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THE EFFECT OF LEADER-MEMBER EXCHANGE (LMX) ON ORGANIZATIONAL CYNICISM: A CASE STUDY OF HOTEL ENTERPRISES IN TURKEY

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Abstract

This research is carried out to analyze the relationship between Lmx and organizational cynicism notions. Although there are a few subjects related to Lmx, organizational cynicism notion hasn't related to Lmx yet. The study aims to fulfill this gap in literature. To diminish organizational cynicism, explicated as employees' negative merged attitudes towards their organization, is crucial for the point of Lmx and the research. For the research, data were collected 385 employees working in four and five-star hotels in Nevşehir in Turkey. While analyzing the data, reliability - validity tests, correlation and regression analysis methods were practiced. At final of the sufficient test levels of reliability and validity tests, there was a negative trend but significant correlation between Lmx and organizational cynicism. While testing hypothesis, Lmx's all dimensions negatively correlated with organizational cynicism's dimensions and it was specified that employees displayed more negative tendency to contribute to their organizations than other dimensions. However organizational cynicism's behavioral and cognitive dimensions didn't affect significant to Lmx's professional respect(esteeem) dimension on the other hand, Lmx's impression dimension was affected in low grade with organizational cynicism's emotional dimension.

Keywords: Leader-Member Exchange (LMX), Organizational Cynicism, Tourism, Cappadocia, Turkey.

Jel: M12, M54, J24.

Leader - Member Interaction (Lmx) Theory

When leadership approaches are analyzed in terms of period, the focus of analysis would be on the characteristics of leaders, leadership models and leaders' attitudes towards their inferiors. Given the studies conducted to differentiate between the concepts of leadership and administration (Graen, 1995, Schriesheim 1999, Wang et. Al., 2005), it could be said that leadership doesn't require a certain position and it depends on the power to influence people, however administration requires a certain position to expose management. So it won't be wrong to say that leadership, which ensures effective use of human resources, could be associated with influencing which is one of the functions of administration (Aslan, Özata, 2010). In addition, administration could be thought to have a more wide-scope meaning when compared to leadership. Leadership could be associated largely with behavioral aspects while administration includes all aspects whether behavioral or non-behavioral(Arikan, 2003).The leadership models based on the characteristics of leaders take leadership on personal characteristics, talent/skills and physical appearance (Baş, 2010).The classification of these definitions bears several theories regarding the notion of contemporary leadership. Originating from the characteristics of the leader, these theories then follow a process including behaviorist, situational, modern approaches, neo-charismatic approaches and alternative leadership theories.The studies have so far been related to (Burke andStagl 2006, Hoffman and Morgeson, 2003)the behaviorist and situational leadership models based on personal characteristics. The leaders fore-fronted with their personal characteristics are observed as individuals with several qualities differentiating them from their counterparts (Firth, 1976 cited in Baş, Keskin and Mert, 2010). In this sense, each behavior of the leaders are exposed to classifications like "interest in the individual", "motivating their surroundings to take action" to analyze possible relevant outcomes (Korman, 1966; Weissenberg ve Kavanagh, 1972 cited in Baş, Keskin and Mert, 2010). In situational leadership theories, on the other hand, unlike behavioral theories claiming that there is only one and optimum administration style, the proper leadership behavior would differ according to the quality of goal to be attained, the characteristics and expectations of group members and organizational specialties(Saha, 1979 cited in Baş, Keskin and Mert, 2010). When these approaches are analyzed,it becomes possible to say that academic studies on leadership are based on two basic hypotheses according to the extent of leadership characteristics as demonstrated by the leaders. In the first one the leader behaves equally or the same to all group members, however in the second one all the inferior ones under a certain leader have a homogenous structure in terms of perception, interpretation and other variables and as a natural outcome of this they react similarly to the leader's behaviors (Baş et. al., 2010).

