culture.

In conclusion, the relationship between organizational culture and leadership style is crucial for an organization's success. Organizational culture influences the determination of leadership style, and leaders, in turn, can strengthen the cultural characteristics of the organization by reflecting the organization's culture. However, mismatches in this relationship can create problems for organizations. Therefore, organizations should strive to align their leadership style with their organizational culture. Organizational culture influences how leaders shape their leadership styles, and leaders should also reflect this culture to maintain it. This mutual interaction supports internal harmony within the organization and the sustainability of a coherent leadership culture.

Organizational Cynicism

4.1. The concept of “Cynicism” and its emergence

The concept of Cynicism is a lifestyle and philosophical school rooted in ancient Greece, emphasizing a simple and sophisticated way of life. It has its origins in antiquity and was later developed by philosophers like Antisthenes, a student of Socrates, and Diogenes of Sinope.

Cynicism advocates a lifestyle that is detached from worldly pleasures, focusing on self-sufficiency and simplicity. It views civilization as unreliable and artificial. Diogenes summed up this lifestyle by saying, “Choose to live like Socrates, but do not think like Socrates.” Cynics took a critical stance against the norms and values of society. This early form of Cynicism laid the philosophical foundation for modern cynicism.

Key principles of Cynicism are as follows:

- **Self-sufficiency:** Cynics believed in being self-reliant and self-sufficient, avoiding dependence on worldly possessions.
- **Shamelessness:** Cynics often exhibited behaviors that might be considered shameless by societal standards. They disregarded social norms in favor of their own principles.
- **Bluntness of speech:** Cynics were known for their frank and direct way of speaking, not holding back their opinions.
- **Testing the power of will:** Cynicism aimed to test and strengthen one's willpower and resolve through a simple and ascetic lifestyle.

In modern terms, cynicism is associated with individuals who are often dissatisfied, critical, fault-finding, and motivated by self-interest. It is a multidimensional concept studied in various fields like philosophy, sociology, psychology, theology, politics, management, and the workforce. In general, cynicism is perceived as a single term that encompasses distrust, pessimism, negativity, skepticism, disbelief, and doubt. A cynical individual today represents a character who is “difficult to please, critical, and fault-finding” (Yıldız, 2013).

The term “cynicism” has two main definitions:

1. **Oxford English Dictionary:** Cynicism is defined as believing that people are motivated solely by their self-interest, characterized by feelings of skepticism,

disdain, and mockery. It refers to individuals who are highly critical and “concerned only with their own interests, disregarding accepted standards.”

2. Turkish Language Association (Türk Dil Kurumu, 2011): In this context, cynicism, or “sinizm” in Turkish, is described as the doctrine of Antisthenes, who defended that individuals can achieve virtue and happiness independently of any value, by purging themselves of all needs. This philosophical system is rooted in the teachings of Diogenes and his followers. Although cynicism and the philosophical system of Cynicism, known as “Kynicism,” share common origins, they are distinct concepts in modern usage.
 - Cynicism (Kynicism): Cynics embraced a simple way of life, criticized societal values, material possessions, and luxury living. They advocated for a natural and simple lifestyle and critiqued the negative impacts of consumerism on society. Therefore, cynicism represents a philosophical approach.
 - Cynicism (Sinizm): In contrast, cynicism, or “sinizm,” is more about an individual’s attitude or behavior. It is often associated with displaying distrust, skepticism, and a negative attitude in society or organizations. A cynical person questions others’ good intentions, tends to have a negative or mocking attitude, and holds a pessimistic view. Cynicism may involve skepticism and criticism of societal norms or values. It is often associated with distrust or a lack of belief, and individuals with a cynical attitude often expect negative outcomes instead of positive ones.

While cynicism denotes a negative attitude and mistrust, cynicism (Kynicism) represents an ancient Greek philosophical system rooted in the teachings of philosophers like Antisthenes and Diogenes. Cynicism is a more general term, while Kynicism refers to a philosophical movement.

Cynicism is often described as a combination of distrust, non-alignment, and skepticism, impacting individuals' behavior. It has become a nearly social attitude where people prioritize their actions based on personal interests (Çapar et al., 2023). Cynical thoughts and behaviors, while negative, can be driven by an underlying sincere belief (Uzunhasanoğlu and Şen, 2023). Keyes (2006) argues that a person's fundamental motivation is driven by negative thoughts such as ambition, the desire for power, selfishness, greed, and insincerity (Keyes, 2006). Common cynical behaviors include thoughts of distrust, skepticism, a belief that change is impossible, a sense of injustice, insincerity, and dishonesty concerning the organization (Schreier, 2009; Bibb and Kourdi, 2004; Graen and Graen, 2006).

Cynicism has been an attitude and lifestyle from its inception. Cynics preferred a humble life, characterized by independence and self-sufficiency, as they believed it exemplified the good life, rejecting societal standards (Uzunhasanoğlu and Şen, 2023).

As we entered the 21st century, like in all areas, economic and social structures, lifestyles, and working conditions underwent modernization. Classical cynicism gave way to modern cynicism. Modern cynicism, while still carrying some motifs from ancient cynicism, is characterized by distrust of collective solutions and institutional interventions,

despair about social and political reforms, and a selective deafness to social actions and transformations. Contemporary cynics, who react disproportionately and childishly, tend to view all organizations and institutions as flawed in response to disappointments. They believe that nothing can be achieved, and all efforts will ultimately be in vain. Moreover, while avoiding individual responsibility, they promote political indifference (Ansgar, 2020).

In modern times, cynicism is the tendency of individuals or groups to exhibit distrust and a critical attitude towards the rules, values, norms, and goodwill of society or organizations. Cynicism emerges when people expect negative outcomes instead of positive ones. Cynical individuals often express their views using irony, humor, or sarcasm. Cynicism is associated with distrust, skepticism, and doubt about social norms.

Cynicism can create a negative atmosphere in workplaces or society and adversely affect collaboration and communication. Additionally, it can decrease trust among individuals and undermine people's faith in leaders, managers, or organizations. Overcoming cynicism requires factors like open communication, transparency, and honesty. Cynicism has become a frequently discussed topic in recent years in business literature, as it can be highly damaging to organizations.

4.2. Reflections of Cynicism in Business Life and Organizational Cynicism

Sinicism has gained significant attention in recent years as one of the outcome variables in organizational behavior.

This interest is driven by the perception of cynicism as a harmful employee attitude for organizations and one of the key reasons for reduced efficiency and effectiveness. In other words, cynicism emerges as a significant threat factor that hinders the success of organizations. Similar to many concepts in the social sciences, there is no universally agreed-upon definition of cynicism among scholars (Cole et al., 2006).

The concept of burnout, first defined as “burnout” by Freudenberger in 1974, results from employees feeling exhausted and disillusioned due to the intense pace of their work lives, often leading to the behavior of quitting their jobs. Sinicism, defined as the employee harboring negative feelings toward the organization they work for, shares similar symptoms with the “cynicism” dimension of burnout. The relationship between burnout and organizational cynicism is presented in Table-2.

Table 2: Relationship Between Burnout and Organizational Cynicism

Burnout	Organizational Cynicism
The employee has a negative attitude towards the organization and its customers.	The employee has a negative attitude only towards the organization they work for.
Negative emotions are directed towards the individual and their colleagues.	Negative emotions are more directed towards the organization or senior executives.
It represents a withdrawal behavior from organizational life.	They exhibit more verbal or sarcastic behaviors, showing a defensive attitude.

Burnout	Organizational Cynicism
Its consequences can be harmful to health.	Its consequences can sometimes have positive effects.
It is a multifaceted concept consisting of three dimensions.	It is an indicator that employees are approaching the burnout stage.

(Güleç et al., 2019)

The concept of organizational cynicism appears to have been first used in 1989. The term “organizational cynicism” came into the spotlight in 1989 in a book written by Kanter and Mirvis about American workers (Kalağan and Güzeller, 2008). From the early 2000s, researchers like Dean et al. (1998), Wanous et al. (2000), and Abraham (2000) conducted studies in the context of conceptualizing and defining organizational cynicism. In Turkey, the initial studies on organizational cynicism were conducted by Erdost et al. (2007), Güzeller and Kalağan (2008), and Tokgöz and Yılmaz (2008).

Indicators of organizational cynicism may include factors such as stress, inadequate social support, lack of communication, unclear role definitions, conflicts, distrust in the organization, limited management skills, organizational changes, violations of psychological contracts, and wage injustices (Topçu et al., 2017). In organizations affected by cynicism, there is a common belief that values like honesty, trustworthiness, justice, closeness, and sincerity are lacking. When organizational leaders prioritize personal gains, they tend to move away from these values. Therefore, the ab-

sence of such values within the organization can lead to various frauds and hidden agendas (Abraham, 2000).

Cynical employees differ from others; they constantly complain, criticize the organization and their colleagues, use a negative language, quickly become disappointed in case of failures, and often believe that they are being deceived by their organizations (Abraham, 2000). Organizational cynicism, when it initially arises, can be effective at different levels of the organization, spreading from those in control to the customers and eventually encompassing individuals over time (Andersson, 1996). Individuals under the influence of organizational cynicism believe that the organization has lost its credibility. Therefore, as negative emotional reactions develop towards the organization, cynicism manifests a condescending and critical attitude (Abraham, 2000).

The factors causing organizational cynicism can be examined at two levels: individual and organizational reasons. Individual factors encompass socio-demographic characteristics such as age, gender, marital status, income level, educational level, years of service, as well as psychosocial characteristics like personality type, disposition, experience, along with individual psychological features like pessimism, automatic negative thoughts, obsessive mood, and obsessions. Organizational reasons include injustices within the organization, role and authority confusion, lack of communication, contract violations, unmet expectations, unethical behaviors, and inequalities (Deveci, 2018). When examining the literature, it becomes apparent that organizational factors tend to be more dominant in the development of organizational cynicism, as opposed to personal traits (Pelit and Pelit, 2014; Erbil, 2013).

The “Minnesota Multiphasic Personality Inventory,” developed at the University of Minnesota in the 1940s, played a significant role in the emergence and measurement of organizational cynicism. It can be said that the items in this inventory included some of the earliest questions that could measure cynicism (Cook and Medley, 1954). In the early scales developed to detect organizational cynicism, aggression and hostility behaviors were highlighted. Some researchers emphasize that cynicism is an attitude, while others argue that it is related to personality (Turner and Valentine, 2004, Johnson and O’Leary-Kelly, 2003). Later, thoughts emerged suggesting that cynicism could be more of a philosophy than a character trait, and that skeptical opposition might be more suitable than negative emotionality (Guastello and Peissig, 1998, Dean et al., 1998).

Organizational cynicism is defined as when employees develop negative emotions towards the organization and express these emotions in their behaviors, causing adverse situations in the organization (Köybaşı et al., 2017). In another definition, organizational cynicism is described as a “negative attitude developed towards the employed organization,” which consists of three dimensions, including a belief that the organization lacks integrity, a negative impact on the organization, and derogatory and critical behaviors exhibited towards the organization (Dean et al., 1998). Such negative behaviors in organizations can be quite challenging for the organization. Turner and Valentine (2001) define cynicism as a general and specific approach to making moral decisions that cover strong situations of distrust, doubting others like enemies, and blaming the motives of others.

The characteristics of cynical individuals can be summarized as follows (Pelit and Pelit, 2014):

- They believe that concealing the truth and using people for their own benefit is an inherent characteristic of an individual's important personality structure.
- When experiences are discussed, they create humor by adding personal explanations and comments to the topic.
- According to cynical individuals, people are selfish and not honest or consistent in their behaviors.
- Cynical individuals feel anger and shame when thinking about concepts like the organization, society, and individuals. They believe that these concepts lack trust and sincerity.
- When they think about expressions such as individuals, organizations, social structures, they feel anger and shame, and at the same time, they believe that these expressions lack trust and sincerity.

When employees feel that they have been treated unfairly in their organizations, they tend to develop negative feelings towards the organization. These negative emotional reactions often lead to counterproductive behaviors towards the organization. A study conducted by Kurnaz and Kökalan (2020) showed a positive relationship between this type of relationship and organizational cynicism and counterproductive behaviors. Additionally, employees may experience burnout when they feel they are not rewarded for their efforts. This can lead to avoiding contributing to the organization and exhibiting counterproductive behaviors. A study

conducted by Naseer et al. (2021) demonstrated that emotional burnout mediates the relationship between organizational cynicism and counterproductive behaviors.

In other research on cynicism, it has been observed that cynicism has a positive relationship with employees' perceptions of organizational justice and a negative relationship with their organizational commitment. Cynicism behavior is also positively related to the depersonalization dimension of burnout. On the other hand, the relationship between organizational cultures and leadership styles with cynicism has been addressed in many studies. Different leadership styles and organizational cultures have different effects on cynicism. Studies examining the relationship between cynicism and motivation and psychological well-being mostly indicate a negative relationship between cynicism and these two concepts. Additionally, there is evidence in the literature of a positive relationship between resistance to change and cynicism. The perception of mobbing by employees also shows a positive relationship with cynicism. According to research, a low perception of organizational support by employees also results in cynicism.

Cynicism interacts with many factors that directly affect employee and organizational performance, making it a crucial issue for organizational management.

As a result, when employees who perceive themselves as undervalued and ill-treated in the organization exhibit cynical behaviors, these behaviors can reach levels that will cause both material and spiritual losses to the organization in the long run. As long as employees cannot meet their emotional needs, such as feeling valued, accepted, loved, and

appreciated, an increase in negative behaviors can be observed. Increased negative emotions in employees can lead to avoidance of work and a tendency to harm the workplace or themselves consciously. As a result of cynicism, employees will exhibit counterproductive behaviors. Employees who exhibit counterproductive behaviors often postpone or avoid performing their tasks. This can lead to additional costs for the organization and can be detrimental to the organization. A study conducted by Gültaş and Erigüç (2019) showed that cynicism developed by employees towards the organization can lead to exceeding the budget allocated for production, waste of materials, damage to the organization's prestige, and a decrease in productivity.

As observed, organizational cynicism has numerous negative consequences for businesses. These results are summarized in Table-3.

Table 3: Consequences of Organizational Cynicism

Consequence	Explanation
Decreased Job Satisfaction	Employees become dissatisfied with their work, leading to reduced morale and motivation.
Reduced Organizational Commitment	Employees may become less committed to the organization, affecting loyalty and engagement.
Increased Turnover Rates	High levels of cynicism can lead to higher employee turnover, resulting in recruitment and training costs.

Consequence	Explanation
Decline in Work Performance	Employees may perform their tasks less effectively and efficiently, negatively impacting productivity.
Negative Workplace Atmosphere	Cynical employees can create a toxic work environment, affecting team dynamics and collaboration.
Lower Employee Well-being	Organizational cynicism can lead to increased stress and burnout among employees.
Weakened Organizational Culture	An atmosphere of cynicism can erode a healthy and positive organizational culture.
Impact on Customer Relationships	Cynicism can spill over into customer interactions, harming client relationships.
Impaired Innovation and Creativity	Cynical employees are less likely to contribute innovative ideas or suggest improvements.

Kalağan, G. (2009)

4.3. Causes of Organizational Cynicism

At the source of organizational cynicism, the characteristic features of employees play a significant role. People are generally divided into optimists and pessimists. Optimistic individuals harbor positive feelings about their organizations and take responsibility when they encounter negative situations. Pessimistic individuals, on the other hand, tend

to blame the organization's leaders or other employees. Research shows that individuals with a pessimistic attitude tend to display organizational cynicism more.

Organizational cynicism manifests itself in the following three main dimensions:

- Lack of belief in the organization's honesty,
- Negative feelings developed towards the organization,
- Sarcastic and derogatory behaviors criticizing the organization and its culture.

Factors that trigger organizational cynicism include poorly managed change initiatives, role conflicts, long working hours, mobbing, lack of social support, communication issues, unfair promotions, incongruence in job values, goal conflicts, and leadership styles, among others. We can categorize these factors contributing to the emergence of organizational cynicism as originating from the organization, the individual themselves, and the environment.

4.3.1. Personal Factors

Personal factors play a significant role in the emergence of cynicism. Age, gender, education level, marital status, years of work experience, income level, and organizational position are some of the key individual factors. Research has shown that generational differences are essential individual contributors to organizational cynicism. Each generation has different expectations regarding the workplace. Especially, members of Generation Z, who are relatively new to the workforce, have a strong desire for rapid advancement

and greater financial opportunities compared to previous generations. When these expectations are not met in the organization they work for, it can lead to the manifestation of cynical behavior (Pelit and Pelit, 2014).

Gender also plays a role in this context. In some cultures, due to societal influences, job requirements, and organizational culture, female employees may face negative attitudes, inability to progress to higher positions, and earning lower salaries compared to male employees. Additionally, considering women's societal roles, they may bear a heavier workload both in their jobs and private lives than men. This can lead to a decrease in their psychological well-being and the manifestation of cynical behaviors in the workplace. However, research on the relationship between gender and cynicism varies, with some studies showing no significant link, while others suggest that men may exhibit more cynical behavior than women (Mirvis and Kanter, 1991; Tokgöz and Yılmaz, 2008; Karacaoğlu and İnce, 2012).

The literature indicates that an individual's level of education also plays a role in the emergence of cynicism. As educational levels rise, employees tend to have higher expectations, both financially and emotionally, from the organization. They may compare themselves more to other employees and exhibit cynical behaviors when their expectations and needs are not met (Tokgöz and Yılmaz, 2008; Güzeller and Kalağan, 2008). On the other hand, some studies have shown a negative relationship in which cynical behaviors are more prevalent when educational levels are lower (Kanter and Mirvis, 1991).

Another factor that influences cynicism is an individual's marital status. Some research has found that individuals who are single or divorced exhibit more cynical behavior compared to married individuals (Karacaoğlu and İnce, 2012). This might be a consequence of the relationship between psychological well-being and cynicism since studies suggest that married individuals have higher psychological well-being compared to others (İnal, 2021). Moreover, research has shown a negative relationship between psychological well-being and cynicism. Therefore, the tendency of single or divorced individuals to display cynical behavior may be associated with their lower psychological well-being.

Marriage, education, gender roles, and the significance of these concepts can vary among generations and cultures. Hence, the factors contributing to cynicism may differ based on the culture of the society. Similarly, the management of these concepts is linked to organizational culture, so an individual's personal characteristics can result in varying cynical behaviors in different sectors and organizations.

