

T.C.

GAZIANTEP ÜNİVERSİTESİ

SOSYAL BİLİMLER ENSTİTÜSÜ

ISLETME ANA BİLİM DALI

**STK'larda Sinizmin Örgütsel Bağlılık Üzerine Etkileri: Çok
Yapısal Eşitlik Modellemesi ile Bir Uygulama**

YÜKSEK LİSANS TEZİ

Rama, ALMARE

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**The Effects of Cynicism on Organizational Commitment in
NGOs: An Application with Structural Equation Modeling**

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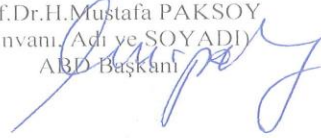
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ABSTRACT

The Effects of Cynicism on Organizational Commitment in NGOs: An Application with Structural Equation Modeling

Rama ALMARE

M. A. Thesis, Department of Business Administration

Supervisor: Assist. Prof. Dr. Ömer Faruk RENCBER

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In order to respond to the Syrian crisis, the human resources of the Non-Governmental Organizations (NGOs) were put under high pressure in order to deal with the increasing demands. Therefore, it was very critical to detect the level of the organizational cynicism and commitment to maximize the levels of commitment and minimize the cynical attitude, in order to ensure providing the best services to the beneficiaries. As a result of this research, It was determined that there was a negative influence of the organizational cynicism on the organizational commitment. The same was detected on the influence of the organizational commitment on the organizational cynicism. Beside that the level of the organizational cynicism was low while the level of organizational commitment was high for the NGO's employees in Turkey.

Keywords: Organizational Cynicism, Organizational Commitment, Non-Governmental Organization.

ÖZET

STK'larda Sinizmin Örgütsel Bağlılık Üzerine Etkileri: Çok Yapısal Eşitlik Modellemesi ile Bir Uygulama

Rama ALMARE

Yüksek Lisans Tezi, İşletme ABD

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Suriye krizine cevap verebilmek adına, Sivil Toplum Örgütlerinin (STK'ların) insan kaynakları artan taleplerin üstesinden gelmek için yüksek baskı altında kalmıştır. Bu nedenle, paydaşlara en iyi hizmeti verebilmek için, örgütsel sinizm düzeyini ve bağlılık düzeylerini tespit etmek ve bağlılığın arttırılırken sinizm düzeyinin düşürülmesi kritik bir öneme sahiptir. Bu araştırma sonucunda örgütsel sinizmin, örgütsel bağlılık üzerinde olumsuz bir etkisinin olduğu tespit edilmiştir. Aynı durum örgütsel bağlılığın örgütsel sinizm üzerindeki etkisinde de tespit edilmiştir. Bunun yanı sıra STK'ların Türkiye'deki çalışanları için örgütsel sinizm düzeyi düşükken, örgütsel bağlılık düzeyi yüksektir.

Anahtar kelimeler: Örgütsel Sinizm, Örgütsel Bağlılık, Sivil Toplum Örgütlerinin.

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LIST OF ABBREVIATIONS

IDP – Internally Displaced People.

INGO –International Non-Governmental Organization.

NGO (STK) –Non-Governmental Organization.

SEM – Structural Equation Modeling.

UN – United Nation.

UNHCR – United Nations High Commissioner for Refugees.



CHAPTER ONE

INTRODUCTION

The Syrian Crisis, described as the worst humanitarian disaster of our time, which has forced almost half of the Syrian people to leave their homes. It is estimated that since March 2011, 5.6 million Syrians have fled the country, and 6.6 million have been internally displaced.¹

Based on the annual report of the Regional Refugees & Resilience Plan which (2018) it was mentioned that more than half of those refugees are youth and children, and most of them need humanitarian assistance urgently. Unfortunately, in many cases, those civilians are beyond the reach of humanitarian actors. They are deprived of the basic rights, such as having the ability to move freely and getting access to an acceptable food, sanitation, water and health care.²

The number of dead humans starting by February 2016 was 470000. More than 117000 have been detained or disappeared since 2011. Organized and extensive violations including artillery, abductions and executions were carried out against civilians, houses, schools, markets and medical facilities, were targeted in many areas in Syria.³

The number of Syrians who have fled the country for neighboring states stands at more than five million. Turkey by itself has more than three and a half million Syrians refugees. In Jordan, there is over than 66000 Syrian Refugees who are registered with the UN. The government in Lebanon didn't give any permission to allow the establishment of formal camps, but the UN estimated the number of Syrian refugees in Lebanon to be about one million⁴.