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Given these behaviors and their causes, leader member interaction theory could be claimed to be one of the most interesting theories analyzing the relationship between the leadership process and outcomes of this process. When the interaction between the leader and members is analyzed from different aspects, it will be observed that lots of approaches are taken in the light of both academic studies and psychological insights. In the light of this researches and approaches, the concept of "leader behaviors", which could be measured by some measurement tools like "Leader Behaviors Identification Scale" (Hemphill and Coons, 1957), is associated with several variables including job satisfaction (Wood and Sobel, 1970; Bartolo and Furlonger, 2000), task performance (Fiedler, O'Brien and Ilgen, 1969; Vigoda-Gadot, 2007), organizational devotion (Agarwal, DeCarlo and Vyas, 1999; Dale and Fox, 2008), organizational citizenship (Deluga, 1995; Euwema et al., 2008, cited in Bař, Keskin and Mert, 2010). In the leader member interaction model associated with many other variables, the relationship between the leader and his/her inferiors is not homogenous, the relation between each inferior could be different from those with others and for this reason, relevant researches should focus on the interaction between the leaders and his/her inferiors not specifically to the individuals themselves (Graen and Cashman, 1975, Dansereau et al., 1975 cited in Bař, Keskin and Mert, 2010). For this reason, leader and member interaction model does not try to explain the changing quality of leader member relationship and the efficiency of leader (Özutku, Ađca and Cevriođlu, 2007). The Leader Member Interaction Model rather defines the pre and post conditions regarding Leader-Member Exchange change in order to better explain the relationship between the leader and viewers (Philips and Bedeian, 1994).

From a periodical view, LMX approach is developed by Graen et al. The original version of the model is "Vertical Dyad Linkage" (VDL) model developed by Dansereau, Cashman and Graen in 1973. However, it is then called "Leader Member Exchange" LMX theory (Dinesh and Liden, 1986). Since the VDL Theory was published by Graen et al. (Dansereau, Graen and Haga), this approach has been taken as a binary approach, also known as LMX, aimed at understanding the working relations between the superiors and inferiors (Bauer and Green, 1996). The initial researches on this issue analyzed the contribution of the Leader-Member Exchange to organization and its relation with loyalty (Dienesch and Liden, 1986), then the researches analyzing loyalty, respect and trust (Graen and Uhl-Bien, 1995) ensured the development of different scales. However, the scales on Leader-Member Exchange caused substantial confusion in the course of time. This confusion encountered in the researches on Leader-Member Exchange could be said to extend up to the LMX-7 scale developed by Graen et al. (1982) to analyze the "professional relations" between the leader and members. The uni-dimensional structure of LMX-7 was questioned with the hypothesis of Dienesch and Liden (1986) claiming that the structure of Leader-Member Exchange is a multi-dimensional one and the scale development studies started again. During this period Dienesch (1987) used the "Qualification/Expectation Scale" and "Behavioral Scale", developed by Dienesch and Liden (1986), in the measurement of contribution and loyalty. Gerras (1992) developed a 24 article scale for these three sub-structures. Dienesch's (1987) claimed 18 article out of 20 in Qualification/Expectation Scale would be enough to measure this concept (quoted: Schriesheim et al., 1999). Schriesheim et al. (1999) developed a 6 unit scale in which each dimension is measured with 2 units and used this scale in their researches. Finally, Liden and Maslyn (1998) added professional respect dimension to these three dimensions thus creating a 12 unit scale.

This scale includes 4 dimensions. The first one is *Influence*; this could be defined as mutual relation and interaction between individuals based on interpersonal attractiveness rather than vocational or professional values. Another dimension is *Loyalty*; it includes a loyalty level which is changeable according to situational circumstances between individuals. *Contribution*; the perception of each member regarding job oriented activities they perform through open and secret mutual relations. The fourth dimension *Professional Respect*; is the reception of each member's dignity in his/her mutual interactions inside and outside the organization. This reception depends on the past experiences of the individual, and is formed over other people she/he works with or meets.

The theoretical framework of LMX is established on the basis of Role Theory. According to this approach; leaders test their inferiors in terms various job experiences. The level of adoption of inferiors to job demands and their competence identifies the accuracy of LMX relationships. The type of LMX causes the leader to give response using his/her professional resources such as "knowledge, work experience and autonomy. The preparation of resources by the leader is the response to the exchange of job related behaviors among inferiors. According to Graen et al., this change is based on financial issues about the job (Liden and Maslyn, 1998). LMX is uni-dimensional and based on the professional behaviors of leaders and inferiors. In addition, the role theory laying the theoretical ground for LMX researches stresses the multi-dimensionality of roles. For instance, some inferiors focus only on their works and do not attach importance to social interaction, while some do not pay attention to their work despite giving importance to social

interaction. Some others are weak or strong in both dimensions. The roles of leaders include multi-dimensional factors such as audition, resource allocator and contact service (Liden and Maslyn, 1998).