The individual characteristics such as the length of employment, income level, and the position held by the individual also emerge as personal factors that give rise to cynical behaviors in different cultures. As income level and job position increase, the occurrence of cynical behaviors tends to decrease, and the employee's seniority level is positively related to cynical behavior because seniority level is also influential on the level of burnout (Tayfun and Çatır, 2014).

4.3.2. Organizational Factors

Organizational culture, organizational justice, leadership culture, human resource policies, and violations of the psychological contract are among the organizational factors that can contribute to the emergence of organizational cynicism.

Organizational Justice: Organizational justice is a concept that examines the role and impact of justice within an organization. It refers to how employees are treated fairly within an organization and how these fair behaviors affect various outcomes within the organization. This concept encompasses aspects such as fair income distribution and the fairness of management policies (Şahin and Kavas, 2016). There are limited studies in the literature that focus on the relationship between organizational cynicism and organizational justice. A study by James (2005) examined organizational justice, considered as a precursor to organizational cynicism, and found a negative relationship between organizational cynicism behaviors and employees' perceptions of justice. In another study, FitzGerald (2002) suggested that employees who perceive significant injustice within their organizations tend to display more cynical attitudes toward the organization. Additionally, research by Bernerth et al. (2007) indicated that there is a negative relationship between distributive justice, procedural justice, interactional justice, and organizational cynicism (Efeoğlu and İplik, 2011). Researchers focusing on organizational justice have pointed out that employees evaluate whether their managers treat them justly in the three dimensions that Andersson (1996) identified as precursors to cynicism: distributive, procedural, and interactional justice.

These organizational factors play a significant role in shaping employees' perceptions and attitudes toward the organization. When employees perceive that they are treated unfairly or that there are violations of justice within the organization, they are more likely to develop cynical attitudes and behaviors. It's essential for organizations to promote a culture of fairness, transparency, and justice to mitigate the emergence of organizational cynicism and maintain a positive work environment.

Employees may exhibit negative reactions when they believe that significant decisions, especially those affecting financial, social, and cultural aspects, are made without due consideration. Therefore, when employees perceive unfairness and bias, they may experience negative emotions such as hostility, disappointment, and anger. Moreover, when they believe that earnings are not distributed fairly, they may face emotional hardships. This situation can lead employees to negative thoughts like hatred, hopelessness, or guilt.

Policies implemented within the organization, particularly in human resources, are fundamental determinants of employees' commitment and their sense of justice toward the organization. Having unfair reward systems, punishment mechanisms, promotion criteria, and performance evaluation systems within the organization, policies that do not prioritize employee well-being and happiness, a bureaucratic organizational structure, and employees' inability to express their ideas openly and comfortably within the organization can contribute to the emergence of cynical behaviors among employees.

Psychological contract is a concept that refers to the sum of unwritten expectations between employees and the organization (Doğan and Demiral, 2009). Psychological contract violation refers to situations where the organization's commitments are not fulfilled, often associated with unmet expectations in areas such as training, salary, and promotion (Mimaroglu, 2008). Nowadays, organizations face factors that significantly affect employees' psychological contracts, including downsizing, restructuring, and increased demands on permanent employees. The psychological contract reflects the beliefs of managers regarding whether the promised commitments to employees are met. When the promised commitments are fulfilled, it can lead to the employee's desire to stay in the organization and job satisfaction. In contrast, unfulfilled commitments can trigger negative emotions and lead to withdrawal behaviors (Çetinkaya, 2018).

Psychological contract violation and organizational cynicism are related concepts, but this relationship is not always clear. For example, experiencing unjust situations and attitudes within the organization, lack of respect, and contract breaches can lead employees to cynical reactions (Anderson, 1996). It has also been observed that psychological contract violations and feelings of anger can lead employees to cynical behaviors (Kart, 2015). According to a study by Herriot and colleagues (1997), employees may experience anxiety and distrust in the organization due to the impact of top managers' perceived unfairness in reward policies. This can contribute to a decrease in organizational commitment. As a result of psychological contract violations, employees may not only have unmet expectations but also encounter situations that go against their interests. Such injustices can

increase the likelihood of employees showing negative reactions toward the organization (Kickul and Lester, 2001, as cited in Çetinkaya and Özkara, 2015).

Organizational culture is the main factor that determines all these norms within the organization. It defines the organization's structure, the climate within the organization, the attitudes and behaviors expected from employees, the organization's values, and the organization's stance in the sector. Organizational culture is a concept that also influences the leadership style of the organization. The relationship between organizational culture and leadership culture with cynicism is the main focus of this book and will be discussed comprehensively in the following chapters.

4.3.3. External Factors

Beyond personal and organizational factors triggering cynicism, there are environmental factors that play a significant role. Recent events like the Covid-19 pandemic, economic crises, the condition of the market in which the organization operates, market fluctuations, government policies, transportation problems, and how the organization responds to these situations are crucial for understanding the emergence of employee cynicism.

In the literature, the psychological and emotional reasons behind employees displaying cynical behaviors have been explained using various approaches and theories.

4.4. Theories Explaining Organizational Cynicism

4.4.1. Social Exchange Theory

The Social Exchange Theory is a theory in which individuals engage in social relationships shaped around the expectations of rewards. This theory has been developed by sociologists such as Blau, Emerson, Homans, and social psychologists like Kelley and Thibaut. The Social Exchange Theory is based on the continuity of human relationships and the necessity of individuals to interact with each other to fulfill their needs.

Fundamentally, this theory posits that individuals trust each other to fulfill their roles properly, and this trust is part of a mutual relationship. Particularly in the workplace, relationships between employers and employees are built on the exchange of social support. This relationship includes employees receiving rewards and access to job opportunities in exchange for their commitment and efforts within the organization (Zagenczyk, 2006).

Gouldner (1960) suggests that an employee's need to avoid negative behaviors within the organization emerges when they feel that they are being treated positively. According to Blau, employees expect balance in exchange relationships and contribute to the exchange of open-ended agreements involving mutual responsibilities. Therefore, the Social Exchange Theory argues that relationships between individuals operate on the basis of mutual exchange and responsibilities.

4.4.2. Attitude Theory

Attitude is a concept that involves a thorough evaluation of topics such as good-bad, beneficial-harmful, pleasant-unpleasant, likeable-dislikeable, which are psychological dimensions (Ajzen, 2001). The concept of organizational cynicism has been used to represent one aspect of attitudes and, particularly, behaviors. Organizational cynicism is a concept that encompasses evaluations, attitudes, and behaviors within the organization, and these evaluations manifest in emotional, behavioral, and cognitive dimensions (Oslo and Zanna, 1990).

Attitude theory and the concept of organizational cynicism have been employed, particularly to examine the affective, behavioral, and cognitive dimensions of evaluations, attitudes, and behaviors. The convergence of these concepts has contributed to a better understanding of organizational cynicism and the establishment of a theoretical framework (James, 2005).

4.4.3. Attribution Theory

Attribution Theory is a theory that examines the processes through which individuals explain and understand the causal dimensions of events. This theory deals with how people attribute reasons for their behavior and the behavior of others, and how they evaluate the meanings of these behaviors.

In the context of organizational cynicism, Attribution Theory explores how individuals attribute the causes of negative situations within the organization. It focuses on whether individuals attribute their behaviors to personal

characteristics or to the organizational conditions they are in.

Particularly in the context of organizational cynicism, Attribution Theory examines how individuals evaluate negative situations within the organization by attributing them to the organization itself. Dean and colleagues (1998) explain this relationship using Weiner's (1985) theory of social motivation. According to Weiner, attributing a negative event to the organization can lead to the development of cynical attitudes within the organization. These attributions can trigger emotional reactions such as feelings of responsibility, anger, sympathy, and hope. These emotional reactions can either lead to appropriate behaviors or antisocial behaviors.

Weiner's model suggests that associating negative events with the organization can lead to employees blaming the organization. In particular, a failure caused by an employee can lead to the organization as a whole being blamed and organizational members exhibiting cynical behaviors. However, if employees do not attribute events to the organization, they may not tend to exhibit cynical behaviors towards the organization. Therefore, how negative situations within the organization are attributed can impact the development of organizational cynicism behaviors within the organization.

4.4.4. The Emotional Events Theory

The Emotional Events Theory is a theory that examines how organizational situations and events influence employees' emotional reactions and how these reactions affect job performance and satisfaction. This theory particularly em-

phasizes the significant impact of organizational events on employees' work attitudes and emotional states. When we focus on the relationship between the Emotional Events Theory and organizational cynicism, we examine how the emotions experienced by employees while performing their duties can influence organizational cynicism.

Positive and genuine emotional expressions tend to guide employees toward positive behaviors regarding their organizations. On the other hand, negative emotional expressions can increase negative emotions and attitudes in employees, potentially encouraging negative behaviors toward the organization. It has been observed that especially employees who display emotionally superficial behaviors may increase the level of organizational cynicism. However, employees who exhibit natural and sincere behaviors may decrease the level of organizational cynicism (Beğenirbaş and Turgut, 2014).

4.4.5. The Social Motivation Theory

Sosyal Gdleme Teorisi, Weiner (1985) tarafından geliřtirilen bir teoridir ve zellikle alıřanların rgtteki sinik davranıřlarının nedenlerini aıklamayı amalar. Bu teori, rgtsel sinizmin kkenlerini alıřanların rgt ii olayları nasıl yorumladıklarına dayandırır ve kiřisel algıların rgtsel sinizme olan etkisini incelemektedir.

Sosyal Gdleme Teorisi, bir olayın sonularının nedenlerini inceler ve bu olayın nedenlerini anlamak iin eřitli faktrleri deęerlendirir. Bu inceleme sonucunda sorumluluk kararları belirlenir ve gelecekte benzer durumlar iin beklentiler oluřturulur. Bu sorumluluk beklentileri, gelecekteki

tutumları etkileyen duygulara (sevimsizlik, kızgınlık vb.) yol açar. Kişiler, gelecekteki olaylara karşı nasıl bir tutum sergileyeceklerini ve bu tutumları nasıl tahmin edeceklerini belirleyici yorumlar yaparlar.

Sosyal Gdleme Teorisi'ne gre, konumlandırma, istikrarlılık ve kontrol edilebilirlik gibi unsurlar bulunur. Konumlandırmada, kişiler yaşanan olayları içsel veya dışsal nedenlere baęlı olarak algırlar. İçsel konum, örgt içinde alınan kararları içerirken, dışsal konum olayların örgt dışından kaynaklandığını düşünmeyi içerir. Kontrol edilebilirlik, bir olayın kişinin kendi kontrolünde olduğu veya dışsal faktrlere baęlı olduğu algısını içerir. İstikrar, bir olayın gelecekte tekrar yaşanma olasılığını ifade eder.

Sosyal Gdleme Teorisi, örgtte yaşanan olayların kişilerin tutumlarına nasıl etki edebileceğini ve bu etkinin özellikle kişisel algılara dayandığını vurgular (Eaton, 2000: 13-14).

4.4.6. Expectancy Theory

According to Vroom's Expectancy Theory (1964), an individual's motivation is determined by their belief in the probability of their efforts leading to a specific reward and how much they value that reward. This theory is closely associated with an individual's confidence in what they expect to happen in the future. Two main factors are proposed as critical to motivation: expectancy and the perceived value of the outcome resulting from effort.

Porter and Lawler (1968) further elaborated on the Expectancy Theory by introducing four additional factors, which are as follows:

- Employees desire to have the necessary resources to achieve the expected performance.
- Employees must possess the required abilities to demonstrate the expected performance.
- The personal perception of what employees will gain as a result of their efforts plays a significant role and influences motivation.
- Employees want to believe that the rewards for their efforts are reasonable.

When these four elements come together, it is concluded that it is more likely for the employee to achieve the expected performance. This theory is used to understand employee motivation and job performance (Kart, 2015).

4.5. Types of Organizational Cynicism

Organizational cynicism is categorized into different types based on its underlying causes and displayed reactions. These types of organizational cynicism are presented in Table-4. These cynicism types are further comprehensively explained below.

Table 4: Type of Organizational Cynicism

	Attitude	Target	Context
Personality Cynicism	Cruelty and Irritability	Human Nature	
Social Cynicism	Distancing, Alienation, Hopelessness	Organizations	

	Attitude	Target	Context
Employee Cynicism	Cruelty, Disillusionment, Desperation	Anything	Psychological contract violation
Organizational Change Cynicism	Disappointment, Pessimism	Organizational Change	Change Failure
Occupational Cynicism	Distancing, Belittling	Customer	Service Organizations

4.5.1. Personality cynicism

Personality cynicism is a fixed personality trait characterized by negative perceptions and opposition towards others. It is the perception of having a deep-rooted distrust that the world is full of self-centered individuals who lack the ability to be friendly to others.

Personality cynicism is the tendency to believe that social relationships are generally filled with insatiable, deceitful, indifferent, and self-serving individuals (Kart, 2015). The distinct features of this type of cynicism are often associated with interpreting human behaviors in a negative light and looking down upon people. Cynical individuals tend to believe that the world is full of self-centered, uncaring, self-serving, disrespectful, and dishonest individuals (Abraham, 2000).

Personality cynicism is an approach based on an entrenched trust issue that often shapes people's thoughts

and behaviors with emotions such as sadness, anger, hatred, deception, and contempt (Tokgöz and Yılmaz, 2008). This style of cynicism typically reflects a stable personality structure that is considered an inherent trait of an individual (Tokgöz and Yılmaz, 2008).

Personality cynicism can be the source of other forms of cynicism because individuals influenced by cynical people tend to exhibit negative attitudes in their lives (Abraham, 2000). Therefore, personality cynicism can also contribute to the development of other forms of cynicism (Abraham, 2000).

4.5.2. Employee Cynicism

Employee cynicism emerges as an attitude characterized by strong feelings of disappointment, hopelessness, and obstruction towards the organization.

Employee cynicism is a type of cynicism that includes significant disappointment, hopelessness, and a sense of prevention characterized by contempt, disdain, and mistrust towards large corporations, top management, and other elements of the organization (Arslan, 2015). The key distinguishing feature of employee cynicism is that individuals do not feel themselves equal to others (Tokgöz and Yılmaz, 2008).

Employee cynicism is a general and specific approach that encompasses feelings of despair, disappointment, apathy, and distrust directed towards a person, organization, ideology, or practice (Andersson, 1996). This type of cynicism is associated with weak organizational performance, sudden turnovers, and employee attitudes towards executive

salaries (Andersson and Bateman, 1997). One of the fundamental reasons for this cynicism is employees' lack of trust in leaders and other organization members. Additionally, the belief that expectations of justice within the organization are not met contributes to the development of cynicism. Employees' beliefs that they cannot achieve their full potential within the organization lead to more cynical and distant behaviors (Tokgöz and Yılmaz, 2008).

4.5.3. Social Cynicism

Social cynicism emerges as a response to the violation of the social contract between individuals and society. Social cynics stand out because they view their organizations as responsible for any negative event, thus disrupting their relationships with economic and social institutions. Social cynics prioritize their short-term interests and frequently evaluate opportunities related to their work from their perspective since they carry a sense of hopelessness for the future (Tokgöz and Yılmaz, 2008).

Mirvis and Kanter (1989) have defined the type of social cynicism as a kind of disappointment that individuals experience regarding the events they encounter in their organizations and society in general (Dean et al., 1998). Social cynics may mock successful individuals within the organization because they often envy others' success and attribute it to luck or chance. Additionally, they tend to believe that social relationships are also random (Abraham, 2000). Consequently, social cynicism can be seen as a reaction that arises as a result of the violation of the social contract between individuals and society (Arslan, 2015).

4.5.4. Occupational Cynicism

Professional cynicism is a concept that conveys the belief among employees that the job is boring, unrewarding, and not worth the effort. This approach includes beliefs that the organization is not honest and often expresses negative feelings towards the organization. Professional cynicism is associated with a lack of motivation in the work environment and the organization's failure to motivate employees (Ahmadi, 2014; Uysal and Yıldız, 2014).

Professional cynicism expresses feelings of indifference and apathy (Tokgöz and Yılmaz, 2008). Professional cynicism, often seen in the service sector, arises as a coping mechanism for dealing with the inhibition of one's abilities and can lead to indifference toward consumers, seeing them only as numbers. Another reason is role-person conflict (Arslan, 2015). Research indicates that the term job cynicism is used alongside professional cynicism, and there are some differences between professional cynicism and organizational cynicism. While organizational cynicism focuses on working conditions, professional cynicism focuses on the content of the work (Delken, 2004).

In certain professions, strained and problematic consumer-manager relationships can affect employees physically and emotionally and even lead to resignations. For example, in professions like nursing, a problematic patient-nurse relationship, the weight of negative feedback, and the emphasis on failure can lead to the emergence of professional cynicism.

Professional cynicism is characterized by feelings of indifference and insensitivity and is associated with concepts of role-person conflict and burnout (Abraham, 2000).

4.5.5. Organizational Change Cynicism

Globalization, advances in information and communication technologies, increased competition, new management practices, and the prevalence of company mergers have led to significant changes in the business world. These changes have prompted employees to think about their organizations and organizational commitments. In particular, changes such as layoffs, process reengineering, and organizational restructuring have contributed to the prevalence of organizational cynicism. Furthermore, the significant alteration of the employee-organization relationship has given rise to organizational change cynicism (Çakıcı and Doğan, 2014).

4.6. Dimensions of Organizational Cynicism

4.6.1. Cognitive Dimension

Organizational cynicism is a concept that denotes employees having negative thoughts, attitudes, and beliefs towards the organization. The cognitive dimension is based on the perceptions of employees within the organization and often involves skepticism, feelings of mistrust, and negative evaluations of the organization's intentions. To explain this cognitive dimension of organizational cynicism, there are several key points:

- **Mistrust and Skepticism:** The cognitive dimension of organizational cynicism includes mistrust and skepticism about the organization's intentions and

actions. Employees may question the true motives of the organization and the motivations of its managers.

- **Negative Evaluations:** This cognitive dimension involves cognitive processes that negatively evaluate the organization's decisions, policies, and practices. Employees may perceive the organization's decisions as unfair or unethical.
- **Social Networks and Communication:** The cognitive dimension is also related to social networks and communication within the organization. Employees may develop negative thoughts about the organization by interacting with colleagues or external individuals who share their negative views.
- **Perceived Injustice:** Perceived organizational justice is a critical factor influencing the cognitive dimension of organizational cynicism. Perceptions of injustice can lead employees to develop negative thoughts about the organization's intentions.
- **Emotional Intelligence and Emotional Processing:** The cognitive dimension is also associated with emotional intelligence and emotional processing. Employees may evaluate how the organization emotionally responds to situations and can negatively assess the emotional functioning of the organization.