¹ <https://www.unhcr.org/uk/syria-emergency.html>

² <https://data2.unhcr.org/en/documents/download/68557>

³ <https://www.hrw.org/world-report/2017/country-chapters/syria>

⁴ https://data2.unhcr.org/en/situations/syria#_ga=2.84121488.827916069.1566965731-790967560.1566965731

That huge number has put the Turkish local NGOs under a huge pressure to defray the increasing needs of the IDPs in Northern Syria & refugees in Turkey, even though the NGO sector in Turkey is not new at all. Actually based on the annual Humanitarian Need Overview (2019), it was mentioned that since 2011 more than 150 Syrian NGOs and 50 INGOs has been registered in Turkey as response to this rapidly increasing demand, these NGOs has employees from different combination of cultural background and nationalities, and this research will try to figure some of its organizational specifications.

At the same time each organization (regardless of their activities, size, type etc.) aims to remain, achieves its goals, expands its activities, and eagers to have a competitive advantage among its competitors. On the other hand, it has been clear for everyone that the organization without its human resources doesn't worth more than its assets and equipment with zero chance of development, and no capability to enhance the productivity. At these days the organizations are struggling to keep the best qualified employees, which is getting more and more difficult in a highly competitive environment where the market is rapidly growing, and the globalization has reached all the sectors, which gives the employees wide opportunities and alternatives in the job market to choose where they want to build and continue their career. (Eraslan, Kaya, & Altındağ, 2018)

Therefore, the top management will focus in the beginning on how to keep the best employees within the organization, then to increase and improve their performance, and enhance them to provide innovations and inventions ideas and suggestions. All of that will affect the development of the organizations positively. (Eraslan, Kaya, & Altındağ, 2018)

To get most of the human resources within the organization, the management must focus on their capacity building, empowerment, and providing the most suitable environment to achieve that. At the same time the management shall keep an eye on the different dimensions which affect the attitude of the staff which as a result will affect the organization performance.

That was the reason which made many authors studying the organizational variables, among the variables that have huge impact on the human resources, the organizational commitment and the organizational cynicism play a key role in the failure or success of any organization, since commitment thrust the employees to show their best performance when they believe they are part

of the organization and part of its success, while the cynicism does just the opposite. (Kaygin et al., 2017) (Margelyte & Vveinhardt, 2019) (Eraslan, Kaya & Altındağ, 2018).

In addition to their effect on the performance, both variables are linked by the same consequences, causes and affect some major variables which also show a main role in the organization's failure or success such as job satisfaction, open communication, affiliation, dissemination of information, organizational involvement and public spirit (Kaygin et al., 2017), (Margelyte P. A. & Vveinhardt, J., 2019)

Therefore, better understanding of the relationship between organizational cynicism and organizational commitment will lead to a positive impact on the organization overall. It will work in to control the organizational cynicism and keep it as minimum as possible and get advantage of the organizational commitment and maximize it as possible. (Kaygin et al., 2017) (Margelyte & Vveinhardt, 2019)

When it comes to the NGOs sector worldwide actually there are just few studies which handled the organizational behaviors to their employees. When it comes to Turkey, we can say that this leap which rose in the last 8 years didn't have enough attention from researchers yet.

And this lack of attention might be the reason behind the failure of some NGOs to achieve its goals in the best way; when it comes to the organizational commitment having high level will enhance delivering the goods and services to the beneficiaries, which improves the life quality for the refugees and IDPs (Dr. Chandra Sekhart & Anjiaht, 2002) while organizational cynicism will do just the opposite.

This research aims to determine the effect of the organizational cynicism on the organizational commitment, at the same time it will study the effect of the organizational commitment on the organizational cynicism. In addition to determine the level of both variables between the NGOs' employees and how this level would be affected by the demographical attributes. When it comes to the originality of this research, it would help in reducing the lack of researches in the NGOs sector. Since those two variables; as mentioned above based on the previous researches; would have a huge impact on the employees and NGOs overall performance, which will ensure that the beneficiaries will get the best available goods and services from the NGOs.