Leader-Member Exchange Theory is based on the conception that the leader takes different stances to each inferior rather than the hypothesis stating the leader takes the same leadership behaviors to all his/her inferiors. As an expansion of this, leaders classify their inferiors as "in group" and "out of group". While out of group relations are formal, rule-based and distanced in cases with low interaction between the leader and member, the relations inside the group are based on love, respect and based on mutual influence. While in group relations are based on trust and respect and the leader gives more of himself to his/her inferiors in terms of resources, attention and support; the member out of the group cannot have such a trust and work under organizational formal control system (Breland et. al., 2007).

The LMX leader member interaction model, which is analyzed in the study, is associated with a number of different components and scales. Given its impact on cognitive, emotional and behavioral dynamics inside the organization, one of the matters of association is cynicism, which is also influenced by the interaction between the leader and members. Given the constant impact of both exterior dynamics and interior dynamics in organizational flow, it is thought that the interplay between cynicism impact in organizations, as open systems, and the level of interaction between the leader and member would play a key role in the elimination of cynicism. For this reason, the study is aimed revealing the impact of Leader-Member Exchange on cynicism.

Organizational Cynicism

Organizational cynicism could be described as a negative attitude with cognitive, emotional and behavioral dimensions on the part of a worker against the organization (Dean, Brandes, Dharwadkar, 1998). It is also defined as the attitudes of a worker based on his/her critical view regarding the values, field, mission and vision of organization (Bedeian, 2007). Organizational cynicism is also thought to include hopelessness, disappointment and distrust about award and punishment (Andersson and Bateman, 1997). In addition, organizational cynicism could be seen as an outcome influenced by the processes of leadership, organizational change and organizational justice (Dean et. al., 1998).

Andersson (1996) highlighted that the studies on cynicism are principally based on three points of views including the police cynicism, psycho-social dimension of cynical enmity and cynicism in professional life. Based on these three components, relevant studies on cynicism are mostly called worker cynicism including relevant enterprises and leadership. According to Kanter and Mirvis (1989), there are three stages in the emergence of cynicism. At the first stage, there are unrealistic high expectations, and then comes failure in attaining these expectations and finally leaving their place to complete dispensation (Andersson, 1996). Unattained expectations within organizations are closely related to contractual infringements. The workers expect the organization to fulfill its responsibilities in return for their loyalty to their job and efforts to work. When these expectations are not met, negative attitudes and behaviors might appear against the organization (Rousseau and Parks, 1993). According to Cordes and Dougherty (1993), excessive workload and unfulfilled promises are among the causes of organizational cynical behaviors.

The studies conducted by Bashir and Nasir (2013) and Andersson (1996) also deal with the connection between worker cynicism and psychological contract infringements and stressed that there is a negative correlation between psychological contract infringements and cynicism. While Brandes and Das (2006) highlight that there is a negative correlation between cynicism and work performance, Byrne and Hochwarter (2008) stated that there is an inverse proportion between the perceived organizational support and cynicism. In a study on hotel management field by Bashir and Nasir (2013), workers' level of cynicism is inversely proportionate to organizational loyalty.

A striking paradox of the concept of cynicism is that while cynical workers have positive feelings about the possibilities of development and improvement for organization, they also have to think that these efforts for change will end in failure (McClough et. al., 1998). While ensuring that organizational change is maintained in a well-planned and successful way and worker adopt to that change is one of the most important functions of leadership (Van Knippenberg, Martin and Tyler, 2006), one of the important obstacles for leadership throughout this process is the resistance to change on the part of cynical workers (Armenakis and Bedeian, 1999). It is stated in the study of Bommer, Rich and Rubin (2005) dealing with the connection between transformative leadership and cynicism transformative leadership behaviors have a relieving impact on organizational cynicism. Rubin et. al. (2009) analyzed the connection between cynical attitude and leadership in terms of organizational change. The leader's performance and his/her cynical attitude have a proportionate impact on cynical attitudes of workers.