The cognitive dimension of organizational cynicism encompasses employees' negative perceptions, thoughts, and evaluations of the organization. These cognitive processes can interact with factors such as mistrust, skepticism, perceptions of injustice, and emotional processing, leading em-

ployees to develop negative thoughts about the organization's intentions.

4.6.2. The affective dimension, also known as the emotional dimension

The affective dimension of organizational cynicism expresses the negative emotions that employees feel toward their organizations, especially including feelings of distrust, disdain, and disappointment regarding organizational changes. This concept represents a broader spectrum of organizational cynicism and focuses on the negative emotional experiences that employees associate with their organizations.

The content of affective cynicism includes negative emotions such as disrespect, disdain, embarrassment, hatred, moral corruption, and mistrust. When thinking about their organizations, employees may experience emotional reactions like distress, disgust, and shame. This reflects a more complex range of emotional responses and thoughts that employees have about their organizations.

Ironically, cynical employees often evaluate the organization according to their own standards and may take pleasure in identifying the organization's shortcomings (Işık, 2014). Therefore, organizational cynicism is not limited to negative thoughts but is a phenomenon where employees experience a complex set of emotions towards the organization.

The affective cynicism represents a specific dimension of organizational cynicism that focuses on the negative emotional experiences employees have about their organizations. It plays an important role in understanding employees' emotional reactions and thoughts.

4.6.3. The behavioral dimension

Organizational cynicism is a phenomenon in which employees develop a negative attitude toward their organization, and this attitude affects their behaviors. Especially in the context of behavioral cynicism, employees with cynical thoughts about the organization tend to exhibit a negative attitude towards organizational activities.

According to behavioral cynicism, employees with cynical thoughts tend to engage in negative behaviors within the organization. These behaviors are often rooted in the belief that the organization is insincere. Behavioral cynicism includes criticizing the organization, making negative predictions, using sarcastic humor, belittling the organization, and adopting a critical approach. Such behaviors can also manifest through non-verbal expressions, for example, meaningful glances, smirks, and derisive smiles among employees are examples of behavioral cynicism.

Employees, when exhibiting these behaviors, particularly express that they work in an organization that is far from the internal values of justice, truth, and sincerity. Therefore, behavioral cynicism is viewed as a phenomenon that involves behaviors contradicting the organizational culture (Özler et al., 2010).

4.7. Relationship between Organizational Culture and Cynicism

The relationship between organizational culture and organizational cynicism is a significant factor in understanding an organization's internal dynamics and employee behavior. Organizational culture defines an organization's values,

beliefs, norms, and behavior patterns. Organizational cynicism, on the other hand, reflects employees' feelings of distrust, criticism, and hopelessness towards their organization and management. It's important to examine how organizational culture can influence organizational cynicism and how organizational cynicism, in turn, can impact organizational culture.

First and foremost, organizational culture significantly influences employee attitudes and behaviors. A positive organizational culture can boost employee motivation, encourage collaboration, and enhance job satisfaction. Conversely, a negative organizational culture can lead to distrust, dissatisfaction, and cynicism among employees. For example, when an organization consistently displays signs of not adhering to its stated values and ethical standards, it can lead to an increase in organizational cynicism (Detert and Burris, 2007).

The impact of organizational cynicism on organizational culture results from the skepticism, criticism, and hopelessness that employees feel towards their organization. Organizational cynicism can undermine employees' beliefs in an organization's clearly stated values and compromise the integrity of its culture. In particular, distrust in an organization's management and leadership style can reduce employees' commitment to the organizational culture and have a negative impact (Skarlicki and Folger, 1997).

Conversely, organizational culture can shape organizational cynicism. Organizational culture can either increase or decrease employees' trust in their organization and leadership. For instance, an open and transparent organizational

culture can enhance employees' confidence in management and leadership. Additionally, organizational culture can increase employees' commitment to the organization, thus reducing organizational cynicism (Eisenbeiss and Knippenberg, 2020).

A study conducted by Nihat Kaya, Ercan Ergün, and Mustafa Kesen in 2014 aimed to investigate the effects of human resource management practices and types of organizational culture on organizational cynicism. The results of this study indicated that behavioral and attitudinal factors, comprehensive training, cross-functional training, and incentives had a negative impact on organizational cynicism. Furthermore, it was found that autocracy culture had a significant influence on organizational cynicism (Kaya, Ergün, and Kesen, 2014).

Another study by Murat Görmen in 2012 examined the impact of organizational culture on organizational cynicism. The results of the research revealed that organizational culture, specifically support and achievement cultures, had a positive influence on organizational commitment and a negative effect on organizational cynicism. Moreover, organizational commitment was found to have a negative impact on organizational cynicism, indicating that when employees feel more committed to the organization, their cynicism tends to decrease. The study also found that the affective dimension of burnout had a positive impact on organizational cynicism (Görmen, 2012).

A study conducted by Örüçü et al. in 2020 concluded that as organizational culture increased, organizational cynicism decreased. Employees are more likely to reduce their

cynical attitudes toward the organization when they feel they belong to an environment that fosters a sense of belonging. The research found that as the power culture dimension of organizational culture increased, organizational cynicism also increased. This suggests that centralizing power within the organization and imposing limited and directive behaviors among employees can contribute to increased organizational cynicism. Moreover, the study found that an increased success culture dimension had a reducing effect on organizational cynicism. This implies that when employees focus on their tasks in a success-oriented manner and find satisfaction in their work, they are likely to reduce their cynical attitudes towards the organization.

4.8. Organizational Cynicism and Its Organizational Outcomes

The consequences of cynicism in organizations are a debated topic. According to some, cynical employees may harbor negative thoughts about their organizations, leading to feelings of unhappiness, distrust, anger, hatred, and disappointment, which can lead to critical behavior. These thoughts can sometimes turn into behaviors, resulting in consequences such as emotional exhaustion, tension, job dissatisfaction, and intentions to leave the job (Çakıcı and Doğan, 2014).

I can explain how cynicism affects the workplace. Cynicism is a phenomenon in which employees display a negative attitude in the workplace and can impact the workplace in various ways. Here are some examples of how cynicism manifests in the workplace:

- **Reduced Organizational Commitment:** Employees with high levels of cynicism tend to have lower organizational commitment, feeling disconnected from the organization's mission, values, and goals, resulting in reduced loyalty and engagement.
- **Decreased Job Satisfaction:** Cynical employees are less likely to be satisfied with their jobs, often due to negative perceptions about the organization's integrity, fairness, and management practices.
- **Increased Turnover Intention:** Cynical employees are more likely to contemplate leaving their jobs, which can result in higher turnover rates and associated costs.
- **Lower Job Performance:** Cynical employees may exhibit lower job performance due to the impact of their negative attitudes on motivation and engagement, leading to decreased productivity and work quality.
- **Damaged Organizational Reputation:** Cynicism from employees can influence how the organization is perceived by external stakeholders, including customers, partners, and the general public. This can harm business relationships and competitiveness.
- **Reduced Organizational Citizenship Behavior (OCB):** Cynical employees are less likely to engage in OCB, which includes voluntary actions contributing to the organization's success but going beyond formal job requirements, potentially hindering overall effectiveness.

- **Decreased Employee Well-Being:** Cynical employees may experience higher levels of stress and burnout, leading to absenteeism and health-related issues due to their negative emotions and attitudes.
- **Weakened Team Dynamics:** Organizational cynicism can harm team dynamics, collaboration, and trust among employees, leading to conflicts and reduced effectiveness in teamwork.
- **Impaired Employee Engagement:** Cynical employees are less likely to be engaged in their work and may not contribute extra effort to achieve organizational goals, leading to a lack of creativity and innovation within the organization.
- **Eroded Organizational Culture:** Cynicism can erode a healthy organizational culture based on trust, respect, and shared values, creating a culture of distrust, negativity, and apathy.

Recognizing and addressing organizational cynicism is essential to mitigate these negative consequences. Strategies to combat cynicism may include fostering transparent communication, promoting ethical leadership, providing opportunities for employees to voice their concerns, and creating a positive organizational culture that values employee well-being and engagement. Addressing the root causes of cynicism and promoting a culture of trust and respect can lead to improved organizational outcomes and a healthier work environment.

Based on research, it is possible to summarize the negative consequences of cynicism in the workplace as follows:

- **Decreased Motivation:** Cynical employees often lose their motivation for their work. They may lose faith in their job and see it as a routine task. This can have a negative impact on work productivity and job satisfaction.
- **Decreased Job Satisfaction:** Cynical employees may not be satisfied with their jobs due to their distrust in their organization's leadership style, policies, or values. This can lead to low job satisfaction and an increased likelihood of employees leaving the organization.
- **Communication Problems:** Cynical employees may question their organizations and leaders, leading to communication problems. This can be a barrier to open and effective communication and make internal communication within the organization more difficult.
- **Reduced Team Collaboration:** Cynical employees may be unwilling to collaborate and may have a lack of trust in their colleagues. This can make teamwork more challenging and negatively impact internal relationships within the organization.
- **Resistance to Change:** Cynical employees may resist changes in their organization's structure or policies. This can make it more difficult for organizations to adapt to innovation and change.
- **Damage to Corporate Reputation:** The attitudes of cynical employees can affect the corporate reputation of the organization. This can have a negative impact

on customer loyalty, external relationships, and the overall reputation of the organization.

Cynicism can be an attitude that leads to negative consequences in the workplace and can pose a significant problem for organizations. Therefore, organizations often strive to develop solutions and leadership approaches to reduce cynicism. Among these solutions are strategies like open communication, leadership training, and encouraging employee participation.

4.9. Approaches to Preventing and Reducing Cynicism

Cynicism in organizations represents a negative climate that can affect all levels of an organization, especially from the perspective of human resource management. When looking at cynicism from the perspective of employees, it refers to the negative emotions and behaviors developed by employees towards the organization. As discussed in the previous section, the potential effects of having cynical employees in an organization on both the organization and its organizational culture were evaluated. In this section, approaches to preventing and reducing cynicism within organizations will be addressed.

In order for an organization to achieve success in a competitive environment, it must first be successful in its internal organizational structure. Organizations need to take various measures to prevent cynicism and reduce its impact, as it can affect one of the organization's most important resources, human resources. To achieve this, not only human resources managers and experts but also all managers and

leaders, as well as employees, should come together and work on creating the most suitable solutions for the organizational culture. Because the negative impacts of cynicism are not limited to managers but also affect all employees. Some of the approaches that can be implemented within organizations to reduce cynicism are explained below.

Looking at the studies in the literature on cynicism, it is seen that psychological capital has an impact on cynicism. There is a negative relationship between these two concepts (Avey et al., 2008; Avey et al., 2008a; Avey et al., 2008b; Avey et al., 2010). In this context, it is thought that the positive emotions, thoughts, and behaviors of employees with high psychological capital can reduce organizational cynicism and its effects. The factors that determine the level of psychological well-being of employees are similar to the factors that cause cynicism to emerge within the organization. In this context, employees with high levels of psychological well-being are expected to prevent cynicism within the organization. Today, human resources rely on various data for predictive analytics. Thus, they are not only able to monitor the current situation of employees within the organization but can also predict future needs and trends. The concept of artificial intelligence that emerged in the business world with the effect of digitalization offers an effective solution for these predictions. Artificial intelligence technology and data analysis can enable the real-time evaluation of employee performance. Real-time performance monitoring will also be effective in identifying employees whose performance is declining. This can be considered as an indicator of a loss of motivation among employees. Moreover, with AI-based applications, it is possible to determine the emotional states

of employees and their levels of psychological well-being. All these applications will provide data for human resources to prevent cynicism within the organization. By evaluating the loss of motivation, the emotional states of employees, and the decrease in performance, human resources and managers can focus on activities that strengthen employees psychologically. Recognizing and meeting the emotional needs of employees is important for increasing their emotional commitment. As the emotional needs of employees are identified and met, psychological well-being and motivation levels will increase, ultimately preventing the emergence of cynicism within the organization.

The leadership culture within organizations can be seen as a preventive approach to cynicism, as expressed in the section where the relationship between leadership and cynicism was discussed. Instead of traditional leadership approaches, determining modern leadership styles is a significant factor in terms of the organizational climate, work ethics, motivation, and employee adoption of organizational values. In the changing conditions of today, leaders who can accurately identify the needs of both the organization and employees can serve as role models for employees with their behaviors. Leaders demonstrating honesty, transparency, and ethical behavior will increase employees' trust and belief in the organization and its leaders.

Emphasizing the organization's ethical values and standards of work ethics can also help build trust in employees, contributing to the prevention of cynicism. Furthermore, it is the leader's responsibility to clearly and openly communicate the organization's goals and the reasons behind these goals to the employees. Therefore, the modern leadership

approaches determined by the organization will support employees in making sense of their work, increasing their commitment to the organization, taking responsibility, and participating in decision-making. Involving employees in decision-making processes and encouraging them to provide feedback can reduce cynicism. Organizations should take employees' ideas and concerns seriously and value their contributions, which can encourage employees to feel a greater sense of responsibility for the organization's future.

Leaders should adopt a leadership style that meets employees' emotional needs. For example, leaders can be encouraged to focus on employees' emotional needs during performance evaluations. Leaders' management styles should be examined, and necessary changes should be made. Leaders can be supported through training to understand the emotional needs of team members, improve their communication and empathy skills. An organization can aim to reduce cynicism by offering ethical training to its leaders and promoting ethical behavior. Providing leaders with training on recognizing and addressing cynicism within organizations is also a useful method to prevent and reduce this phenomenon.

In today's business world, organizations are increasingly focusing on psychological empowerment practices to meet employees' emotional needs. These practices include training and development programs, supportive leadership (coaching and mentoring), promoting work-life balance, and providing opportunities for employees to seek professional support. Psychological empowerment aims to meet employees' emotional needs and encourage them to work more satisfactorily in their jobs. Cynicism is defined as a

phenomenon that can develop due to factors such as negative experiences in the workplace, mistrust, disappointment with work, and negative attitudes towards the organization.

Various empowerment practices organized by human resources to enhance employees' job competence can also be effective in reducing cynicism. Practices that include techniques such as rotation, training, coaching, and mentoring may make employees feel valuable, even indebted to the employer. Employees who harbor positive feelings toward the employer can develop similar feelings towards the organization, thus preventing the emergence of cynicism.

The relationship between organizational culture and leadership is another determinant factor in reducing cynicism. Organizational culture influences leadership style, and leaders should act in accordance with the organization's values and norms. For instance, in a culture that values honesty and transparency, leaders should also behave accordingly. Leaders should align their behavior with the organization's culture and serve as examples to employees. Organizational culture may emphasize specific values and behaviors. Leaders should promote these values. For example, in a culture that values collaboration and respect, leaders should encourage collaboration and treat employees with respect. Leaders who exhibit behaviors in line with the organization's values can contribute to reducing cynicism.

One of the factors contributing to the emergence of cynicism is the communication culture within the organization, which is directly related to organizational culture. The organization should provide communication channels that allow employees to have transparent and secure com-

munication with both their peers and superiors, promoting more participation in decision-making and communication. Consequently, employees' emotional commitment to the organization will increase. Leaders play a significant role in ensuring that this communication is trustworthy, fair, and transparent. Giving employees a voice in organizational meetings and regularly seeking feedback from them can help make feedback a part of the organization's culture and prevent employees from displaying cynical behaviors. Organizational culture shapes communication forms and methods. A good leader understands the communication needs of the organizational culture and develops communication strategies that meet these needs. Open and effective communication is crucial for reducing cynicism.

Organizations should demonstrate their positive contribution to society by participating in social responsibility projects and showing sensitivity to social values. Involving employees in these initiatives can increase their commitment, psychological well-being, and motivation. Employees who see the benefits of their organization's actions in society are likely to show higher levels of commitment. For instance, an organization can participate in sustainability projects to create a positive impact on the community. Combining these approaches within organizations to prevent and reduce cynicism can increase employee job satisfaction and positively impact the organizational culture. It's important to adapt these approaches to the specific needs of the organization.

Educational programs that explain what cynicism is and how it can be identified can be offered to all employees, not just leaders. Additionally, programs can be organized to raise awareness of ethical values and workplace behavior

rules. Such training can help employees become more conscious and focused on ethical conduct. On the other hand, focusing on the personal and career development of employees, outlining clear career paths, making promotion and performance systems transparent, and establishing reward programs to encourage ethical behavior can reduce cynicism in organizations. In this regard, both leaders and human resources staff bear significant responsibilities. A study exploring the effects of human resource management practices and types of organizational culture on organizational cynicism found that behaviors and attitudes, comprehensive training, multi-functional training, and incentives had a negative impact on organizational cynicism. Additionally, it was observed that autocracy culture had a significant influence on organizational cynicism (Kaya et al., 2014).

Employees' attitudes and behaviors within the organization are significantly influenced by the organization's culture and the leadership styles it embraces. Leaders can reshape the existing organizational culture. If there is a prevalent culture of cynicism within the organization, leaders can take steps to change this culture. For instance, they can create a culture that does not encourage negative behaviors. Organizational culture and leadership contribute to building trust. Leaders should promote trust because distrust can be a cause of cynicism. Trustworthy leaders can increase employees' trust in the organization.

Organizations should continuously monitor and assess the level of cynicism. This allows for early problem detection and the implementation of appropriate measures. Various methods and tools can be used in organizations to identify

cynicism and understand the working culture and attitudes of employees, such as:

- **Surveys and Feedback:** Providing surveys containing questions about cynicism to employees is a common method to measure cynicism in the organization. These surveys allow employees to evaluate their emotional attitudes and satisfaction with the organization and upper management.
- **Focus Groups:** Creating groups with employees to openly discuss cynicism topics can help gain a deeper understanding of opinions and feelings. Focus groups provide a safe environment for employees to express their thoughts and concerns.
- **Observation:** Observing interactions within the organization is useful to understand how cynicism is expressed in the workplace. It's especially important to observe the interactions and communication styles between managers and employees.
- **Performance Reviews:** Assessing cynicism during employee performance reviews and feedback processes provides an opportunity to understand how negative cynicism affects the organization.
- **Turnover and Absenteeism Data:** Employee turnover rates and frequent absenteeism tendencies can reflect the impact of cynicism within the organization. High resignation or absenteeism rates may indicate that cynicism is harming the organization's working culture.