CHAPTER TWO

THEORETICAL REVIEW

2.1 Organizational Commitment

2.1.1 Definitions and Importance

The organizational commitment has started to appear as a concept on the organizational behavioral literature on the 1970s (Bozlagan, Dogan & Daoudov, 2010). (Tekin, Kayacan & Bektas, 2014) this attention was growing slowly till the early 80s, then a huge focus by the authors was giving to the organizational commitment, all the authors who handled this topic, was dealing with it from three different perspectives:

- psychological situation of the employees which might lead to the commitment,
- main cause that make the commitment grow,
- predictable behaviors duo to the level of commitment. (Allen & Meyer, 1990)

In their research's to develop a definition of the organizational commitment each author has tried to figure, what are the employees committed to? Their findings where mainly categorized in three groups:

2.1.1.1 Entities (organization, union, and occupations)

The most traditional concept of commitment would suppose that the employee would have commitment to the organization itself, regardless of its behavior or his colleagues. Allen & Meyer have adopted this concept in their famous study which was done in 1990 “a psychological state that binds the individual to the organization (i.e. makes turnover less likely).” Even though it's a traditional concept but it's still mentioned in many newly researches. Beduk, Eryesil & Esmen (2015) The strength bond which the employee has toward his organization as an outcome of the organization-employee relationship. Helvaci & Ali Kilicoglu (2018) also defines the organizational commitment as “the involvement of the employees into the organizations by being identified within the organization”. Moreover Margelyte & Vveinhardt (2019) state that the organizational commitment might be identified as the link which attaches the employee to the organization where he works, this link might be reflected on his behavior that is considered as

confirmation of the employees' psychological attachment, this attachment would be driven by (financial or emotional cost, and psychological attitude)

2.1.1.2 Behaviors (policies implementation, achieving goals)

Another concept of the organizational commitment was introduced based on the organizational behavior, as Meyer & Herscovitch (2001) has declared its "emotional attachment, sense of being locked in, belief in and acceptance of the organization goals". According to Beduk, Eryesil & Esmen (2015) "a strong belief in and acceptance of the organization's goals and values" further description was provided by Margelyte & Vveinhardt (2019) Employee's participation level in the organizational environment, would reflects his trust in the organization, willingness to stay with it, and believe on its values and goals.

2.1.1.3 People (Teams, leaders)

The employee is committed to his colleagues, managers, subordinates...., Güllüoğlu (2015) "A psychological situation that shapes the relation of management with worker and provides the decision to continue to work in management."

Based on review of the definitions of the three categories, it was found that most of it has two things in common: The organizational commitment is an obligatory force or stabilizing, and it directs the behavior. (Meyer & Herscovitch, 2001)

This research couldn't categorize the commitment in this way, because the employee might be committed to a combination of more than one issue, so it would be, the emotional attachment that tight the employee to the people who he works with, and/or the organization's practiced behaviors and/ or the organization itself. This attachment won't allow the employee to leave the organization.

2.1.2 Dimensions of Organizational Commitment

When it comes to the measurement some studies have focused on multi dimensions while the others settled for only one. One of the most popular modules has been developed by Meyer & Allen on 1990, in their module the researchers have taken into consideration three dimensions: (normative, continuous and affective). They distinguished the commitment based on the reason behind it, those who are emotionally attached to their organization remain since they have the desire to continue working (affective), while those who believe they can't afford to leave stay

because they need to (continuous), and the others who has solid normative commitment don't leave because they ought to (normative). (Allen & Meyer, 1990)

The research will go through each dimension to review some of the definitions which was mentioned in the previous studies and the antecedents of each one of them.

2.1.2.1 Affective Commitment:

This dimension has been mentioned earlier in most of the studies when the researchers used to shrink the whole concept of commitment on it, they used to consider commitment as the emotional attachment which bonds the employee to the organization. (Allen & Meyer, 1990). In different word the affective attachment is the emotional bond that the employee develops toward his organization due to previous positive experience within it. (Allen & Meyer, 1990). In similar manner it emerges when the employee is emotionally attached to and involved in the organization. Where he chooses to stay in the organization since he wants to. (Allen & Meyer, 1991) based on (Margelyte & Vveinhardt, 2019) it's simply the employee's choice to stay within his organization, because he wants to.