In general, no applied literature has been found analyzing the correlation between the concept of LMX and cynicism. However, it has become necessary that the concept is not only unearthed associating it with similar expressions, while also this missing point is taken into analysis and revealed with relevant

digital field works. To this end, the study utilized the "Organization Cynicism Scale" as developed by Brandes (1997) and Dean et. al. (1998) and the final version of which is given by Brandes, Dharwadkar and Dean, 1999). Different versions of relevant scale has been applied in various international studies (Kalağan and Aksu, 2010; Cole, Bruch and Vogel, 2006; Kaya, Ergün and Kesen, 2014, Yıldız and Şaylıkay, 2014; Arabacı, 2010; Polatcan and Titrek, 2014; Kim et. al. 2009; Chrobot-Mason, 2003).

The organizational cynicism scale has been applied in Italy, differently from its original language, by Bobbio et. al. (2006) thus forming a study about its validity and reliability. When it comes to the studies in Turkey, the scale is translated into Turkish by Kalağan (2009) to reveal the correlation between organizational support and organizational cynicism. A validity and reliability study has been conducted in Turkey by Karacaoğlu and İnce (2012). As a result of the study, the original form of Brandes et. al.'s (1999) organizational cynicism scale is in parallel with its Turkish version.

Rationale for the study

The aim of this study is to analyze the correlation between Leader-Member Exchange (LMX) and Organizational Cynicism. The researches could be said to focus generally on some variables including Lmx and work satisfaction (Wood and Sobel, 1970; Bartolo and Furlonger, 2000), task performance (Fiedler, O'brien and Ilgen, 1969; Vigoda-Gadot, 2007), organizational devotion (Agarwal, DeCarlo and Vyas, 1999; Dale and Fox, 2008), organizational citizenship (Deluga, 1995; Euwema et. al., 2008). Given other researches about the focal point of the study, this study is aimed at revealing its correlation between organizational cynicism, which is a negative attitude.

Population and Sample

The population of the study includes the workers at four and five star hotels giving service within the boundaries of the city of Nevsehir, one of the important tourism centers in Turkey. The study uses non-random sampling and judgmental sampling method which is also known as the purposive sampling method. However, as it is not known to what extent the sample chosen via judgmental sampling method represents the universe, no generalizations are made about the universe (Quoated from Malhotra, 1996 by Eren, 2007). The sampling frame is based on the Ministry approved hospitality enterprises registered under Nevsehir Governorship Provincial Directorate of Culture and Tourism. The study is based on the survey analysis conducted on the workers of 4 and 5 star hotels providing service in Nevsehir registered under the Provincial Directorate of Tourism and Culture. 385 survey forms are distributed to relevant hotels and collected on a pre-specified date.

Data Collection Method

The study applies the survey method for data collection. The survey form includes three parts. The first part uses the Lmx scale developed by Liden and Maslyn (1998), the second part includes the Organizational Cynicism scale developed by Brandes, Dharwadkar and Dean, 1999 and the third part includes demographical question appealing to hotel workers.

Data Analysis

The collected data are analyzed on computer. The analysis uses certain measures of central tendency including frequency and percentage distribution, arithmetic mean and mode and some statistical analysis methods like reliability, validity, correlation and regression.

Research Hypotheses

In order to identify the correlation between the level of leader-member exchange (LMX) and cynicism, which is also the main theme of the study, it is necessary to analyze the extent of leader-member exchange and level of organizational cynicism. To explain these levels and extents, the research hypotheses are generated as below:

H₁: As the level of Leader -Member Exchange increases, the individual levels of cynicism reduces.

$$\text{Cynicism} = \beta \text{ LMX}$$

H₂: The higher the level of Impact, Loyalty, Contribution and Professional Respect, the lower the level of cynicism is.

$$\text{Cynicism} = \beta_1 \text{ Impact} + \beta_2 \text{ Loyalty} + \beta_3 \text{ Contribution} + \beta_4 \text{ Professional Respect}$$

H₃: As the level of Exchange between the Leader and Member rises, the behavioral dimension of cynicism diminishes.

$$\text{Behavioral Cynicism} = \beta \text{ LMX}$$

H₄: As the level of Leader Member exchange rises the cognitive scale of cynicism diminishes.

$$\text{Cognitive cynicism} = \beta \text{ LMX}$$

H₅: As the Impact, Loyalty, Contribution and Professional Respect increase, the Emotional Scale of Cynicism diminishes.

$$\text{Emotional Cynicism} = \beta_1 \text{ Impact} + \beta_2 \text{ Loyalty} + \beta_3 \text{ Contribution} + \beta_4 \text{ Professional Respect}$$

Research Findings

The Reliability and Validity of Scales in Research

Table 1- Illustrates the number of propositions in the scales and sub-scales used in the research and reliability factors (Cronbach Alpha).