- Workplace Climate and Culture Assessments: Organizations can hire external experts or consultants to examine the workplace climate and culture. These experts can provide recommendations on how the organization can address cynicism.

By using these methods, organizations can gain insights into the presence and impact of cynicism and take appropriate actions to address it effectively.

The identification of cynicism is a critical step for organizations because early diagnosis and intervention can help foster a healthier work culture within the organization. The process of identifying and measuring cynicism can be easily done with technology-supported applications. Artificial intelligence-based systems can provide data to human resources personnel and managers regarding employees' cynicism levels and factors contributing to cynicism. Training on tracking systems and their purposes should be provided to unit managers, ensuring that each manager approaches the issue like a human resources manager. Employees should also be informed about the purposes and outcomes of these initiatives. Otherwise, the efforts to prevent cynicism might ironically lead to its emergence. Ambiguous practices with unclear purposes and outcomes can create doubts and uncertainties in employees' minds, leading to increased anxiety, concerns, and feelings of distrust. By focusing on identified issues, appropriate measures can be taken, and strategies for reducing cynicism can be developed. This can enhance employee motivation and increase workplace satisfaction.

The Relationship Between Leadership Culture and Cynicism

5.1. Leadership Styles and Cynicism

From a business management perspective, the concepts of leadership and cynicism have become increasingly important topics in recent years. The behavior of leaders in organizations is a critical factor that influences the attitudes and behaviors of employees towards the organization, as mentioned earlier.

Leadership is based on different theories, and different types of leadership involve various behavioral styles. These approaches include transformational leadership, autocratic leadership, paternalistic leadership, and democratic leadership, among others. The leadership approach an organization adopts is closely related to its organizational culture. In today's organizations, driven by globalization and technological advancements, the need for dynamic and modern

leadership styles has grown. As we enter the digital age, the competencies and responsibilities expected from leaders have started to shift.

Cynicism, as previously described, refers to the negative attitudes and behaviors of employees towards the organization, stemming from their lack of trust and critical views. The factors contributing to the emergence of cynical behavior have been discussed in previous sections, and in this section, we will focus on the positive and negative effects of leadership styles on the development of cynical behaviors. The leadership styles chosen by managers can have a significant impact on the success of the organization and the attitudes and behaviors of employees. Incorrect or ineffective leadership styles can lead to negative outcomes within the organization, often undermining employees' trust in the organization. This lack of trust can lead to cynicism and other negative attitudes within the organization.

Over the last decade, leadership research has revitalized the literature on organizational and cross-cultural psychology to understand which leadership theories are applicable in different societies and cultures. Authoritarian leadership is one of the leadership theories commonly practiced in collectivist cultures, and it represents a "hierarchical superior-subordinate relationship" in which the leader provides care, nurturing, and guidance in the professional and personal lives of employees, expecting loyalty and respect in return. At the same time, authoritarian leaders expect that employees won't question the leader's authority in exchange for intimacy, nurturing, and a close relationship. However, findings suggest that some behaviors of authoritarian leadership may be perceived as mobbing. Mobbing is defined

as “hostile and unethical communication directed by one or a few individuals, mainly to a single person.” Research on the negative consequences of mobbing has shown a strong connection between mobbing and organizational cynicism. Organizational cynicism reflects a negative attitude towards the organization an individual works for and has garnered increased attention due to its adverse effects on job and employee outcomes.

Dean et al. (1998) conducted a study on the conceptualization of organizational cynicism, involving 129 employees and managers. The aim of the research was to examine the relationships between organizational cynicism and organizational citizenship, managers’ leadership styles, and organizational commitment. The results of the study indicate a strong relationship between the leadership styles exhibited by managers and organizational cynicism. Additionally, other findings suggest negative and significant relationships between organizational cynicism and organizational commitment, organizational citizenship, and employee job involvement.

While conclusive results weren’t obtained, some findings suggest both direct and indirect effects of authoritarian leadership on mobbing and organizational cynicism outcomes. A study built on social exchange theory and the norm of reciprocity anticipates that authoritarian leadership practices influence organizational cynicism through perceptions of mobbing. The same study also explored the potential moderating effects of cultural values (individualism and collectivism) on this mediating mechanism. The findings of the study suggest that when employees encounter authoritarian leadership behaviors, they are likely to experience higher

levels of mobbing perceptions due to their desire for individualism and personal freedom. It is anticipated that this perception will also increase cynicism.

The behaviors and leadership styles adopted by leaders within an organization can significantly impact the attitudes and behaviors of employees. At the core of the leadership concept is the ability to guide people towards common goals and objectives. Leaders create this influence on people through their personal traits and behaviors. These traits can have a positive impact on employees, motivating them to act collectively, but they can also produce negative effects. There are numerous studies in the literature that investigate the effects of various leadership styles on employee behavior. Recent research indicates that, especially with the entrance of Generation Z into the workforce, situational and modern leadership styles have a more positive impact on employees compared to traditional leadership styles. As a result, leadership styles can influence the organizational atmosphere and potentially lead to the emergence of negative attitudes like cynicism, depending on the attitudes and behaviors of leaders.

Other research in the literature has shown the positive impact of the transformational leadership model on employee motivation and performance. It has also been observed that employees tend to have higher levels of trust in leaders who exhibit this style of leadership. This result is significant in preventing one of the key factors contributing to cynicism, which is the loss of trust in the organization. In a different study, the findings supported the idea that transformational leadership is effective in reducing cynicism (Bass and Riggio, 2006).

In another study, it was found that there is a negative significant relationship between organizational cynicism and transformational leadership style. On the other hand, a positive significant relationship was observed between organizational cynicism and transactional and laissez-faire leadership styles. According to these results, the transformational leadership style of managers reduces the level of organizational cynicism, while transactional and laissez-faire leadership styles increase the level of organizational cynicism. These findings are consistent with the research conducted by Ozer (2014), Arslan (2016), Gunas (2017), and Demircelik (2017) in educational organizations. Research conducted by Thompson et al. (2000) and Bommer et al. (2005) outside educational organizations also shows significant relationships between leadership styles and behaviors of managers and organizational cynicism (Ozgenel and Hidiroglu, 2019). Another study in the literature found that transformational and transactional leadership styles had a statistically significant negative impact on the cognitive, affective, and behavioral dimensions of cynicism (Polat, 2020).

In research on autocratic leadership, a style often preferred by bureaucratic and authoritarian organizational cultures, it has been observed that employee commitment to the organization is low, and cynicism increases in organizations that adopt this leadership style. Autocratic leaders tend to create a lack of trust and foster cynicism among employees. The reason behind the emergence of these behaviors is the untrusting behavior of autocratic leaders towards their employees. Trust is a critical factor in reducing cynicism.

Leaders can reduce cynicism by displaying behaviors that build trust.

On the other hand, research on democratic leadership and cynicism has shown that democratic leaders, by supporting employee participation, trusting their employees, and encouraging them to participate in decision-making processes, increase trust and reduce cynicism. Effective communication is another characteristic that nurtures trust in leadership behaviors. Depending on the leadership style they adopt, leaders who establish open and honest communication with employees can increase trust in the organization and the leader, thereby reducing cynicism. Therefore, organizations should focus on leadership training that enhances communication and persuasion skills, which can be beneficial in reducing cynicism. Research exploring how leadership behaviors affect organizational culture also indicates that leadership styles can positively change the organizational culture to increase employee trust and loyalty.

In a different study examining the relationship between servant leadership and cynicism, it was found that employees' perceptions of servant leadership had a slightly positive impact on cynical behaviors (Küçük and Yavuz, 2021). On the other hand, studies investigating the relationship between paternalistic leadership and organizational cynicism have yielded different results. Some studies found positive relationships between these variables (Ju and Bao, 2008), while others found negative relationships (Metek and Serin, 2015). The reason for these different results may be the cultural context of the organization, the organizational culture, and variations in employees' perceptions of paternalistic leadership. Research on the relationship between pater-

nalistic leadership and cynicism suggests that paternalistic leaders' expectations of unconditional obedience tend to increase employees' inclination to display cynical behaviors. Excessive intervention by leaders can create a lack of trust in employees (Jiang et al., 2017; Terzi and Derin, 2016).

In a study that examined the relationship between cynicism and transformational leadership, as well as employee commitment to the organization, it was found that cynicism related to organizational change was negatively associated with leadership (Wu, 2007). Transformational leadership attributes contribute to the reduction of cynicism that arises from organizational change within the organization. The characteristics of transformational leadership help reduce employees' reactions to change and positively contribute to the management of the change process.

Based on research and the characteristics of different leadership styles, we can summarize the impact of various leadership styles on cynicism as follows:

- **Transformational Leadership:** Transformational leaders are known for their vision and charisma. Followers tend to be committed to their leaders' vision and goals. Organizational cynicism may decrease when these leaders embrace a positive vision and leadership style. For example, a study might show that transformational leadership increases followers' organizational commitment and, as a result, reduces organizational cynicism.
- **Charismatic Leadership:** Charismatic leaders are effective at influencing and inspiring their followers. They have a strong personal appeal, and followers

respect them. Charismatic leadership can reduce organizational cynicism because followers may increase their loyalty to these leaders.

- **Democratic Leadership:** Democratic leaders involve team members in decision-making processes and value their input. This leadership style encourages employee participation and can lead to greater organizational commitment.
- **Emotional Intelligence and Human Approach:** Leaders with high emotional intelligence levels who sensitively address employees' emotional needs can reduce organizational cynicism. People-centric leaders understand their employees' emotional needs and motivate them, which can increase organizational commitment.
- **Paternalistic Leadership:** Paternalistic leaders exhibit a leadership style that is both supportive and controlling, similar to that of a parent. These leaders focus on supporting employees in their personal and professional lives. However, they also use a reward and punishment system. Supportive aspects of paternalistic leadership can foster a sense of belonging and positive feelings towards the leader. In contrast, an unfair perception of the reward and punishment system may lead to the emergence of cynicism.

In the case of paternalistic leadership, research findings can vary. Some studies may show that it reduces cynicism, while others may indicate that it increases cynicism, depending on factors such as the perception of fairness within the reward and punishment system.

- The impact of the characteristics and behavioral models of agile leaders on cynicism can be explained as follows:
 - Communication and Sensitivity: Agile leaders maintain continuous and open communication with employees. Agility includes a leadership style that values employees' opinions and is sensitive to their issues. This can encourage greater employee participation and emotional commitment, contributing to the reduction of cynicism.
 - Collaboration and Empathy: Agile leaders adopt a collaborative approach. Cynical employees often feel distrust towards their organizations or managers. Agile leaders use collaboration and empathy to overcome this distrust. Empathy can contribute to replacing cynical attitudes with cooperation and a positive working relationship.
 - Quick Adaptation: Agile leadership requires rapid adaptation to changing work environments. This ability helps organizations better manage uncertainties and changes. Cynicism can often arise as resistance to changes in the workplace. Agile leadership is important for dealing with such resistance and encouraging employees to accept changes.
 - Assessment and Feedback: Agile leaders regularly evaluate employee performance and provide feedback. This helps employees better understand what is going well and what needs improvement. Cynical employees often feel that

their performance is ignored or undervalued. Agile leadership can help address these emotional concerns.

- o Agile leadership can have a reducing effect on cynicism. This leadership approach can increase employee motivation, enhance job satisfaction, and contribute to creating a more positive organizational culture. Organizations can create a healthier and more productive work environment by adopting agile leadership principles and making efforts to reduce cynicism.
- o On the other hand, authoritarian or malicious leadership styles can increase organizational cynicism. In particular, authoritarian leaders can increase employees' feelings of distrust and lead to the development of a cynical attitude. It is important to remember that leadership does not always have to have a positive impact on employees. Leadership styles that do not align with organizational values and fail to meet employee expectations can lead to negative attitudes toward both the leader and the organization.

The relationship between leadership styles and organizational cynicism is a complex concept, depending on various factors. Among these factors, organizational culture is the most prominent. The effects of organizational culture can be observed in all processes, from shaping the leadership approach of the organization to determining employees' attitudes towards the organization. Therefore, when evaluating the effects of leadership styles on cynicism, it may be

necessary to consider the organization's culture as well as the cultures of the sector and society in which it operates. Organizational cultures are often influenced by the cultures of the sectors and societies in which they exist. Many studies on culture have shown that similar leadership styles applied in different cultures can yield different results.

5.2. The Effects of Leadership Behaviors on Cynicism

Leadership behaviors can indeed have both positive and negative effects on employees within organizations. As mentioned in previous sections, leadership behaviors are influenced by the adopted leadership style, and the impacts of these behaviors vary for employees. Supportive and fair leadership behavior can enhance trust in both the organization and its leaders. On the other hand, an authoritative, controlling, or self-serving leadership style can diminish employee commitment and trust toward the organization.

Drawing from the relationship between leadership styles and cynicism, this section will address the positive and negative effects that leadership behaviors can have on cynicism. These behaviors can be classified as follows:

- **Communication and Sensitivity:** Leaders' communication skills can have a significant impact on cynicism. Open, honest, and transparent communication can increase employees' trust in the organization. Conversely, insufficient or misleading communication can foster cynicism.
- **Justice and Equity:** Leaders' behaviors in ensuring justice and adhering to principles of equality can be a

determining factor for cynicism. Leaders making fair decisions and treating everyone equally can reduce cynicism. However, injustice, particularly in promotions or rewards, can lead to increased cynicism. Leaders not upholding justice in their decisions or being unfair in reward allocation can create a perception of unfairness among employees, which can be a root cause of cynicism.

- **Motivation and Engagement:** Leaders play a crucial role in providing motivation and keeping employees engaged. Lack of motivation and disengagement can lead to cynicism. Leaders being indifferent to or neglecting employees' emotional and professional needs can increase feelings of indifference and lack of interest among employees. This can trigger cynicism. Good leaders who support and motivate employees can help reduce cynicism.
- **Leader-Employee Relationships:** The quality of the relationship between leaders and employees can significantly affect cynicism. A positive leader-employee relationship can increase trust in the organization and its leaders, while a poor relationship can promote cynicism.
- **Reflecting Organizational Culture and Values:** Leaders play a vital role in reflecting the culture and values of the organization. If leaders behave contrary to the organization's established values, it can lead to cynicism among employees.
- **Reaction to Criticism and Feedback:** Leaders displaying a negative attitude towards criticism and

feedback or belittling employees can encourage critical and mocking behavior among employees. Cynicism can develop as a result of these attitudes.

- **Demotivation:** Leaders who exhibit demotivating behaviors or lower employees' motivation can lead to employees losing their commitment to their work. Cynicism can arise as a consequence of motivation loss.
- **Lack of Transparency, Honesty, or Consistency:** Leaders not being transparent, honest, or displaying inconsistency can create a sense of mistrust and doubt among employees. This can increase cynicism, as a lack of trust is one of the fundamental causes of cynicism. Leaders who adopt transparent and honest communication can help reduce cynicism.
- **Setting a Positive Example:** Leaders who serve as positive role models can influence employees to follow their positive behaviors. Leaders embracing ethical behavior and high standards can help reduce cynicism.
- **Encouraging Participation:** Leaders offering employees opportunities for participation and valuing their ideas can promote greater commitment to the organization. Encouraging collaboration and involvement can help reduce cynicism.
- **Providing Regular Positive Feedback:** Leaders can motivate employees by providing regular positive feedback. Positive feedback can increase employees' commitment to their work and reduce cynicism.

Cynicism in the workplace can be a major problem, leading to decreased productivity, morale, and engagement. Leaders can play a key role in reducing cynicism by delegating tasks and sharing authority with their employees.

When leaders delegate, they show that they trust and value their employees' skills and abilities. This can boost employee morale and motivation, and lead to a more positive and productive work environment. Delegating can also help to reduce cynicism by giving employees more opportunities to contribute to the organization and make a difference.

In addition to delegating, leaders can also reduce cynicism by sharing authority with their employees. This means involving employees in decision-making processes and giving them more autonomy over their work. When employees feel like they have a say in their work and are empowered to make decisions, they are less likely to become cynical.

Finally, delegating and sharing authority can also help to reduce leaders' workload and stress levels. This can free up leaders to focus on other important tasks, such as strategic planning and developing their team. When leaders are less stressed and more focused, they are better able to create a positive and productive work environment for their employees.

Delegation can reduce cynicism in the workplace, but only if leaders do it carefully and fairly. When leaders delegate tasks to employees, they show that they trust and value their skills and abilities. This can boost employee morale and motivation, and lead to a more positive and productive work environment. It can also help to reduce cynicism by

giving employees more opportunities to contribute to the organization and make a difference.

However, if leaders do not delegate tasks properly, or if they ignore the skills and capabilities of their employees, this can actually increase cynicism. For example, if a leader delegates a task to an employee who is not qualified to do it, or if they give an employee an unrealistic deadline, this can lead to frustration and resentment. This can make employees feel like their leaders do not care about them or their work, and it can contribute to a cynical attitude.

Authoritarian leadership can also lead to increased cynicism in the workplace. When leaders are authoritarian, they make decisions without consulting their employees and they often micromanage their work. This can make employees feel like they have no control over their work or their future, and it can lead to a feeling of helplessness and cynicism.

On the other hand, more participatory and democratic leadership styles tend to reduce cynicism. When leaders are participatory and democratic, they involve their employees in decision-making and they give them more autonomy over their work. This makes employees feel like they have a say in their work and that their contributions are valued. This can lead to increased employee satisfaction and motivation, and it can help to reduce cynicism.

Leaders can play a key role in reducing organizational cynicism by exhibiting visionary, developmental, and strong personality traits.

Visionary leaders communicate a clear vision for the future and inspire employees to believe in the organization.

They also share information openly and transparently, which builds trust.

Developmental leaders focus on employee growth and development, which makes employees feel valued and motivated. They also encourage teamwork and collaboration, which can reduce cynicism.

Leaders with strong personality traits are role models for employees and can inspire them to exhibit positive behaviors.

By exhibiting these positive leadership behaviors, leaders can create a more positive and productive work environment.