In reference to the same study Allen and Meyer at 1990 have categorized the antecedes in two main categories the comfort needs and the feeling of competence.

2.1.2.1.1 Comfort Needs

- Organizational dependability (the trust that the organization will do as they say).
- Management receptiveness. (the management pays attentions to the employee's suggestions & new ideas)
- Equity (everyone on the organization get what he deserves based on what he has done).
- Peer cohesion (the relationships between the team members within the organization).
- Role clarity (the expectation from the employee is clear and well explained by his management).
- Goal clarity (the assignment which handled to the employee must be provided with clear instructions of what is supposed to be done).

2.1.2.1.2 Feeling of Competence

- Job challenge (the employee feels that the work which is handled to him is challenging and exciting)

- Goal difficulty (the job requirements are not mostly difficult and non-achievable).
- Personal importance. (the employee is encouraged to feel the importance of his role and work within the organization and how his role will affect its main goal).
- Feedback (the employee is getting feedback from the management about his performance on a regular base).
- Participation. (the employee can participate in decision making, in those decisions which are connected to the workload and performance standards).

2.1.2.2 Continuous Commitment

Other researchers (from those who dealt with the organizational commitment as a single dimension) had focused more on the cost that each employee evaluate for his participating or not on the organizations activities, which means that the gained profit from staying and the cost of leaving are the major factors in the commitment, In simplest word it is the cost based commitment, cost means both emotional and financial. (Allen & Meyer, 1990). The employee would be committed based on the value of the perceived cost of leaving, or also would be consider as cost avoidance, (Meyer & Herscovitch, 2001). Or it can be that continues commitment is the costs that employee sacrifices when he leaves the organization, or where the employee stays based on his need. (Allen & Meyer, 1990). On their research on (1991) Allen & Meyer had declared that its “An awareness of the costs associated with leaving the organization” these kind of committed employee remains working because they need to do so, and simply based on Margelyte & Vveinhardt study (2019) the employee will keep working in his organization because he has to.

The authors Allen & Meyer (1990) have found that the magnitude or the size of investments that the employee has made, and the absence of alternative opportunities are the antecedents of the continues commitment.

2.1.2.3 Normative Commitment

This dimension of commitment was considered as part of the affective & continues commitment, till the research of Meyer & Allen (1991) which has distinguish it as a separate component (Meyer & Herscovitch, 2001), and they have define it as the employee duty toward his or her organization, this duty is an internal feeling which is thrust the employee to do what is right based on the organization goals. (Allen & Meyer, 1990). In different words it would be the

feelings that the employee is obligated to continue with the organization, where he doesn't leave because he ought to do so. (Allen & Meyer, 1990). (Allen & Meyer, 1991) or simply as Margelyte & Vveinhardt mentioned in their research in 2019, when they revealed that the employee will stay with the organization, since he feels he must stay.

2.2 Organizational Cynicism

2.2.1 Definitions and Importance

In 1930 it was the first time that the concept of organizational cynicism was mentioned in the academic literatures, by Bertrand Russell and later on the researchers Kanter & Mirvis republished it as a part of the organizational behavior literatures.” (Güllüoğlu, 2015).

Mohamed Aly, Ghanem & El-Shanawany (2016) have defined it as “the belief in the fact that the organization lacks honesty, negative feelings towards the organization, and expressions stating the dishonesty and insincerity of the organization.”. Singh & Dixit (2018) have expressed the cynicism action as an employee who is experiencing undesirable attitudes and feelings when it comes to his organization. In their research Helvaci, & Ali Kilicoglu (2018) defined a specific type of cynicism that happened during organizational change as the negative attitude that the employee shows or express as reaction of the organizational changes. Moreover Margelyte & Vveinhardt (2019) declare that the organizational cynicism is the employee's believe that the organization might sacrifices its values such as honesty and justice to achieve its goals. Margelyte & Vveinhardt (2019) have developed the definition to be the result of the negative assessment from the employee toward his organization's actions principles and values.