Scales	Number of Questions	Cronbach Alpha(α)
Lmx	12	0.94
Impact Dimension	3	0.84
Loyalty Dimension	3	0.84
Contribution Dimension	3	0.80
Professional Respect Dim.	3	0.79
Organizational Cynicism	13	0.90
Emotional Dimension	4	0.88
Cognitive Dimension	5	0.86
Behavioral Dimension	4	0.77

Peterson(1994) states that reliability factors of the scales used in researches should be 0.70 or over. As seen in Table 1, the reliability factors of all the scales used in the research are quite high and at a satisfactory level ($\alpha > 0.70$). Moreover, as change has been made in the reliability analysis of LMX and organizational cynicism scales used in the study, the statistical validity of both Lmx and organizational cynicism scales is maintained under current validity analysis results (Liden and Maslyn,1998, Schriesheim, 1992).

Demographical Information of Research Participants

Table 2: Demographical Information about the Hotel Workers Taking Part in the Research

Gender	N	%	Age	N	%
Male	211	58	Between 18-28 ages	207	56.9
Female	153	42	29-39 ages	129	35.4
			40-50 ages	26	7.1
			51 and over	2	0.5

Graduation	N	%	Working Year	N	%
Primary	48	13.2	Between 1-5 years	316	86.8
Secondary	180	49.5	6-10 years	26	7.1
University	136	37.4	11 years and over	22	22.6

Status	N	%			
Permanent	327	89.8			
Temporal	37	10.2			

When the demographical variables in the research are analyzed, it is possible to state that a large proportion of research population is men (%58) with their average (%56.9) age being between 18 and 25. Almost half of the participants are secondary school graduates with most (%86.8) of them having a work experience of 1-5 years in their fields. When the work status of participants is analyzed, the final demographical variable in the research, it is observed that most (%89.8) of the participants have tenure track positions.

Evaluation of Findings about Lmx and Organizational Cynicism

Table 3: Basic Analyses for Research Variables

Scales*	Genel Ortalama	Standart Sapma	Mod
Lmx	3.75	0.82	4
Impact	4	0.93	4
Loyalty	4	0.96	4
Contribution	4	0.89	4
Professional Respect	4	0.89	4
Organizational Cynicism	3.12	0.76	3
Emotional Dimension	3	1.00	2
Cognitive Dimension	3	0.91	2
Behavioral Dimension	3	0.86	4

*5 Point Likert Scale is used.

When general averages of responses regarding Lmx scales in Table 3 are analyzed, there are reflections stating that there is a leader-member exchange between the workers and their managers. When it comes to the general averages of responses to all scales, it is observed that the averages are quite high (4.00). The general averages of responses regarding implementations about Lmx is 3,75. It is understood that there is certain implementations to maintain the interaction between workers and managers. According to responses given by participants, workers could be said to perceive the interaction and exchange between themselves and their managers. In addition, the responses given to the scales forming organizational cynicism are found to have an average value (3.12). This might be connected to workers reluctance to openly state their opinions about organizational cynicism.

Correlation Coefficients between Lmx and Organizational Cynicism Scales

Table 4: Correlation Coefficients between Lmx and Organizational Cynicism Scales

Scales	Organizational Cynicism	Emotional Dimension	Cognitive Dimension	Behavioral Dimension
Lmx	-0.382*			
Impact		-0.305	-0.270	-0.192
Loyalty		-0.336	-0.347	-0.176
Contribution		-0.366	-0.365	-0.185
Professional Respect		-0.353	-0.291	-0.141

* Correlation is significant at the 0.01 level (2-tailed).