The Relationship Between Leadership and Cynicism in Human Resource Management

Human Resource Management strives to efficiently oversee the most valuable asset of organizations, their human resources. Within this context, the attitudes, behaviors, and emotional states of employees play a crucial role in Human Resource Management. Organizational cynicism, in particular, can exert adverse impacts on human resources, with significant repercussions for the organization's success, performance, and employee contentment. These detrimental effects can be outlined as follows.

An upsurge in organizational cynicism can result in reduced employee satisfaction, as it signifies negative attitudes and behaviors employees harbor towards the organization. Cynical employees, viewing their organizations negatively, experience higher dissatisfaction, and their presence can propagate discontent among their peers over time. They

may endeavor to sway others by conveying their pessimistic views about the organization whenever an opportunity arises. Consequently, this leads to decreased employee satisfaction, diminished motivation, and commitment within the organization.

Furthermore, organizational cynicism can undermine employee commitment. Distrust stemming from cynicism may lead employees to be more amenable to changing jobs, showing negligence in their work, and avoiding collaboration and dedication when needed. Diminished employee commitment significantly impacts performance, resulting in suboptimal utilization of human resources.

Conversely, when employees with cynical inclinations translate their negative sentiments into action, their behaviors can adversely affect the performance of their colleagues and compromise the organization's success. These negative attitudes and behaviors exhibited by cynical employees can also cast a shadow over the organizational climate, fostering negativity among all employees toward the organization and one another. This further culminates in reduced organizational performance and long-term decreases in organizational efficiency.

Cynical employees, due to their critical and negative approach towards the organization, are more likely to have intentions of leaving the organization. Those considering leaving their jobs tend to exhibit lower performance and reduced focus on their work. When employees find better job opportunities elsewhere, they are inclined to exit the organization. In organizations with a high number of cynical employees, this increased turnover will result in a higher

workforce turnover rate. In environments with a high workforce turnover rate, the organizational climate is adversely affected, as the constant departure of employees leads to questioning the organization, decreased motivation, and commitment among the remaining staff.

Cynical employees may also display reluctance toward collaboration and teamwork, complicating the smooth functioning of tasks. In organizations with a prevalence of cynical behaviors, this situation can create a negative atmosphere in the workplace. Failure to adopt the appropriate leadership style may negatively impact employees' perception of fairness in task distribution. Managers struggling to assign tasks to cynical employees may resort to allocating additional responsibilities to other team members, resulting in an increased workload. Over time, these overburdened employees may develop negative feelings towards the leader and the organizational structure, leading to work disruptions and delayed completion of tasks.

An organization with a cynical working environment can harm its employer brand. Organizations known for their negative organizational climate and high turnover rates will face difficulties in attracting qualified employees in the market. This situation, which diminishes the organization's standing in the market, can lead to a loss of competitive advantage.

The effectiveness of workload and workforce planning can also be considered from a cynicism perspective in human resources management. Precise measurement of position workloads and the development of workforce plans for departments based on these workload analyses are crucial for

both productivity and employee satisfaction. An excessive workload beyond what employees can handle will lead to disenchantment among them. Furthermore, a heavy workload often implies long working hours, creating a work-life imbalance, regular overtime, and employees bringing work home. Such conditions result in decreased motivation and psychological well-being. Additionally, an uneven distribution of workload within a unit and the introduction of various discriminatory elements reduce motivation and undermine employees' perception of organizational justice. Consequently, employees develop negative feelings and behaviors towards the organization and its managers, contributing to the emergence of organizational cynicism.

One of the significant challenges in human resources management is ensuring occupational health and safety. Human resources management in organizations is often responsible for providing employees with information about the risks associated with their jobs, minimizing these risks, and undertaking preventive measures to prevent workplace accidents. Employee negligence is one of the key factors contributing to workplace accidents. Low morale and motivation among employees can lead to workplace accidents. Employees displaying cynical behaviors are generally dissatisfied in terms of motivation, and their stress levels are high, making them more susceptible to workplace accidents. On the other hand, an employee's negative attitude towards the organization can hinder their compliance with occupational safety rules. Ineffective implementation of occupational safety rules increases the risk of workplace accidents for both employees with cynical behaviors and other employees. This

results in both financial and non-financial losses for the organization.

To prevent or reduce these effects, organizations must understand the sources and causes of organizational cynicism and make efforts to address them. At this point, human resources management can work to minimize the effects of organizational cynicism by employing strategies such as improving organizational culture, maintaining open communication channels, and addressing employees' emotional needs. This way, they can create a happier, more loyal, and productive workforce.

Additionally, the leadership approaches and training developed by human resources within the organization can also be effective in preventing the adverse effects of cynicism. As mentioned in previous sections, leadership styles and behaviors are one of the factors that influence cynicism. Encouraging the human resources department of the organization to guide every manager within the organization towards leadership styles that support the human resources perspective will reduce the negative impact of cynicism within the organization.

Human resources should focus on strengthening communication within the organization to create a positive organizational climate. This requires the organization to adopt a culture of open and effective communication, as well as managers practicing honest, transparent, and effective communication. A good leader establishes open and effective communication. The lack of communication can increase cynicism. Leaders should listen to concerns, provide explanations, and be transparent by regularly communicating

with employees. Leaders who provide and receive regular feedback will have knowledge about employee satisfaction levels and concerns, and they can work in coordination with human resources to address emotions and thoughts that may lead to cynicism in the future.

Leaders should also focus on building trust among employees. The loss of trust is one of the most significant factors contributing to cynical attitudes. Leaders must keep their promises, act fairly, and earn the trust of employees. At the same time, human resources should support leaders in this regard and provide them with the necessary authority and initiative. Periodic meetings between leaders and human resources, where they work together to enhance organizational culture based on employee feedback, are essential. Otherwise, employees who see no change as a result of their feedback may turn to cynical behaviors.

One of the most significant challenges in human resources management is ensuring employee motivation. Low employee motivation may stem from individual or organizational reasons, but in either case, demotivation can lead to cynicism. Employees expect to receive attention and support from the organizations they are part of. To prevent demotivation caused by internal or external factors, human resources practices need to be well planned. Leadership is one of the most beneficial approaches in this regard. Leaders can motivate employees by using techniques such as appreciation, rewards and penalties, delegation, empowerment, feedback, and effective communication. Moreover, leaders can gather valuable data for human resources management by continuously monitoring employees' feedback. A good leader makes employees feel that they care about their work

and value them. Sharing organizational goals in a clear and concise manner and emphasizing the importance of tasks and their contribution to the overall objective will help employees better understand and relate to their work. Understanding the job and goals, as well as having a sense of purpose, can have a positive impact on employee motivation, ultimately helping prevent cynicism in organizations.

Today, empowerment practices frequently encountered in human resources management can also be beneficial for increasing employee motivation and performance. Empowerment practices help employees feel more valuable and important, providing a competitive advantage for organizations. These practices contribute to employees' development, motivation, and job satisfaction while simultaneously enhancing the organization's performance. Empowerment practices include training, rotation, feedback, coaching and mentoring, and empowerment.

Another method employed by human resources is "Psychological Empowerment." Psychological empowerment is a significant component of human resources management and aims to meet employees' emotional and psychological needs. Supporting work-life balance makes employees happier, healthier, and more productive. Policies such as flexible working hours and remote work options promote this balance. Psychological empowerment can also be an effective strategy for dealing with cynicism. Cynical employees often display a negative attitude due to their lack of trust in their jobs, organizations, or managers. Psychological empowerment can help reduce these feelings of distrust.

Leadership styles can also be used to prevent the prevalence and emergence of cynical behaviors in organizations with cynical employees. Leaders shape the organizational culture. Positive attitudes and role modeling by leaders can inspire employees to exhibit a positive attitude. It's crucial for human resources leaders to set an example for other leaders and managers within the organization.

Another approach to eliminating factors that trigger cynicism from a human resources perspective is through training and development activities. Employees tend to display fewer negative feelings and behaviors in a culture that values their development. Leader support is essential for human resources to conduct training and development activities. Leaders should encourage participation in planned training sessions by delegating authority, responsibility, and providing education. Helping employees enhance their skills and abilities, raising their self-esteem, making them feel valued, and supporting their development can reduce cynicism.

As a result of cynicism, conflicts can arise among employees within the organization. If the organization's culture nurtures conflicts and leadership practices are inadequate, conflicts among employees can be both a cause and a consequence of cynicism. Leaders effectively managing conflicts among employees and displaying a solution-oriented approach will positively impact the organizational climate. In the context of human resources practices, leaders should focus on their development in this regard and take the necessary measures to transform the organizational culture into one that avoids conflict and is solution and communication-oriented. Human resources practices that emphasize

open communication and solution-oriented leadership will prevent conflicts from turning into cynicism.

With the entrance of Generation Z into the workforce, a coaching culture has started to become more prevalent in organizations. Generation Z prefers to work with managers who provide coaching and mentoring. Therefore, human resources units should ensure that a coaching leadership approach becomes widespread within the organization while developing the organizational culture. Employees with managers who provide support and coaching in both their professional and personal lives feel valued. A good leader can support employees by acting as a mentor and actively participating in their personal and career development. Establishing a culture of coaching and mentoring within the organization, planned by human resources, can be effective in reducing and preventing cynicism. Additionally, incorporating a feedback culture into the organizational culture, with regular and effective feedback given by managers to employees and vice versa, will strengthen communication between employees and managers. Timely and accurate feedback is crucial for employee development and motivation. Providing constructive feedback to identify the root causes of repeated mistakes and prevent them from turning into larger issues will yield positive results for both employees and the organization's performance. Regular and effective feedback provided by leaders to employees will also be beneficial in preventing and reducing cynicism.

Human Resources departments can recommend considering a leader's adopted leadership style in relation to the cultural values of the group, whether the group aligns more with individualistic or collectivist cultural values when

appointing someone as a leader to the top management. Furthermore, these HR departments can emphasize that employees' positive attitudes towards the organization are closely related to the leadership behaviors of their managers. This information can be communicated to managers through in-service development training. During these training sessions, managers can be encouraged to shape their leadership behaviors with consideration of the values of their employees, highlighting the importance of discovering employees' values.

The process of determining an appropriate leadership style for the organization to reduce cynicism and align with the organization's culture involves an interaction process where leaders understand the organization's values and exhibit leadership that aligns with this culture. Leaders should reflect the organization's values, strengthen communication, build trust, and create a culture that reduces cynicism. A good leader builds trust, increases motivation, provides support, and fosters a positive working environment. These factors can contribute to reducing cynicism and making employees happier, more committed, and more productive. Of course, the most crucial factor in the development of organizational culture and the identification of appropriate leadership approaches is making human resources management within the organization effective.

In today's world, human resources professionals use a wealth of data for predictive analytics. This allows them not only to track past performance indicators but also to research future needs and trends. Artificial intelligence technology and data analysis enable real-time performance evaluation. Through this technological framework, it is possible

to determine whether employees have the competencies and performance suitable for their teams. Similarly, as mentioned earlier, artificial intelligence-based applications can be used to determine the emotional states and levels of psychological well-being of employees. AI technologies make it easier to select suitable employees for teams, monitor their performance, and facilitate their training and development activities.

The Relationship Between Culture, Leadership, and Cynicism in Business Management

From a business management perspective, the relationship between organizational culture, leadership, and cynicism is highly significant. These three factors deeply influence an organization's functioning, performance, and the attitudes of its employees.

Organizational culture reflects an organization's values, beliefs, norms, and behaviors. Leadership is a crucial factor in shaping and maintaining this culture. Leaders explicitly express their values and leadership styles to determine and perpetuate the organizational culture. For example, a leader adopting a participatory leadership style can lead to the development of a culture that promotes collaboration and teamwork. Conversely, an authoritarian leader may lead to a hierarchical culture. Leaders can also use symbols, rituals, and communication tools to strengthen or change the

organizational culture. The leadership style, particularly the leader's relationship with organization members, affects the attitudes and behaviors of employees toward the organization. For instance, an authoritarian and controlling leadership style can lead to increased distrust and organizational cynicism among employees. When employees believe that their leaders do not trust or care about them, they may develop a cynical attitude. On the other hand, a participatory leadership style can contribute to higher employee commitment, trust, and reduced cynicism.

In business management, resource efficiency and effectiveness are crucial. The goal of business management is to create strategies that maximize performance and profitability with minimal resources. In organizations where cynicism is observed, the negative emotions and behaviors displayed by employees towards the organization can also affect the profitability and efficiency of the business. Organizational culture and leadership styles play a significant role in shaping this outcome.

If employees displaying cynical behaviors go unnoticed, and leaders fail to develop strategies to prevent these behaviors, it can result in demotivated and unenthusiastic employees. Employees lacking enthusiasm and motivation for their work will lead to a decline in their performance. This may result in tasks not being completed on time, reduced productivity, and increased workloads for other employees. Unmotivated and unenthusiastic employees might also lead to a drop in customer satisfaction. Such employees may exhibit disinterest or lack of motivation in their work, leading to tasks not being accomplished to the expected quality standards. Cynical employees may display impatience and

less responsiveness to customer issues, leading to less attention to and resolution of customer complaints. The attitude of a cynical employee may negatively impact customer interactions, reduce customer satisfaction, and even lead to customers leaving the organization. This situation can weaken long-term customer relationships and lead to revenue losses for businesses.

The negative effects of cynical employees can lead to a decrease in the competitiveness of the business, both internally and externally. First and foremost, cynicism can have a detrimental impact on internal collaboration within the organization. Cynical employees may create a lack of trust, collaboration, and communication among colleagues and upper management, which can result in reduced productivity and disruption of business processes. Moreover, the relationships of cynical employees with external stakeholders, such as customers or suppliers, can also be negatively affected. Employees displaying negative attitudes toward customers or suppliers can weaken the organization's external relationships, potentially leading to reduced customer loyalty, missed business opportunities, and weakened supplier relations. This, in turn, can diminish the organization's competitive advantage and place it at a disadvantage compared to its competitors.

The lack of motivation among cynical employees can reduce their ability to generate innovative ideas and sustain the organization's competitive advantage. In today's business world, innovation and continuous improvement are fundamental to maintaining a competitive edge, but cynicism can hinder these processes. Cynicism can reduce the willingness to be open to new ideas and innovations. When employees

perceive resistance to change and innovation within their organizations, they may be reluctant to share new ideas. In an environment where cynicism is prevalent, employees may avoid taking risks and opt for routine tasks. Cynicism can weaken internal collaboration and external relationships, ultimately contributing to a decrease in the organization's competitive advantage. Businesses can protect their competitive advantages by focusing on reducing cynicism and fostering a positive organizational culture.

Cynicism can also negatively affect decision-making processes within the organization. Cynical employees, particularly regarding decisions made by upper management and leaders, may adopt a skeptical and critical attitude. This can lengthen and undermine the decision-making processes. Cynical employees may believe that decisions are driven by ill intentions or personal interests, leading to a lack of trust. Cynicism can also reduce the willingness to take risks within the organization, as cynical employees may avoid risks due to their belief that decisions will lead to negative outcomes. Cynical employees may also show indifference towards the decision-making processes. Due to their pessimism about the outcomes of decisions, they may refrain from contributing to the processes. This diminishes the effectiveness of decision-making processes and adversely impacts the performance of the organization.

Cynicism can also have negative effects on the organizational reputation of a business. Cynicism arises from the distrust and critical attitudes of employees towards their organizations and leaders, which can harm the organization's reputation. First and foremost, cynicism affects the internal dynamics of the organization. Cynical employees can create

a negative atmosphere within the organization. This negative atmosphere can affect other employees and disrupt internal cohesion, potentially harming the organization's reputation. From an external perspective, an organization's internal turmoil and atmosphere of distrust can create a negative impression. Cynicism can also impact the organization's external relationships, especially when customers, suppliers, business partners, and other external stakeholders hear negative news about the organization's internal dynamics. This can undermine the organization's reputation, as external stakeholders may lose trust. Cynical employees can also affect the organization's external communication. A critical or negative statement made by a cynical employee outside the workplace, especially when shared on social media, can quickly spread and damage the organization's reputation. Therefore, organizations should carefully manage the attitudes and behaviors of their employees and work to prevent negative cynical attitudes.

Another concern in business management is quality management. Quality management aims to improve the quality of products and services, ensure customer satisfaction, and enhance the competitiveness of the business. However, cynicism can make it difficult to achieve these goals. Firstly, cynical employees may reduce their commitment to quality. Quality management requires employees to adhere to quality standards and processes. However, cynical employees may be unwilling to comply with these rules due to their lack of trust in these standards and processes. This can lead to a decrease in product or service quality. Cynicism can also hinder the business's continuous improvement efforts. While quality management encourages continuous improvement,

cynical employees may resist changes or innovations. This can reduce the competitiveness of the business because other competing companies may develop more rapidly by focusing on continuous improvement and innovation. Cynicism can also lead to hiding or not reporting quality issues. Instead of reporting quality problems or errors, employees with a cynical attitude may be inclined to hide or downplay the issues. This hinders effective quality management and may lead to recurring problems being ignored.

Organizational cynicism is a significant factor that can seriously affect business ethics from a business management perspective. Business ethics encompass behaviors that align with the organization's values, norms, and ethical rules and serve as a fundamental driver for business management. Cynical employees within an organization tend to have lower respect for ethical rules and values. This can lead to an increase in ethical violations within the organization. Cynicism can weaken the ethical climate within the business. Instead of fostering an atmosphere that emphasizes the importance of ethical rules and values, it can promote a negative attitude. Ensuring business ethics involves a close relationship with transparency and honesty. Cynicism can reduce transparency and increase tendencies towards secrecy and confidentiality within the organization. As a result, unethical behavior and a lack of honesty among employees can develop due to cynicism, damaging the organization's reputation internally. Preserving business ethics is also critical for establishing customer trust. Cynical employees may exhibit negative attitudes towards customers, reducing the trust customers have in the organization. A similar situation can arise in relationships with suppliers. A cynical business may fail to maintain

its honesty towards suppliers, which can weaken supplier relationships. Unethical behavior resulting from cynicism can expose the organization to legal problems, both within and outside the organization. Moreover, business ethics encourage employees to engage in corporate citizenship behaviors, while cynicism can weaken these behaviors. Employees may hinder the organization from fulfilling its social responsibilities, leading to a decline in volunteerism.