When it comes to the antecedents, the authors defined it as one package as opposed to the commitment where the authors defined the antecedents for each dimension.

- Having a high expectation from the organization even more than what it can offer, while it is not providing any extra effort. (Margelyte & Vveinhardt, 2019)
- Bad economics circumstances and negative administrative actions. (Toheed, Turi & Ramay, 2019)
- Low level of Job satisfaction level and lack of team support. (Toheed, Turi & Ramay, 2019).

- Lack of confidence and trust which might rise because of the: (Mohamed Aly, Ghanem & El-Shanawany, 2016) (Psychological situation, not providing a suitable level of organizational support, limitation in the management leadership behavior).

2.2.2 Dimensions of Organizational Cynicism

2.2.2.1 Cognitive Cynicism

The main idea about this dimension was that it's the feeling of the employee that the organization does not care about him. (Margelyte & Vveinhardt, 2019), it also has been defined based on Alper Ay & Ünal (2016) that its feeling which the employee has about his organization that it doesn't deal in an honest way, while other researches express that this dimension happens when the employee disbelieves in his organization and its activities and performances since it misses some principles like justice and honesty. (Güllüoğlu Işık, 2014)

2.2.2.2 Affective Cynicism

This dimension is mainly about emotions, moreover some researchers used the term "emotional cynicism", one of those researchers was Güllüoğlu Işık (2014) in his research has confirmed that the employee based on this dimension expresses emotional reactions toward his organization like worried, embarrassment, anger, dissatisfaction and glumness, or in other words this dimension occurs when the employee is experiencing a negative emotional response toward the organization (Margelyte & Vveinhardt, 2019) (Alper Ay & Ünal, 2016).

2.2.2.3 Behavioral Cynicism

This dimension focuses on the employee's behavior toward his organization as it was mentioned in the research of Alper Ay & Ünal (2016) that it is the inoffensive and inappropriate behavior that the employee is expressing toward his organization, or in other words in this dimension the employee shows cynical behaviors against his organization which consist of negative and pessimistic estimates (Güllüoğlu Işık, 2014). And it can be simplified as the situation when the employee is behaving in an undesirable, shameful way (Margelyte & Vveinhardt, 2019).

CHAPTER THREE

LITERATURE REVIEW

3.1 Organizational Commitment

The previous researches have suggested set of variables which have a positive influence on the organizational commitments level, such as organizational identification and trust, structural empowerment, quality of the leadership and organizational climate. While the organizational commitment itself has positive impact on other variables like overall well-being, performance, organizational effectiveness, citizenship behavior and organizational development. At the same time, it has a negative impact on different ones such as absenteeism, intention to leave and turnover. Meanwhile the level of the organizational commitment differs due to the demographical group of the employee. Below some of these articles and researches.

Table 1: Literature Review in Organizational Commitment.

Author (Year)	Sector (Country)	Findings
Meyer & Hescovitch (2001)		<p>The employees who show high level of commitment are least probable to leave their work in the organization.</p> <p>Organizational commitment affects the organizational effectiveness positively.</p> <p>Organizational commitment improves performance.</p> <p>Organizational commitment effects the employee overall well-being positively.</p> <p>Organizational commitment increases the organizational citizenship behavior.</p> <p>Organizational commitment leads to reduce absenteeism</p>
Chandra	NGO (India)	The level of organizational commitment differs based on some demographical attributes (gender, positions, and years of experience)
Salim, Sadruddin & Zakus (2009)	NGO (Pakistan)	<p>The level of the organizational commitment differs based on the level of management support and some organizational actions.</p> <p>Having a family supportive environment in addition to having special treatment for women would raise the level of organizational commitment,</p>
Beduk, Cakici & Cicekdagi (2015)	Provincial Disaster and Emergency Directorate (Turkey)	<p>Organizational commitment supports the organization on its journey to achieve its goals and complete its activities.</p> <p>Organizational commitment has a positive effect on the organization's</p>