As a result of analysis made on Table 4 illustrating the impacts of Leader-Member exchange level on cynicism on a general level including all the sub-scales, the exchange between the Leader and the Member is found to have a negative impact on cynicism. According to this, once the level of leader-member exchange is increased one unit, the cynicism impact reduces at 0,382 percent. This result, which is significant at 0.01, indicates that cynicism, which is a dependent variable, has a negative correlation with the level of leader-member exchange.

Results of Multi-dimensional Regression Analysis on Lmx’s Impact on Organizational Cynicism

Table 5: The Impact of Emotional Devotion Sub-scale of Organizational Cynicism on the Sub-scales of Lmx

Org. Cynicism	Lmx	β	T	P	Std. Error _B	B
	Total	-0.037	-7.736	0.000	0.059	-0.457
	Impact	-0.024	0.274	0.784	0.095	0.026
Emotional D.	Loyalty	-0.096	-1.037	0.300	0.097	-0.100
	Contribution	-0.195	-2.297	0.022	0.096	-0.220
	Prof. Respect	-0.153	-1.859	0.064	0.093	-0.173

When the impact of sub-scales of leader-member exchange on the emotional sub-scale of cynicism in Table 5, it could be said that contribution, one of the sub-scales of LMX has a significant correlation with the emotional sub-scale of cynicism. We cannot talk of a significant correlation between loyalty, impact and professional respect sub-scales with the emotional sub-scale of cynicism, which have a lower significance value than 0.022. The impact of contribution sub-scale on the emotional sub-scale of cynicism has been calculated as 0.195 on negative direction.

Table 6: The Impact of Cognitive Link Sub-scale of Organizational Cynicism on the Sub-scales of Lmx

Cynicism Dimensions	Lmx	β	T	P	Std. Error _B	B
	Total	-0.353	-7.182	0.000	0.054	-0.388
	Impact	0.110	1.248	0.213	0.086	0.108
Cognitive D.	Loyalty	-0.234	-2.521	0.012	0.088	-0.221
	Contribution	-0.269	-3.167	0.002	0.087	-0.275
	Pro. Respect	0.003	0.036	0.971	0.084	0.003

When we analyze the correlation between the cognitive link sub-scale of organizational cynicism and the sub-scales of leader-member exchange, the cognitive link sub-scale has a significant correlation with loyalty and contribution which are the sub-scales of leader-member exchange. When the beta values emerging as a result of analysis are considered, loyalty and contribution sub-scales have a negative impact on cynicism at the significance values of 0.234 and 0.269 respectively. That is, if we reduce loyalty and contribution in the negative direction at specified rates, the cognitive sub-scale of cynicism will increase correspondingly. In addition, the cognitive sub-scale of cynicism changes at a rate of 38% according LMX factor.

Table 7: The Impact of Behavioral Link Sub-Scale Organizational Cynicism on the Sub-scales Lmx

Cynicism Dimensions	Lmx	β	T	P	Std. Error _B	B
	Total	-0.193	-3.740	0.000	0.054	-0.201
	Impact	-0.130	-1.387	0.166	0.087	-0.121
Behavioral D.	Loyalty	-0.028	-0.289	0.773	0.088	-0.026
	Contribution	-0.115	-1.276	0.203	0.088	-0.112
	Pro. Respect	0.060	0.692	0.490	0.085	0.059

When it comes to the correlation between the behavioral sub-scale of organizational cynicism and the sub-scales of leader-member exchange, no significant correlation has been found between relevant sub-scales at a reliability rate of 0.003. The rates identified as P value did not bear any significant results. The rate of 0.043 for R value indicates that the scales of leader-member exchange are not enough to explain the behavioral scale of cynicism.

Results and Evaluation

The researches on professional life reveal that the human factor is getting important every passing day in spite of technological developments and increasing automatization. However, this increasing importance reflects itself as a complicated factor given the incalculability and variability of human factor while being a component to be taken under control when high productivity and compliance are targeted. The study analyzes the relationship and interaction between the leaders and workers in hospitality enterprises and the significance and interaction rate of organizational cynicism impact in terms of leader-member exchange. The identification of this interaction is of crucial importance for the reduction of some negative issues inside the organization such as conflicts, cease of work and uneasiness and for the maintenance of a healthy working environment. Furthermore, the selection of hospitality enterprises as the population of study could be based on the idea that the personnel working in different fields in terms of job definition are together under the same enterprise and the supposition that they will reflect the rate of realization of their expectations from their leaders in their service performance to the customers and that this will have its direct implications in the field of tourism.