As a consequence of the damage to business ethics due to cynicism, the competitiveness of the business can diminish. Loss of customers, legal issues, and decreased employee motivation can negatively impact the organization's competitiveness. To prevent these issues, the organizational culture should be inclusive and supportive of employees. In particular, the organization's stance on social and business ethics should be clearly defined. Ambiguities on these subjects can be confusing for employees. Transferring the organization's values to employees, ensuring their adoption, and monitoring whether employees adhere to them is primarily the responsibility of managers within the organization. Managers must adopt the right leadership style to ensure that employees embrace these values. On the other hand, it is essential to define the consequences of behaviors that deviate from the values in the organizational culture. Identifying employees who act contrary to ethical values and applying organizational or legal penalties to these employees is also the responsibility of managers. In business management, each unit manager shares an equal responsibility in maintaining the organizational culture and its associated values in a sustainable manner.

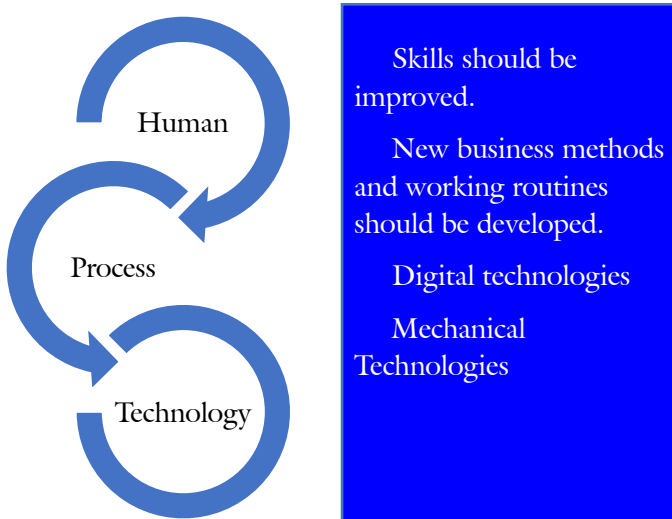
From a business management perspective, the relationship between organizational culture, leadership, and cynicism is complex and crucial. Leaders play a key role in shaping the organizational culture and reducing cynicism. A positive organizational culture and effective leadership can enhance employee motivation and positively impact the success of the organization. Therefore, business managers should consider the effects of organizational culture and leadership styles on cynicism and make efforts to create a positive working environment. Businesses should support initiatives aimed at reducing cynicism by increasing trust, encouraging employee engagement, and enhancing commitment to quality. Quality management is critically important for improving customer satisfaction and ensuring the sustainability of the business, and cynicism can hinder the achievement of these important objectives.

The Relationship Between Leadership and Cynicism in Future Businesses

8.1. Digitalization

Before making comments on the future organizational cultures and leaders, it would be useful to explain the concept of digitization that guides these concepts. Digitization is the process in which organizations adopt digital technology and tools to improve their business processes, communications, and operations. This process involves traditional methods of doing business being replaced by digital technology and fundamental changes in how work is done. Digitization is a process and should be managed correctly.

Figure 1: Digitalization process



Digitalization is important for organizations to remain competitive and become more efficient. Digitalization is a process where organizations adopt digital technology and tools to improve their business processes, communications, and operations. This process involves the replacement of traditional methods with digital technology, leading to a fundamental change in the way business is conducted. Digitalization is a process that needs to be managed effectively.

Digital Strategy Development: Organizations, when embarking on their digitalization journey, first create a digital strategy. This strategy defines the organization's goals and how they will use digital technologies.

Digital Organizational Culture: Digital organizational culture reflects a work atmosphere that combines traditional

ways of doing business with digital technology and innovation, promoting the rapid adaptation of the organization. In other words, digital organizational culture is a transformation of organizational business processes from traditional methods to digital technology. This transformation helps the organization become faster and more flexible while also promoting innovation. Digital organizational culture facilitates the adaptation of organizations to rapidly changing business environments.

Digital Leadership: Digital leadership is a form of leadership that reflects the need to adapt to the new dynamics brought by digital technologies and transformation, in contrast to traditional leadership concepts. This type of leadership is designed to guide organizations in adapting to rapid changes and uncertainties in the digital age and to gain a competitive advantage. Digital leaders must be flexible in adapting to rapid changes and uncertainties. They should promote change rather than resist it. Digital leaders must have the capability to develop and implement digital strategies for their organizations. These strategies should include how to integrate technology into business processes and improve the customer experience.

Digitalization of Business Processes: Digitalization involves the automation of an organization's business processes. For example, improving business processes through automatic data flows or using artificial intelligence instead of manual data entry. The ability to quickly update business processes and strategies provides a competitive advantage.

Data Analytics and Big Data: Organizations use big data analytics tools to enhance their ability to understand and

evaluate their data. This supports better decision-making. Setting policies for data access, data security, and preventing data pollution will allow the organization to use data effectively. Accurately analyzed data will help the organization project future outcomes related to customers, the industry, and internal dynamics.

Digital Security: The process of digitalization also increases the importance of cybersecurity. Organizations must take strong cybersecurity measures to protect their digital assets.

Digital Culture and Skills: Digitalization requires not only a technological change but also a cultural change. Organizations should develop their employees' digital skills and promote a digital culture.

Improvement of Customer Experience: Digitalization aims to provide better service to customers. Organizations can use digital channels and personalized services to enhance the customer experience.

Digitalization can be implemented in various ways in every sector and type of organization. Successfully implementing this process can provide a competitive advantage, but implementing it incorrectly can lead to serious problems. Therefore, organizations should carefully plan and implement their digitalization strategies. A poorly planned transformation process can create dissatisfaction among employees. Additionally, it's important not to forget that digitalization may have negative consequences that can increase cynicism, as well as the benefits it provides to the organization. It is possible to list these outcomes as follows:

- **Anonymity:** The ability for individuals to hide or mask their identities on digital platforms, especially through online comments and behaviors, can lead to negative or cynical attitudes. Anonymity can make people act more boldly and disrespectfully.
- **Virtual Communication:** The lack of face-to-face interaction when communicating through digital platforms can lead people to behave more cynically or negatively. The absence of a personal connection can increase the tendency to display a negative attitude.
- **Information Abundance:** The internet facilitates easy access to all kinds of information and content. This can lead individuals to adopt a more critical or cynical attitude. Information overload can make people more skeptical and critical.
- **Online Debates:** Online debates, prevalent on social media platforms, can encourage cynical and negative behavior. Anonymity and a distant communication environment can lead people to be less careful and respectful.
- **Information Overload:** Digitalization can lead to the mixing of information and news from various sources. This can make individuals more skeptical and adopt a cynical attitude.
- **Online Profanity and Harassment:** Frequent occurrences of profanity and harassment on digital platforms can contribute to the spread of cynicism. People may tend to be more aggressive and disrespectful on online platforms.

All these factors, when combined, can lead to the formation of a negative culture in online and digital environments, where cynicism and negative behaviors can thrive. Therefore, it's important to emphasize the promotion of a positive online culture during the process of digitalization and to make efforts for people to exhibit respectful, fair, and positive attitudes.

An effective and efficient digital transformation process allows organizations to make the best use of the power of digital technologies by rethinking their traditional business models and processes. This process aims to better prepare organizations for the future and gain a competitive advantage. The first step in managing this process correctly is to assess the organization's current situation and understand why digital transformation is necessary. This involves reviewing the organization's goals, customer expectations, and market dynamics. Then, based on these analyses, the organization develops a digital transformation strategy. The strategy determines which technologies the organization will adopt, how it will improve its business processes, and how it will train its employees.

Another crucial step in the digital transformation process is selecting and implementing the right digital technologies for the organization. These technologies may include data analytics, artificial intelligence, cloud computing, the Internet of Things (IoT), and more. The choice of technologies should be aligned with the organization's goals and requirements.

Education and change management are critical factors for the success of the digital transformation process. Em-

ployees need to learn how to use new technologies. At the same time, the organization's culture and way of doing business should support digital transformation.

The digital transformation process includes a continuous monitoring and improvement phase. The analysis of data and feedback helps identify weak points in the process and encourages continuous improvement.

An effective and efficient digital transformation process allows organizations to move forward with better preparation for the future, gain a competitive advantage, and increase customer satisfaction. It also enables organizations to be more agile and innovative, supporting their long-term success.

8.2. Artificial Intelligence

Artificial intelligence (AI) refers to a broad technology field that mimics human intelligence by performing cognitive functions such as decision-making, learning, and problem-solving using machines and computers. When reviewing the literature on the concept of artificial intelligence, it is observed that there are different definitions.

The term artificial intelligence was first used in 1956 by John McCarthy. McCarthy defined artificial intelligence as “the science and engineering of making intelligent machines” (Gupta, 2017). Another definition views artificial intelligence as “a form of creating intelligence through mechanical simulation systems for data collection, information processing, and simulating the mechanics of the universe” (Grewal, 2014). Jain (2018) defined artificial intelligence as “the intelligence displayed by machines that does not mimic

the form of intelligence shown by humans and other living beings” (Jain, 2018).

When we look at the history of artificial intelligence, we can see that the origins of this concept go back a long way. In 1923, in the play “R.U.R.” (Rossum’s Universal Robots) by Karel Capek, the word “robot” was first used. Then, in 1945, the concept of “Robotics” was developed by Isaac Asimov. The renowned scientist Alan Turing extensively examined the concept of intelligence in 1950 and famously developed the Turing Test with the question “Can machines think?” In 1956, John McCarthy first used the term “artificial intelligence,” and he also invented the LISP programming language in 1958, which was an important step for the use of artificial intelligence.

Another significant development in the history of artificial intelligence is a thesis published by Danny Bobrow in 1964. This work demonstrated the ability of computers to understand natural language and accurately solve algebraic word problems. Studies conducted after the 1990s have led to significant advancements in various fields of artificial intelligence, including case-based reasoning, data mining, machine learning, and virtual reality. One of the most notable achievements in artificial intelligence was the chess program “Deep Blue,” which defeated world chess champion Garry Kasparov in 1997 (Gupta, 2017).

Artificial intelligence research is based on the human brain. Artificial intelligence is used in various areas of daily life, including production, as well as for purposes such as prediction, classification, and clustering. Like humans, computers have different behaviors when it comes to interpret-

ing and predicting events. These behaviors have led to the emergence of many artificial intelligence technologies today. Some of the prominent technologies are listed below (İnal, 2022):

- Expert Systems
- Fuzzy Logic
- Genetic Algorithms
- Artificial Neural Networks and Machine Learning

Expert systems, as the name suggests, are systems that find solutions to a problem in a given field similar to how experts in that field would. Expert systems use their knowledge to perform a task, make decisions, and solve a problem. Fuzzy logic is an approach to creating systems that can think, make decisions, solve problems, and make choices similar to humans. Artificial neural networks, which operate based on the principles of neural cell networks in the central nervous system, are networks used to simulate biological neural systems. Machine learning, which includes artificial neural networks, is considered the most popular artificial intelligence technique (Pannu, 2015).

8.3. Digitalization and Organizational Culture in the Businesses of the Future

The businesses of the future are set to undergo significant changes in their organizational cultures due to the rapid spread of digitization and technological advancements. These changes are of great importance for businesses to maintain their competitive advantage and motivate their

employees. It is possible to explain the potential changes in organizational cultures due to digitalization as follows:

Culture is a factor that defines the values and characteristic behaviors within an organization. A healthy culture guides employees in making the right decisions and advancing the organization's goals and strategies. Neglecting digital culture can lead to failure for three significant reasons. First, neglecting culture can lead to the failure of digital transformation. Research by BCG has shown that companies focusing on digital transformation and culture are five times more likely to achieve financial success compared to those who ignore culture. Second, a digital culture empowers employees to deliver results more quickly. Digital organizations act faster and adopt a more horizontal decision-making process. Digital culture provides behavioral rules that allow employees to exercise judgment and make on-the-spot decisions. Third, digital culture attracts talent. Being a leader in the digital field is important for attracting talents. Especially the Y generation is attracted to digital companies that offer a collaborative, creative environment and more autonomy.

A study conducted by Burchardt and Maisch (2019) explains the importance of culture during the digital transformation process, especially in the context of open innovation and agility. This study provides insights into the need for cultural changes in companies during their transformation processes. These changes offer opportunities for changes in relationships between employees and managers, the use of technologies like the Internet of Things (IoT) or Industry 4.0, increased transparency of information, the adoption of participatory approaches like open innovation, autonomy, agility, and opportunities for individuals to realize their po-

tentials. Additionally, the use of digital technologies, mobile network forms, and data analysis change people's social behaviors and lead to the development of new values and understandings. Therefore, digitization highlights the necessity of new approaches and organizational changes in the business world. Traditional companies must enter the software world to survive in the competitive environment, establish a sustainable business structure, and seize growth opportunities. This makes it possible to discover new market opportunities and implement new business models with exponential growth potential.

With digitization, it becomes possible for businesses to cultivate cultures that are focused on flexibility and innovation. Digitization increases the need for businesses to promote flexibility and innovation. The businesses of the future can adapt to rapidly changing technologies by making their organizational cultures more flexible and innovation-oriented. In this regard, leaders and managers may need to encourage a culture of risk-taking. Technological advancements encourage organizations to promote innovation and entrepreneurship to be competitive in rapidly changing markets. In the future, organizational cultures may be more innovative and open to taking risks. Employees can be encouraged to develop new ideas and lead change.

In the context of the knowledge economy, companies focus on the following principles to support the development of a successful organizational culture in the digital transformation process (Trushkina et al., 2020):

- Employees and teams work to achieve business outcomes. They are committed to their tasks, goals, and

the organization's objectives, and are willing to do whatever it takes to reach these goals.

- Employees and teams contribute to the development of the corporate strategy.
- The corporate environment should include elements such as leadership, organizational design, performance management, personnel development methods, resources and tools, vision, and values. These elements are created to facilitate interaction and behavior that supports the implementation of the corporate development strategy.

The results of a study conducted by Hartl and Hess (2017) emphasize the importance of an organizational culture that highlights flexibility to support digital transformation. Flexibility and agility in digital transformation processes are considered fundamental management challenges and are seen as key virtues for an organization to successfully manage digital transformation, which requires continuous adaptation in an unstable environment.

Technological advancements are fundamentally changing how organizations conduct their business. Technological developments and the recent pandemic have led to the emergence of remote working cultures in organizations. Digitization significantly impacts organizational processes and communications, increasing the ability of employees to work remotely and leading to the creation of virtual cultures. This shift is causing organizational culture to move from physical offices to virtual platforms. The formation of digitalized virtual cultures is an expected outcome in the businesses of the future. Organizations may need to develop

new cultural norms and values to support virtual communication and bring employees together. In the future, physical offices might be replaced by more virtual meetings and workspaces, which can transform the organizational culture into a more independent and flexible structure. Additionally, technology is altering work models. In the future, flexible work models may become more widespread in organizations. Employees may have the flexibility to work remotely or with freelance work models. This can transform the organizational culture into a more independent, results-oriented, and work-life balance-focused structure.

Digitization has also increased organizations' data collection and analysis capabilities. Technology provides organizations with vast amounts of data, which can be analyzed in detail according to needs in a short amount of time. This data is used to strengthen decision-making processes and improve business outcomes. The businesses of the future can make their decisions more evidence-based by creating data-driven cultures. In the future, the organizational culture may be more data-focused. Leaders and employees may need to enhance their analytical thinking and data-driven decision-making skills. This can promote a culture where data-driven decision-making skills are considered valuable.

Digitization can accelerate the globalization of the workforce. Technology is making the business world more global, and organizations are required to adopt a global perspective. This increases the need for organizations to create multicultural work environments. The businesses of the future should build an organizational culture that embraces cultural diversity and values employees' diverse experiences.

This will be a significant factor in organizations' ability to compete in global markets.

The support of an agility culture can facilitate transformation processes, enabling organizations to restructure or embrace new management approaches. A study by Harshak and his colleagues (2013) on this subject reveals distinctions between companies by analyzing the contrast between analog (traditional) and digital cultures. This differentiation presents significant disparities in business practices, internal structures, and overall attitudes. The variances in organization and attitudes are provided in the table below.

Table 5: Analog and Digital Culture Differences

	Analog Culture	Digital Culture
Organizational	Strong hierarchy	Horizontal hierarchy
	Slow decision-making	Fast decision-making
	Focus on processes and tasks	Focus on results and products
	Defined jobs (Do the job!)	Empowering employees
Tutumlar ve Çalışma Şekilleri	Identifying and meeting customers' long-term needs	Understanding the needs of digital customers and how to embrace new trends
	Orientation towards the status quo	Orientation towards innovation, improvement

	Analog Culture	Digital Culture
Tutumlar ve Çalışma Şekilleri	Importance of experience and stability	Emphasis on potential, vision, curiosity, motivation, flexibility, and adaptability
	Homogeneous teams	Cross-functional and integrated teams working in mixed communities
	Career within defined paths	Strong collaboration
	Focus on planning and optimization	Rapid and unpredictable career progression
		Focus on rapid launch and learning

(Harshak et al., 2013)

Companies that embrace an analog culture approach customer demands with a traditional mindset. Their organizational structures and ways of doing business reflect a classical approach. On the other hand, companies that embrace or aim to embrace a digital culture exhibit more contemporary and technology-oriented approaches in meeting customer demands, organizational structures, and ways of doing business.

Digitalization, automation, and artificial intelligence lead to the automation of some tasks. This may require employees to focus more on human-specific skills. Businesses should foster a culture that encourages their employees' creativity, communication skills, and human-centered abilities.

Digitalization requires businesses to be more transparent and encourage employee engagement. Future businesses can increase employee participation by creating a culture that promotes open communication and collaboration.

In the process of digitalization and creating a digital culture, encouraging employees to experiment quickly and frequently will facilitate the transition. Ensuring that experiments are well designed along with control groups will lead to quick success. Encouraging failure and sharing learning experiences are also important for creating a positive digital culture. Allowing employees the freedom to create teams as they wish or join the teams they desire will also help maintain employee motivation during this process. In the transformation to a digital culture, leaders must also clearly communicate the process to employees. An improperly managed transformation process can trigger cynicism due to the changes.

Today, in order for businesses to keep up with the dynamics of the digital age, they need to digitize. However, acquiring knowledge is no longer enough for businesses. The knowledge acquired must be evaluated, processed, and internalized by businesses. This necessitates the spread of knowledge from an individual level to a team level, and from a team level to an organizational level. Achieving this is possible through organizational learning.