		<p>development based on previous studies.</p> <p>The committed employees are those who have high level of trust and confidence in the organizations goals and values and try their best to provide an outstanding performance.</p>
Beduk, Eryesil & Esmen (2015)	Health Institution (Turkey)	The relationship between the burnout and the organizational commitment is significantly negative.
Liu & Inkabi (2015)	NGOs (Sweden)	Organizational commitment improves performance.
Chen & et al. (2015)	Teaching Hospitals (Sweden)	The organizational commitment is affected positively by the organizational identification and trust.
Khan, Naseem, & Masood (2016)	Engineering Organization (Pakistan)	The continuance commitment has significant relation with the level of job satisfaction.
Githuka (2017)	NGO (Kenya, Malawi & Nigeria)	The directive leadership increase has a positive effect on the level of organizational commitment.
Eskandari, F.& et al. (2017)	Hospitals (Zanjan)	The structural empowerment has an important positive correlation with the organizational commitment.
Karami, Farokhzadian & Foroughameri (2017)	Hospitals (Iran)	The professional competency has no relationship with the organizational commitment.
Nunes & Gaspar (2017)	Hospital (Portugal)	The quality of the leadership has a positive influence on the organizational commitments level.
Berberoglu (2018)	Public Hospitals (Cyprus)	The level of the organizational climate has a significant positive relationship with the organizational commitment.
Timalsina, R. et al. (2018)	University Nursing Faculty (Nepal)	<p>The organizational commitments level differs based on the employees demographical group.</p> <p>There is a negative relationship between the level of organizational commitment and the turnover. While it has a positive relationship with the performance level and customer satisfaction.</p>

3.2 Organizational Cynicism

Based on the previous studies which were checked in this research, the organizational cynicism has a negative effect or a negative relationship on/with job satisfaction, job performance, productivity, performance, emotional pride, attitudinal pride, self-awareness, self-esteem and some organizational concepts such citizenship, behavior, justice, commitment, trust, innovation and related behavior; while it has a positive relationship with others such as willing to leave, burnout and organizational silence. Meanwhile the level of organizational cynicism differs based on the demographical group which the employee belongs to (age, administrative duties, and marital status).

Furthermore, the cynicism plays the role of a moderator in some relationships such as Machiavellian leadership and emotional exhaustion, authoritarian leadership and employee's deviant workplace behaviors, and psychological contract breach and counterproductive work behaviors.

Table 2: Literature Review in Organizational Cynicism.

Author (Year)	Sector (Country)	Findings
Shrestha (2012)		Most of the organizations from all different categories has cynicism but in different level.
Çınar, Karcıoğlu, & Aslan (2014)	Call-Center Workers (Turkey)	If the level of the organizational cynicism that the employee is experiencing high that means his intention to leave work and job insecurity are high also. The level of organizational cynicism differs based on the demographical group which the employee belongs to.
Volpe, et al. (2014)	Hospitals (US)	Organizational Cynicism has a positive effect on the attention to leave.
Gkorezis, Petridou & Krouklidou (2015)	Private Hospital (Greece)	The Organizational cynicism plays partially the role of moderator in the relationship between emotional exhaustion and Machiavellian leadership . There is a relationship between the organizational cynicism and emotional exhaustion

Beduk, Eryesil & Esmen (2015)	Health Institution (Turkey)	The organizational cynicism has a positive relationship with the burnout.
Mohamed Aly, Ghanem & El-Shanawany (2016)	Hospital (Egypt)	The organizational cynicism has a negative relation with the productivity, job satisfaction and performance (quality of care). Organizational cynicism has a positive relation with the intention to leave and burnout. Organizational cynicism is the main reason behind the employee's negative attitude toward their organization.
Khan, Naseem, & Masood (2016)	Engineering Organization (Pakistan)	The organizational cynicism will decrease the level of job satisfaction.
Çaylak & Altuntas (2017)	University Hospital (Turkey)	The antecedents of the organizational cynicism increase the intention to leave work. The organizational silence has a significant positive impact on the organizational cynicism,
Ceyhun, Malkoç & Arslan (2017)	Sport Facilities (Turkey)	In general, the level of the organizational cynicism and its sub dimensions differ based on the demographical group which the employee belongs to. (age, administrative duties, marital status.)
Turkme & Aykac (2017)	5 Stars Tourism Enterprises (Turkey)	The level of organizational cynicism and two of its sub dimensions (Affective & Cognitive) has a negative significant relationship with the organizational citizenship behavior and all its sub dimensions. There is a positive relation between the organizational cynicism sub dimensions themselves. Having a high level of the organizational cynicism, it's most likely that the level of the organizational citizenship behavior will decrease.
Jiang & et al. (2017)	Manufactures (China)	The organizational cynicism plays the moderator role in the relationship between employees' unusual workplace behaviors and authoritarian leadership.