The rate of male participants in the study is found to be 58% while the remaining 42% is female workers. 56,9% of this population, which are so close in terms of gender proportion, are between the ages of 18-28. This is followed by 29-39 age group at a rate of 35,4%. In terms of educational status, a rate of 49,5% goes to secondary level of education while 37,4% are university graduates. The average years of experience is found to be between 1-5 at a rate of 86,8%. 89,8% of the participant are tenure track workers with 10,2% have a temporary status.

Form a general point of view, the correlation between leader-member exchange and organizational cynicism is identified as -0,382. This rate is significant as a validity coefficient of 0,01 and this indicates that as the level of exchange between the leader and member reduces, the organizational cynicism level is likely to increase, as well. This shows that both components of comparison bear results supportive of theoretical framework. However, as this rate will bear healthier results when the sub-scales of leader-member exchange are compared with those of organizational cynicism, the hypotheses of the study are identified in a way to ensure that the rate of impact and interaction between relevant sub-scales. When we analyze the impact of sub-scales of leader-member exchange, regarded as independent variable, on organizational cynicism, it is observed that organizational cynicism is generally negatively influenced by all the sub-scales of leader-member exchange. However, as previously stated, the rate of impact between sub-scales is of higher importance for a more meaningful analysis on the two main components of research under the study.

In this sense, given the results obtained from the comparison of the sub-scales of organizational cynicism with the sub-scales of leader-member exchange, it could be stated that emotional link sub-scale is most influenced by the contribution sub-scale of leader-member exchange. Contribution sub-scale is

followed by professional respect sub-scale in this sense. According to this analysis, negative feelings of workers against the organization might be associated with the workers' opinion that their exchange and interaction with the leader do not bear any contribution to their work life and personal status as well as lack of professional environment with mutual respect. When the sub-scales of organizational cynicism are evaluated in terms of leader-member exchange, cognitive sub-scale is found to have the highest rate of impact or correlation. We can also state that the cognitive sub-scale of cynicism has its most significant impact on the loyalty and contribution sub-scales of leader-member exchange. In the light of this, it is possible to state that in order to cultivate the idea that workers take a negative stance and attitude against the organization, emotional sub-scale should be more meaningful and clear thus being adopted by the workers. The opinion that the leader has no professional or individual contribution to workers and lack or insufficient feeling of loyalty in leader and member exchange on the part of workers direct workers towards a cynical structure. However, given the findings obtained in the study, while cognitive sub-scale generally has a negative correlation with the leader-member exchange, the study bears results indicating a positive correlation between cognitive sub-scale and impact and professional respect sub-scales. The positive direction of professional respect and leader-member exchange cannot change the supposition that both components are negative and this could be because the workers, who have a cynical consciousness, cannot fully trust the respect demonstrated to them and interaction and exchange and/or they just ignore these components.

According to obtained results from the analysis regarding the comparison of another sub-scale of cynicism and that of leader-member exchange, the workers are found to indicate that the most influential reason for their behaviors about their organization is the impact sub-scale of leader-member exchange. On the part of behavioral sub-scale, the workers who have a cynical attitude attach less importance to professional respect shown to him/her than other sub-scales and this cannot change the negative direction of interaction or exchange.

Given the conditions of contemporary professional life, the sub-scales of leader-member exchange and cynicism, which are analyzed under the study, are found to have the power to change or affect the productivity of workers as well as all kinds of variables in working life. While the corresponding correlation between them is put forth in a valid and reliable way in terms of analysis, the dynamics of working life are influenced by a number of different components. Although the findings of the study reveal that there is a significant negative correlation between leader-member exchange and cynicism, the high level of negativities included in statistical data indicate that the reason for workers to find themselves in a cynical feeling, opinion and consciousness could be associated with a number of different dynamics other than leader-member exchange. However, given the increasing rate of adoption of participatory management approach in today's enterprises, it becomes necessary to re-arrange the interaction and relation between leaders and their inferiors in the light of ever-increasing conflictual and complicated structure of human relations.

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