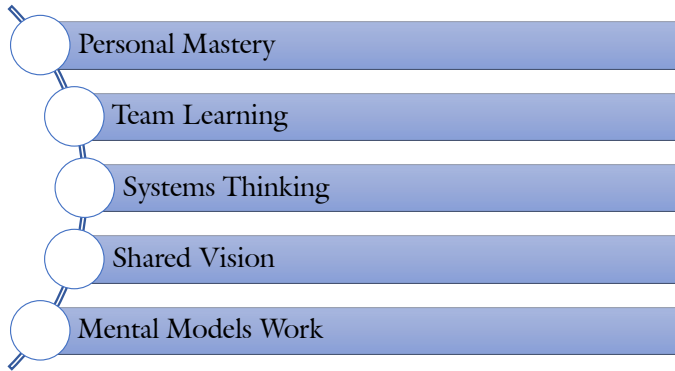
Digitalization encourages continuous learning and skill development. Businesses can make their organizational culture centered around continuous learning by offering training and development opportunities to equip their employees

with digital skills. In the future, organizations may progress towards becoming more learning-oriented organizations. Employees will have access to continuous education and personal development opportunities. This can transform the organizational culture into one that is focused on learning and growth. Learning organizations aim to maximize learning through structured processes and strategies, making the organization an ever-evolving, proactive entity (Arikboğa, 2003). For these reasons, it is expected that the organizational culture of future organizations will evolve into a culture of learning organizations.

Figure 2: The Process of Organizational Culture Change



Learning organizations are organizations that can quickly and strategically adapt to change. These organizations can use the knowledge they acquire, internalize it, and develop it to make a difference in their environment. In today's competitive conditions, standing out is only possible by creating differentiation. Learning organizations make continuous learning a business philosophy. They learn from past experiences, both successes and failures, and mistakes. They continuously monitor developments in their environment and can quickly generate alternative solutions for potential problems. Learning Organizations make learning an organizational culture with their five disciplines, which are shared in Figure 3.

Figure 3: Five Disciplines of Learning Organizations.

The digital transformation of businesses and their transition to a learning organization culture will also yield positive results for employees. Having team learning and continuous improvement within a learning organization culture will facilitate employees coming together within a common framework. Additionally, the techniques employed by learning organizations include effective communication, active listening, problem-solving, feedback, appreciation, and acknowledgment. The use of these tools within the organization will lead to a more positive organizational climate. Employees who engage in effective communication, share a common vision, and aim for continuous improvement will have high motivation and psychological well-being. Teams will evolve into self-managing, high-performance teams. This will also make the job of leaders easier, as leaders will only need to intervene when necessary. A development-oriented, positive work environment will prevent the emergence of cynicism within the organization.

Digitalization is transforming the business world and this transformation is also affecting organizational cultures. The businesses of the future need to reassess and transform their organizational cultures in order to adapt to these changes and gain a competitive advantage. In this process, it is crucial for leaders, employees, and managers to lead these changes and support new cultural norms.

8.4. The Possible Effects of Leadership Culture under the Influence of Technological Advancements on Cynicism

It is important and necessary for businesses to focus on how they can adapt to technology and benefit from it rather than fearing technology to exist and gain a competitive advantage. However, the ongoing pandemic has shown that technology alone may not be sufficient. In this regard, there is a need for leaders who can create a vision and strategy for the future, and manage this change by turning it into an opportunity for the organization, with past experiences. Because whether digital or organizational, human resources are at the center of the focus of change and transformation processes. The need for leadership to understand, adopt, and implement these transformation processes will be constant. In this process, leadership styles that understand the emotional and physical needs of their employees, empathize, believe in teamwork, articulate the meaning and value of the work done, correctly determine which powerful qualities human resources should have to plan the new order will come to the fore. While digitalization, within the framework of creating a culture of empathy and inclusion in the process of change and transformation of employees,

focuses on understanding and responding to the emotional and physical needs of employees, it is also among the expectations from leaders to provide an innovative, productive, and efficient working environment.

Therefore, new-generation leaders who have an entrepreneurial perspective, prioritize innovation and creativity, and guide employees to create a better world will pave the way for a value-added business life in terms of productivity, profitability, and competitive advantage for businesses and motivation, creative thinking, and active contribution for employees.

The perception of leadership of the teams of the future is primarily determined by the conditions of the period in which they are in. In today's competitive market where rapid technological changes are experienced, the most prominent concepts are knowledge management, change, and development. In this respect, businesses need visionary leaders who can adapt to changes, support innovation, development, and be proactive, rather than traditional leaders.

Technological advancements have fundamentally changed the business world and affected leadership culture. Future leaders need to know how to benefit from technological advancements to ensure access to information, process information, store it, and distribute it within the organization. On the other hand, the profile of employees in the businesses of the future and, consequently, their expectations from the leader will also change. The Z generation, which is entering business life, is changing the face of business life.

Technological advancements require leaders to focus on collaboration and communication skills. This can encourage

leaders to create a more open, transparent, and collaborative culture. Cynicism arising from the lack of collaboration and communication can be reduced with these leadership approaches.

Digitization has increased remote work opportunities. Leaders need to build trust in the transition of the team to remote work. Leaders need to enhance their ability to manage remote teams. Lack of trust can be one of the main reasons for cynicism. Digital leadership can help reduce cynicism by focusing on building trust.

Technology has increased data collection and analysis capabilities. Leaders can create a more just and transparent organizational culture by making data-driven decisions. The expectation of data and analytics-focused leadership will be high in future businesses. The data-driven leadership approach will reduce uncertainty among employees about understanding the reasons for decisions.

Agility and change management are another expected trait in the business world of the future. Technological advancements lead to rapid changes in the business world. Leaders should possess agility and change management skills. Resistance to change and lack of trust are fundamental sources of cynicism. Effective change management by leaders can contribute to the reduction of cynicism.

Digitization can reduce interpersonal relationships, necessitating a greater emphasis on emotional intelligence and empathy in leadership. Leaders should be more sensitive to understanding the emotional needs of employees. Empathetic leadership can reduce cynicism because employees feel better understood.

In summary, in the process of digitization, the responsibilities of a leader can be summarized as follows:

- Digital leaders should be aware of current and emerging technologies. This means awareness of how new technologies can impact their organization's business model.
- Digital leaders should demonstrate flexibility to adapt to rapid changes and uncertainty. Instead of resisting change, they should promote it.
- Digital leaders should have knowledge of data analysis and the use of big data. By making data-driven decisions, they can make their organizations more effective.
- Digital leaders should be capable of developing and implementing digital strategies for their organizations. These strategies should address how to integrate technology into business processes and improve the customer experience.
- Digital leaders should have the skills to bring together and collaborate with teams from different disciplines. Effective communication enables digital leaders to convey their visions and goals effectively.
- Digital leaders should be a source of inspiration to their employees. In the process of digital transformation, leaders should actively use technology and serve as role models.
- Digital leaders should be sensitive to issues like customer data and the privacy of business processes.

They should act in accordance with ethical standards and data protection laws.

Digital leadership is becoming increasingly important as an approach that helps organizations stay competitive and effectively guide digital transformation. These leaders can assist in successfully overcoming the challenges of the digital age.

Technological advancements deeply influence leadership culture. Digital leadership approaches bring about changes in areas like collaboration, trust, data-driven decision-making, agility, and emotional intelligence. These changes present potential opportunities to reduce cynicism, but leaders need to assess and utilize these opportunities correctly. The potential impacts of these changes on cynicism levels within organizations are of significant importance.

8.5. The Possible Effects of Leadership Culture in Global and Multicultural Environments on Cynicism

Global and multicultural organizations refer to businesses that operate worldwide and house individuals from different cultures. These organizations operate on an international scale, and their customer base, employees, or suppliers are distributed globally. They compete on a global level and are influenced by numerous countries and cultures.

Global and multicultural organizations can encompass different languages, traditions, values, and business practices. They are often referred to as multinational corporations (MNCs) or international companies. The fact that their employees and managers come from various cultures

means that these organizations have a multicultural workforce. Therefore, global and multicultural organizations can face unique challenges related to managing cultural diversity, coordinating multiple languages, and aligning business practices.

When competing in global markets, these organizations need to understand and adapt to different cultures and market conditions. This may require implementing various strategies and methods across different areas, from leadership approaches to business practices. Global and multicultural organizations have the potential to leverage cultural diversity as a strength to gain a competitive advantage, but effective management and adaptation of this diversity are equally important.

Globalization brings people from different regions and cultures together, but these differences can lead to communication challenges. Speaking different languages, understanding cultural variations, and dealing with geographical distances can complicate collaboration. Lack of communication may result in misunderstandings and lack of empathy among individuals. This can promote competition over collaboration and lead to cynicism.

Globalization and multicultural organizations bring employees from different cultures together. However, a lack of cultural understanding can arise among these diverse cultures. People may struggle to understand colleagues from different cultures, leading to misunderstandings, biases, and cynicism. Individuals may become skeptical of colleagues from different cultures.

In global organizations, cynicism can develop when employees do not trust their leaders and colleagues. Distrust between leaders and team members from different regions can hinder collaboration. When collaboration is lacking, work cannot be efficiently conducted, and cynicism may increase.

Globalization and multicultural organizations create a fast-paced, ever-changing business environment. Continuous change and uncertainty can create apprehension and worry among individuals. People may find it challenging to adapt to the constant changes in their work and the pace of developments. This can lead to job dissatisfaction and increased cynicism.

Different countries may have varying workplace policies and practices. These differences in workplace policies can create a sense of injustice and dissatisfaction among employees. People do not want to work in an unfair workplace, and this can increase cynicism.

In global organizations, employees may need to adjust to different working hours in various regions. This can lead to work-life balance issues and job dissatisfaction. When people feel that their jobs negatively impact their personal lives, cynicism can increase.

Cultural conflicts may arise among employees from different cultures. These conflicts can create a tense atmosphere in the workplace. People may struggle to adapt to colleagues from different cultures.

When evaluating the potential effects of leadership culture on cynicism in global and multicultural organizations,

it becomes evident that cultural awareness plays a significant role. Leaders' abilities to understand and respect different cultures are essential for successful leadership in such an environment. However, this awareness can also increase cynicism; leaders who do not show respect for differences can lead to distrust and the development of cynicism among employees. Communication skills are also critical. Different leadership styles may vary among cultures and regions. Different leadership expectations can lead to disagreements between leaders and employees. Dissimilar leadership expectations can cause employees to distrust their leaders, increasing cynicism.

Global leaders promoting clear and transparent communication can encourage employees to express themselves and trust their leaders. Fostering collaboration and participation can reduce cynicism; equal participation and collaboration can increase employees' trust in their leaders and the organization. Leadership attitudes also impact cynicism; positive and supportive leadership reduces cynicism, while negative or indifferent leadership attitudes can lead to increased cynicism.

Finally, conflict management is crucial; poorly managed conflicts can increase cynicism. Leaders should address conflicts fairly and help employees maintain their trust. In this context, organizations should encourage their leaders to develop these skills.

8.6. The Use of Artificial Intelligence in Organizational Culture, Leadership Culture, and Cynicism Fields

Artificial intelligence, in recent years, has rapidly proliferated in the business world and has become a technology that fundamentally transforms the operations of organizations. The impact of this technology on organizational culture, leadership culture, and cynicism has become an important research topic. This is because the use of artificial intelligence in organizations can have both positive and negative effects on the development of these concepts. In this section, the impacts of using artificial intelligence on each concept are discussed separately, and then the relationships between these concepts are considered to summarize the topic.

Organizational culture is a structure that encompasses the values, norms, and behaviors of an organization. Artificial intelligence enables organizations to optimize their data analysis, learning, and decision-making processes. This leads to the organizational culture becoming more data-focused and analytical. Artificial intelligence can encourage organizations to become more data-focused and open to innovation. This, in turn, contributes to a change in organizational culture and the development of a structure that can adapt more quickly.

Artificial intelligence is expected to offer various benefits for organizations in shaping and enhancing organizational culture. Firstly, concerning the human resources that make up the organization and its culture, AI applications can optimize the organization's recruitment processes, making it easier and faster to identify candidates suitable for the or-

ganizational culture. Additionally, AI applications with the competence to perform workforce analyses and norm cadre calculations can be used to plan the number of employees and predict future needs accurately. These applications will assist in selecting the right candidates for the right positions, improving workforce planning.

AI applications can also be used to create a culture of productivity in the organization and build high-performance teams. Monitoring employees' performance, identifying competency and professional development needs based on their performance, and selecting suitable candidates from the employee pool for project teams and departmental inclusion can all be easily managed through AI-based applications. Resource utilization and the concept of teamwork that evolves alongside are areas in which organizations are working on AI. Hiring applications that enable the selection of candidates suitable for the organizational culture and teamwork, performance systems that monitor and measure individual and team performance, algorithms that determine suitable organizational structures for the organization, data analyses that measure employee satisfaction and motivation, cloud systems that enhance internal communication and prevent information sharing problems due to geographical differences, and online training systems are among the most common AI applications in organizations today.

The importance of psychological well-being in organizations is increasing. Research in the literature has shown a negative relationship between psychological well-being and psychological capital with cynicism. As psychological well-being increases, the emergence of cynical behavior is also prevented. Therefore, it is possible to use AI applica-

tions to measure and improve employees' psychological well-being. Currently, AI applications that support corporate well-being initiatives are among AI projects.

AI applications can also be used to strengthen internal communication in terms of developing organizational culture. They can provide language translation or comprehension tools to help employees communicate more effectively. AI-based chatbots can be used to answer employees' questions and provide support. Personalized messages can be created on internal communication boards to make employees feel special and valued. On the other hand, AI applications can easily detect communications and shares that are contrary to the organizational culture in common areas, emails, and internal communication boards using AI software.

Artificial intelligence also offers the opportunity to analyze the organization's existing culture. By using data from sources such as surveys, feedback, and social media data, it can identify cultural trends and issues and make recommendations based on the results of these analyses. For example, it can make recommendations to emphasize a particular value or improve the communication style. Furthermore, based on the results of the cultural analysis, it can also provide recommendations regarding leadership styles, communication styles, organizational structures, values, and norms that are suitable for the organization.

In organizations that embrace an innovative culture, artificial intelligence can also be used to automate and improve business processes. This enables more efficient work, higher quality, and fewer errors. It also helps generate creative ideas in terms of production and services. It can support

a culture that encourages employees to have an innovative and innovative perspective with training and development suggestions.

Artificial intelligence can be an important tool for creating and developing organizational culture, but it's important not to forget the human factor. AI should be used to support human-based decisions and optimize processes, but it should also respect human interaction and values. It's important to recognize that while artificial intelligence can have positive contributions to the formation and development of organizational culture, it can also have negative impacts. Technological transformations, especially when AI-based robots are introduced into various areas of the organization, can create anxiety among employees. Technological changes should first and foremost be communicated to employees in organizations, and the benefits and drawbacks of the work to be done should be clearly explained. Otherwise, employees may interpret these changes based on their own perceptions, which can lead to negative feelings toward the organization. This can contribute to the development of cynicism within the organization.

Leadership plays a critical role in shaping organizational culture. Artificial intelligence supports leaders in making more data-driven decisions and contributes to the evolution of leadership culture in this direction. AI provides leaders with more data and insights, which can help them make more effective decisions and make leadership culture more rational. AI applications can also determine the most suitable leadership style for the organization. Another application is simulations that come up in leadership. Inventories and simulations for measuring and improving individual

competencies and leadership behaviors influence organizations' promotion, reward, and teamwork practices.

As mentioned earlier, many processes in the organization can be automated with digitization and AI applications. This will be an application that can save time for both leaders and employees. The time saved as a result of automation can be used in developing new products and services and improving existing services.

Cynicism is a negative attitude and behavior in organizations. The ongoing process of digitization increases automation in business processes by taking some tasks from humans and transferring them to robots. The contributions of digital transformation within the organization to employees and the organization should be clearly explained. Otherwise, employees may fear losing their jobs. This can lead to concerns about their future careers and an increase in cynicism.

Organizations can make their processes fairer and more transparent using AI. AI can make objective and data-driven decisions. Additionally, AI can monitor business processes and detect unfair or arbitrary practices. Ensuring justice and transparency in processes such as recruitment, promotion, performance evaluation, and salary determination can increase employees' sense of justice and trust. As employees better understand how decisions are made and the criteria behind them, their perception of justice and trust can increase, which can lead to a decrease in organizational cynicism.

Artificial intelligence technologies can be utilized to identify organizational cynicism behaviors. AI can process

large amounts of data to monitor and analyze organizational cynicism. Organizations can analyze data from sources such as employees' email correspondence, surveys, feedback, and social media posts to identify organizational cynicism behaviors. AI can use collaborative filtering methods to identify employee groups with similar behaviors and understand cynicism trends within these groups. For instance, emails containing negative expressions or social media posts expressing dissatisfaction can be useful in identifying cynical behaviors. However, monitoring employees' social media posts and emails can be intrusive from the employees' perspective. Improper, excessive, or unexplained monitoring can lead to personal data breaches, dissatisfaction, and a sense of mistrust among employees. Therefore, obtaining the clear consent of employees is crucial when implementing such practices. Human resources departments have significant responsibilities in this regard.

Artificial intelligence can also facilitate the process of conducting employee satisfaction surveys or data collection from employees more rapidly, transparently, and accurately. Additionally, processing the data obtained from these surveys with AI can save time for the organization. Moreover, AI can derive various statistics and future insights from these surveys. Trend analysis can also be performed using AI by comparing results from different periods, and appropriate measures can be taken accordingly. Similar analyses can also be conducted based on human resources data. Relationships between periods with high turnover rates, periods with decreased satisfaction, and the results of exit interviews can be analyzed to understand the relationships between the

reasons for leaving and cynicism, both seasonally and comparatively.

AI tracks the cynicism indicators determined by the organization. These indicators may include behaviors like using a cynical tone, displaying a critical or sarcastic attitude, or adopting a skeptical approach. AI can detect such deviations by continuously monitoring data to identify anomalies related to these behaviors. When it identifies anomalies associated with cynical behaviors, AI prioritizes these anomalies and, upon surpassing a certain threshold value related to cynical behaviors, automatically generates alerts or notifications to inform department managers or human resources departments. Alerts received from business managers or HR professionals are evaluated, and preventive or improvement actions can be taken based on the alerts considered realistic. For example, communication with relevant employees can address issues, training sessions can be organized, or changes in organizational culture can be made. While the process continues, the AI system keeps the data up to date and refines the analysis algorithms, making the system more sensitive and effective.