Singh & Dixit (2018)		The organizational cynicism has influence on other variables based on the previous studies job performance, intention to leave, innovation and some organizational concepts such citizenship, behavior, justice, commitment, trust, innovation related behavior.
Li & Chen (2018)	Energy Company, Front line Employees (China)	The organizational cynicism plays a moderator role in the relationship between counterproductive work behaviors and the psychological contract breach.
Durrah, Chaudhary & Gharib (2019)	Industrial Organization (Oman)	There is a significant negative impact of the behavioral and affective cynicism on the emotional pride, on opposed to the cognitive dimension which has no significant impact. There is a significant negative influence of affective cynicism on the attitudinal pride, on opposed to the behavioral and cognitive dimensions which have no significant impact.
Toheed, Turi & Ramay (2019)	Advertising Sector (Pakistan)	Organizational cynicism has a negative influence on the self-awareness and the self-esteem.

3.3 Relationship between Organizational Commitment and Organizational Cynicism

The relation between the organizational commitment and cynicism was handle previously by many authors and in different sectors, in some literatures the authors studied only the two variables while others chosen to study them as part of three or four organizational variables, some of those articles which was done between 2012 and 2018 were reviewed and briefed as below:

Table 3: Literature Review in Organizational Cynicism-Commitment Relation

Author (Year)	Sector (Country)	Findings
Özgan, Külekcı & Özkan (2012)	University (Turkey)	It has been noted that a significant negative relation, connecting the organizational commitment and cynicism, exists on a medium level.
Taşpınar, Erkiş & Şahin (2013)	Directorate of State Water Works (Turkey)	The relation between the organizational cynicism and commitment is negative. This relation based on the employee age, is stronger at younger ages and gets weaker and weaker when the age is increasing. Also, when it

		<p>comes to the gender, it was can noticed that the relation is stronger in men.</p> <p>The level of commitment and cynicism is higher in men than woman.</p> <p>While The level of the position has positive effect with the level of the organizational commitment and cynicism.</p>
Balikçioğlu & Altay (2014)	Five Stars Hotels (Turkey)	<p>The dimensions of organizational commitment are not affected by the behavioral cynicism.</p> <p>The affective and cognitive cynicism has a significant effect on the dimensions of the organizational commitment.</p>
Beduk, Cakici & Cicekdagi (2015)	Provincial Disaster and Emergency Directorate (Turkey)	<p>There is a negative relationship between the organizational commitment and the organizational cynicism.</p> <p>The level of organizational cynicism and commitment is affected by some demographical attributes (education level, age and length of working duration).</p>
Güllüoğlu (2015)	Hotels (Turkey)	<p>There is a negative relation between the cynicism and the level of the hotel (number of stars).</p> <p>There is no significant relation between the cynicism sub dimensions (behavioral & cognitive) and the employee department.</p> <p>There is a negative relation between the level of commitment sub dimensions (Emotional & Normative) and the level of the hotel (number of stars), while there is no relation with the continues commitment.</p> <p>There is no significant relation between the employees department and the commitment sub dimensions (emotional & continues), while there is significant relation with the normative commitment.</p> <p>The cognitive and affective cynicism sub dimensions has a high significant negative relation with two of the commitment sub dimensions (emotional & normative) and a medium significant negative relation with the continues commitment.</p> <p>The behavioral cynicism has a high significant negative relation with the emotional commitment and a medium significant negative one with two of the commitment sub dimensions (continues & Normative).</p>
Tekin & Beduk (2015)	Hospitals (Konya, Turkey)	<p>The level of the organizational cynicism doesn't differ based on the employee (age, gender, place of work).</p> <p>The level of the organizational cynicism differs due to the employee (education level, position)</p> <p>The level of the organizational commitment differs due to the employees age</p>