Artificial intelligence can be a powerful tool for personalizing the work experiences of employees in the business world. In this context, one of the benefits that artificial intelligence can provide is the ability to offer more support to employees on how they can shape their careers or achieve their personal goals. AI can measure the skills, experience, and goals of each employee and use this data to personalize development plans and training recommendations. For example, once an employee's career goals are identified, artificial intelligence can provide that employee with per-

sonalized development plans or training suggestions. These recommendations can be designed to highlight the employee's strengths and improve their weaknesses. Furthermore, AI can continuously monitor employee performance and provide feedback that is tailored to help them achieve their career goals. For instance, if an employee needs to develop a specific skill, artificial intelligence can suggest training or project opportunities focused on that skill. AI can also help make the work experience more meaningful for employees based on their interests and strengths by recommending more suitable job roles or projects. This can enable human resources and managers to encourage and monitor employee development more efficiently. Human resources can create more efficient career maps for employees. In summary, it is possible to say that artificial intelligence can offer more support to employees in personalizing their work experiences. This can help employees achieve their career goals, make their jobs more meaningful, and ultimately increase job satisfaction and productivity. The inclination for cynical behavior among employees with future goals supported by the organization will also decrease. However, it is important to ensure the privacy and protection of the data of employees in this personalization process.

Artificial intelligence also has significant impacts on organizational culture, leadership culture, and cynicism areas. Organizations can use this technology wisely to guide cultural changes, but it is essential for leaders to play an effective role, and employees must adapt to these changes. Future research should delve deeper into the effects of artificial intelligence on organizational culture, leadership culture, and cynicism areas, as this can help businesses use

this technology more effectively. It is crucial to remember that artificial intelligence cannot completely eliminate human decision-making. The human factor will always be significant. Moreover, the use of artificial intelligence can raise ethical concerns and concerns about employee privacy. Ethical issues and the algorithms that can be used are beyond the scope of this book. Therefore, it is important to manage the use of artificial intelligence carefully and maintain transparent communication.

Artificial intelligence can be used as an important tool to personalize the work experiences of employees. AI can measure each employee's skills, experience, and goals to provide personalized development plans and training recommendations. This can help employees achieve their career goals and improve their strengths. Additionally, AI can monitor employee performance and provide customized feedback to contribute to their career development. AI can also recommend more suitable job roles or projects based on employees' interests and strengths, making the work experience more meaningful. This can enhance job satisfaction and productivity and reduce tendencies for cynical behavior among employees. However, it's important to ensure the privacy and data security of employees during this personalization process.

Artificial intelligence can also influence organizational culture, leadership culture, and cynicism areas. Organizations can use AI to guide cultural changes, but effective leadership and employee adaptability are crucial for the success of these changes. Future research should further examine the impacts of AI on these areas in-depth, as it can help businesses use this technology more effectively. It's essential

to remember that AI cannot completely replace human decision-making, and the human factor will always be significant. Additionally, ethical issues and employee privacy concerns related to AI should be carefully addressed. Therefore, managing AI usage carefully and maintaining transparent communication are important.

Conclusion

Organizational culture, which is an essential concept in business management, is one of the main criteria that determine the values and behavioral norms of an organization. The formation of organizational culture is influenced by various internal and external factors, including the society and industry in which the organization operates. Leadership plays a crucial role in disseminating and adopting organizational culture among employees. The leadership culture within organizations emerges based on the organizational culture, and conversely, the organizational culture can undergo change and development based on the leader's behavior and actions. As a result, these two concepts are interrelated and mutually influential in business management, as supported by findings in the literature.

The organizational culture that organizations possess can have positive or negative effects on employees. How employees perceive this culture is directly related to the leader's behavior. One of the primary responsibilities of a leader is to effectively communicate and instill the organizational culture and goals in employees. The perceived organizational culture and leadership style by employees are determinants

of their performance, affecting factors such as commitment to the organization, perceptions of organizational justice, productivity, a sense of belonging, and ownership of their work. Therefore, an organization's leadership culture and the leadership style it prefers are crucial factors determining employee performance.

Negative perceptions of organizational culture by employees can lead to the development of negative attitudes toward the organization. The attitudes and behaviors developed by employees towards the organization are referred to as cynicism. Cynicism can arise in organizations due to various factors, including workload, undefined roles, unmet expectations and desires of employees, unfair reward and penalty systems, organizational changes and uncertainties, a negative organizational climate, and any form of adversity that can cause anxiety in employees. Research has shown that cynicism is related to an individual's level of psychological well-being. Triggers that increase an employee's anxiety level, whether stemming from the organization or external factors like the environment, such as the organization's failure to take measures to enhance an employee's psychological well-being, can lead to cynicism.

When evaluating the factors that lead to cynicism, it becomes clear that factors originating from within the organization are closely linked to organizational culture. Organizational culture, being the fundamental concept that defines the rules, behaviors, attitudes, norms, and standards within the organization, influences the attitudes in all management concepts, from human resources management to financial management. At this point, the concept of leadership comes into play. Leadership, one of the main management con-

cepts within organizations, is essential for managing the perception of organizational culture among employees. However, the preferred leadership style within the organization is directly related to organizational culture. In organizations with an authoritarian and hierarchical organizational culture, the leadership style applied will also tend to be authoritarian, aligned with the culture.

Organizational culture is typically determined by upper management and is aimed at being disseminated downwards. Leaders within the organization are among the main responsible parties for this dissemination. It may not be easy for employees to embrace organizational cultures that are not suitable for the employee structure, the culture within the organization, and the changing world conditions. Especially with globalization, technological advancements, and the entry of Generation Z into the workforce, organizations need to evolve into dynamic, innovative, competitive, and collaborative organizational cultures. Consequently, the preferred leadership styles should also lean towards agile leadership styles. Inflexible, hierarchical, and outdated cultures are structures that Generation Z employees are unlikely to prefer. Such cultural structures reduce employee commitment to the organization and increase their intent to leave their jobs. Even though the transmission of organizational culture to employees goes through the concept of leadership, the embraced leadership style in such a culture will be one that today's employees are unlikely to prefer. If not, despite the leader's efforts to convey the organizational culture to employees as a culture that is positive and can be embraced to a certain extent, leaders will eventually become trapped

in bureaucracy and hierarchy, struggling to bring employees together towards a common goal.

For employees to have faith in the organization, it is crucial that they also believe in their leaders and the organizational culture. The perception of job security guarantees, the sense of organizational justice, and commitment to the job and the organization on the employee's side are influenced by the leader's behaviors. The organizational culture also plays a role in shaping the leader's behaviors.

In a dynamic and agile organizational culture, leaders can proactively recognize the need for change and adapt the organizational culture as necessary. This adaptability allows them to implement changes within the organization. Employees tend to have more confidence and trust in leaders who exhibit such qualities and operate within an organizational culture that encourages adaptability and innovation.

The alignment between leaders, organizational culture, and employees is vital for building trust and commitment within an organization. Employees who believe in their leaders and the culture of the organization are more likely to engage actively, work cohesively, and stay committed to the organization's goals and values. This, in turn, fosters a positive working environment and supports the organization's overall success.

It would not be wrong to say that leadership behaviors that exhibit behaviors in line with the cultural values adopted by employees can be more effective. Even though individuals live in the same society, it is not possible for every person to internalize the commonly accepted values at the same level. Employee values need the support of leaders to

be internalized. However, globalization and technological developments in today's world make the job of leaders more difficult. Traditional leadership approaches are no longer sufficient, and both employees and organizations now expect leaders to be adaptive and agile.

In today's business world, it is important for leaders to be forward-thinking and develop a vision for the future. Leaders must be competent in preparing the organization for these changes in different markets with globalization. In today's world, where change is continuous, it is the responsibility of leaders to ensure that employees adapt to changing conditions, break their resistance to change, and manage the change process within the organization without creating a chaotic environment. Globalization will also bring about multiculturalism. Adapting organizational values to different cultures and effectively communicating the change process to employees are challenging tasks for leaders. This is because during these processes, uncertainties in employees' minds can reduce trust in the organization and its leaders, potentially leading to the emergence of cynicism.

Cynicism can lead to various negative consequences for an organization, including human and workforce loss, decreased organizational productivity and performance, customer dissatisfaction, customer loss, disruption of relationships with suppliers, damage to reputation in the market, loss of talented employees, increased workforce turnover, the creation of a negative organizational climate, increased internal conflicts, and disruptions in the recruitment processes. All of these factors will ultimately lead to a decrease in the organization's efficiency and profitability. To prevent these negatives from happening, leaders bear a significant

responsibility. The most significant factor contributing to cynicism within an organization is the loss of employees' feelings of justice and trust. The leader's responsibility in changing working conditions is to ensure the implementation of the change processes without employees losing their trust and feelings of justice.

In order to prevent employees from harboring negative feelings and resentment toward the organization as a result of cynicism, it is essential that leader behaviors are in alignment with the values of the employees. To reduce and prevent cynicism within organizations, it's important to select leaders who are well-received by the employees. Leaders should receive training on cynicism, and the expectations of employees and the organization from the leader should be clearly defined. In line with all of these considerations, organizations need to pay attention to the following points when choosing their leaders:

- A leader's ethical and positive behaviors should serve as an example to the organization's employees. Therefore, when selecting a leader, character and ethical values should be taken into account.
- A good leader should be someone who can establish open and effective communication. Good communication is important for listening to and understanding the concerns of employees and providing an open communication channel.
- A leader should understand the needs of the employees and provide support to them. Leaders capable of empathy can increase employee motivation and reduce cynicism.

- A leader should act fairly and explain their decisions transparently. The feeling of injustice can be one of the main causes of cynicism.
- Leaders should provide support to employees and contribute to their career development. Mentorship can help employees improve themselves.
- The business world is constantly changing. Leaders need to be open to change and guide it with their employees.
- Leaders should be able to effectively solve problems within the organization. Taking a constructive approach to problems can help reduce cynicism.
- Leaders should encourage collaboration and teamwork. Collaboration among employees can reduce cynicism.
- The leadership styles of leaders should be in line with the organization's culture and the needs of the employees. A good leadership style can help prevent cynicism.
- Leaders should continually work on self-improvement and strengthening their leadership skills. Training and development opportunities should be provided.

When selecting leaders, considering these factors is crucial for reducing cynicism. These leaders can positively influence the organizational culture and increase employee motivation, thus reducing cynicism. It's important to remember that a leader's efforts alone may not be sufficient to

prevent cynicism. Since one of the most significant factors influencing a leader's behavior is the organizational culture, it's necessary to outline the characteristics that an organizational culture aiming to prevent cynicism should possess, paralleling the qualities of the leader, as summarized below:

- **Open Communication and Transparency:** Organizations should maintain open communication with employees and share decisions transparently. Lack of communication and information withholding are fundamental reasons for cynicism.
- **Commitment to Ethical Values:** The organizational culture should demonstrate a commitment to ethical values and behaviors. Unethical practices should not be tolerated, and employees should be provided with ethical training.
- **Justice and Equality:** The organization should create a fair and equal working environment. Decision-making and reward systems should be just.
- **Supportive Leadership:** Leaders should support and motivate employees, contributing to their career development. Leaders should exhibit ethical and positive behaviors, as employees expect moral support from the organization even if they don't explicitly express it. Supportive leadership that includes regular feedback, coaching, and mentorship can reduce cynicism.
- **The organizational culture should promote collaboration and teamwork.** Individual competition and conflict can increase cynicism. Establishing a culture

that focuses on collaboration rather than individual success, along with the emergence of high-performing, self-managing teams, can eliminate the cynical behavior associated with individualism.

- Encourage employee participation in decision-making processes. Showing respect for employees' opinions can reduce cynicism.
- Organizations should remain open to change and provide support for employees to accept change. Resistance to change can be one of the causes of cynicism.
- Motivating employees and increasing job satisfaction can reduce cynicism. The organization should understand employees' needs and offer solutions to meet these needs.
- Organizations should provide employees with training on ethical values, the consequences of cynicism, and how to prevent it. These training programs can increase employees' awareness, improve their perception of justice within the organization, and enhance trust.

By considering these factors both in leader selection and the development of an organizational culture, organizations can take significant steps towards preventing and reducing cynicism, which can lead to numerous positive outcomes, including enhanced organizational performance and employee well-being.

The advancement of an organizational culture towards learning and continuous improvement, driven by digitali-

zation, can lead the business towards becoming a learning organization. A culture of learning is of great importance in the businesses of the future. With the advent of the internet in the business world, the volume of accessible data has grown exponentially, far beyond what a single person can analyze. Information is now accessible from everywhere. Digitalization can support organizations in dissecting, analyzing, and deriving insights from this data. The culture of a learning organization enables the business to make the most of the information it acquires and to deliver this knowledge to its stakeholders.

The top management and human resources, who bear one of the greatest responsibilities in the development of the organizational culture and leader selection, should provide managerial support to these processes and develop policies and practices within the organization that reduce cynicism. Policies and practices to prevent and reduce cynicism can be summarized as follows:

- **Determination of Ethical Principles and Values:** Human resources should clearly define the organization's ethical principles and values. These values should be communicated to employees, and commitment to these values should be encouraged.
- **Ethical Training:** Human resources should regularly provide ethical training to employees. These training programs aim to create awareness about ethical behavior, the organization's ethical standards, and the consequences of cynicism.
- **Ethical Counseling:** Human resources can offer ethical counseling services to assist employees in dealing

with ethical issues or dilemmas. This encourages employees to openly share their ethical concerns.

- **Examination of Recruitment and Evaluation Processes:** Recruitment and performance evaluation processes should be reviewed, and a fair, transparent, and equitable approach should be adopted. This can help reduce cynicism.
- **Promotion of Employee Engagement:** Human resources should encourage employee participation in decision-making processes. Employees' opinions should be respected, and their contributions to work processes should be rewarded.
- **Employee Sensitivity:** Human resources should be sensitive to employees' personal needs and issues. Focus should be placed on employees' work-life balance, health, and well-being.
- **Workplace Communication:** Human resources should establish open and regular communication channels within the organization. Employees should be able to express their thoughts and concerns comfortably.
- **Complaint and Feedback Mechanisms:** Human resources should collect and address employee complaints and feedback, providing solutions to these issues. This offers a way for employees to voice their concerns within the organization.
- **Motivation and Job Satisfaction:** Human resources should motivate employees and increase job satisfac-

tion. Motivated and happy employees can help reduce cynicism.

- **Prompt and Just Resolution of Issues:** Human resources should resolve internal issues quickly and justly, making fair decisions.
- **Performance Rewards:** Human resources should reward ethical behavior and performance. The rewards system should be fair and motivating.

Incorporating these policies and practices can help create a more ethical and positive work environment, which in turn can reduce cynicism within the organization.

Human resources are responsible for implementing these policies and fulfilling their duties to prevent cynicism within the organization and promote an ethical working culture. These approaches can help reduce cynicism and create an ethical work environment. The use of technology in the creation of organizational culture, human resources policies, and leadership processes is also essential for preventing cynicism. In this context, the contributions of digitization can be summarized as follows:

- **Digitization for Education and Awareness:** Through digital platforms, employees can receive training on ethical behavior, organizational values, and the consequences of cynicism. Additionally, internal communication and awareness campaigns can be digitized to increase employees' awareness.
- **Online Feedback and Transparency:** Digital platforms allow employees to provide feedback and complaints more easily. This feedback can be quickly

evaluated and fair solutions offered. This transparent approach can help prevent cynicism.

- **Digital Ethics Training for Leaders:** Leaders can receive training on digital ethics and combating cynicism. Leaders should adhere to digital ethical standards and set an example of ethical behavior for employees.
- **Virtual Collaboration Tools:** Digital tools can be used to enhance collaboration among employees. Virtual meetings, project management software, and collaboration platforms enable employees to communicate effectively and collaborate.
- **Monitoring and Analysis with Artificial Intelligence:** Artificial intelligence-based systems can be used to monitor potential unethical behavior and cynicism within the organization. These systems can identify abnormalities and detect risky situations in advance.
- **Social Media Monitoring:** Social media monitoring tools can be used to protect the organization's reputation and prevent potential ethical violations. This encourages employees and leaders to avoid unethical behavior on social media platforms.
- **Emphasizing Online Values:** The organization's website and other digital platforms should reflect its ethical values and organizational culture. This presents an ethical organizational image to both employees and the external world.
- **Online Ethical Codes and Guidelines:** Ethical codes, policies, and guidelines accessible through digital

platforms can be created. These resources help employees understand how to handle ethical issues and what actions to take.

By incorporating these digitization strategies, human resources can contribute to fostering an ethical work environment and reducing cynicism within the organization.

Organizational culture reflects the core values, beliefs, and behaviors of an organization. When this culture is shaped by leadership styles and practices, it can determine the spread of ethical values and cynicism within the organization. The examples employees take from their leaders, when perceived as part of the organizational culture, highlight the relationship between ethical behavior and cynicism.

The positive impact of organizational culture on cynicism can be enhanced when leaders strengthen the organizational culture with ethical values. Leaders should encourage ethical behavior, promote open communication, and support employees in their commitment to these values as part of the organizational culture. Additionally, by addressing conflicts in a healthy manner and facilitating resolutions, leaders can reduce cynicism. The influence of organizational culture on employees should be periodically assessed, and if necessary, efforts should be made to improve and change the culture.

Especially in the globalized and digitalized world, an organizational culture resistant to change can be perceived as unsettling and untrustworthy from an employee perspective. Cultures that resist change are likely to lose their competitive advantage and experience a loss of value in the market. Therefore, the dynamics of the market in which the

business operates should not be overlooked in the process of developing the culture.

In conclusion, leadership plays a critical role in reducing cynicism and promoting ethical behavior. At the heart of this critical path lies organizational culture. Since an organization's culture also shapes leadership, it is important for cultures in organizations to support values, policies, and leadership styles that reduce cynicism. A leadership style that contradicts the culture and values will have a negative impact on employees, contrary to expectations, and may lead to the emergence of cynicism. An approach to leadership that is supported by and supports the organizational culture will contribute to the creation of a healthier and more ethical working environment within the organization.

In this context, for businesses to prepare for the future and not lose their competitiveness, it is important for them to conduct culture analyses and focus on leadership approaches that sustain this culture within the organization. If cynicism goes unnoticed and unaddressed, it can lead to irreversible consequences for businesses.

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