		<p>The level of the organizational commitment doesn't differ due to the employees (position, education level, gender and place of work).</p> <p>There is no significant relation between the organizational cynicism and commitment.</p>
Yasin & Khalid (2015)	Different Companies (Pakistan)	<p>There are significant negative relationships between the sub dimensions of both variables as below:</p> <ul style="list-style-type: none"> ✚ affective cynicism and normative commitment ✚ cognitive cynicism and affective commitment ✚ behavioral cynicism and continuous commitment ✚ While there are non-significant relationships between the others <p>The organizational cynicism and its three sub dimensions have a negative significant relationship with the commitment.</p> <p>There is a positive relation between the organizational commitment and the employee's years of experience.</p>
Beduk, Eryesil & Esmen (2015)	Health Institution (Turkey)	There is a significant negative relation between the organizational cynicism and commitment.
Khan, Naseem, & Masood (2016)	Engineering Organization (Pakistan)	There is no relationship between the level of continuance commitment and cynicism
Aydin & Akdag (2016)	Hotels (Turkey)	The organizational cynicism has a medium negative significant relation with the organizational commitment.
Yaşar & Özdemir (2016)	Middle Schools Teachers (Turkey)	A significant negative relationship has been noticed between the organizational cynicism and commitment.
Mohamed Aly, Ghanem & El-Shanawany (2016)	Hospital (Egypt)	The organizational cynicism has a negative relation with the organizational commitment
Kaygin, E. & et al. (2017)	University and Application Hospital (Turkey)	There is a significant positive relation between the organizational commitment and cynicism.
Yüksel & Şahin (2017)	School Teachers (Turkey)	<p>There is a medium negative relation between the organizational cynicism and commitment.</p> <p>The level of two organizational cynicisms dimensions (affective & cognitive) would give us signs for the level of the organizational</p>

		commitment dimensions.
Helvacı & Kilicoglu (2018)	School Teachers (Turkey)	<p>There is a low negative significant relation between the organizational commitment and change cynicism.</p> <p>There is a relation between the organizational change cynicism sub dimensions themselves, and it is positive and significant.</p> <p>There is a relation between the organizational commitment sub dimensions themselves, and it is positive and significant.</p>

Based on the above studies most of the authors agrees that the relation between the organizational commitment and the organizational cynicism is negative, (Özgan, Külekçi & Özkan, 2012) (Taşpınar, Erkiş & Şahin, 2013) (Yasin & Khalid, 2015) (Beduk, Eryesil & Esmen, 2015) (Aydin & Akdag, 2016) (Yaşar & Özdemir, 2016) (Mohamed Aly, Ghanem & El-Shanawany, 2016) (Yüksel & Şahin, 2017) (Helvacı & Kilicoglu, 2018). While (Tekin & Beduk, 2015) found that there is no relationship between the two variables, in their study, more over just on the opposite in their research at 2017 Kaygin and his colleagues found that there is a positive relationship between the two variables (Kaygin & et al., 2017).

When it comes to the sub dimensions it was handled by many authors but their results were totally different, starting with the behavioral cynicism, which found not to affect the organizational sub dimensions by Balikçioğlu & Altay (2014), while Güllüoğlu (2015) has found that it has a significant negative relation with the organizational commitment in a high and medium level, at the same time Yasin & Khalid (2015) declared that it has a significant negative relationship with only one sub dimension of the organizational commitment (continuous commitment). Moving to the cognitive and affective cynicism which have the same relationships based on some authors, were they have significant relationships with the commitment sub dimensions (Balikçioğlu & Altay, 2014) (Güllüoğlu, 2015) (Yüksel & Şahin, 2017), while Yasin & Khalid (2015) declared difference in the relation for the two sub dimensions, the affective cynicism has a significant negative relationship with the normative commitment, and the cognitive cynicism has a significant negative relationship with affective commitment. At the same time Helvacı & Kilicoglu (2018) found that sub dimensions of the organizational change cynicism have a positive significant relation between each other.

Also, some researchers studied the relation between the two main variables and the demographical groups of the employees, but their findings differ as below. The gender effects

the relation between the variables and their level (Taşpınar, Erkiş & Şahin, 2013), while Tekin & Beduk (2015) stated just the opposite, that the gender doesn't affect the level of organizational cynicism and commitment. When it comes to the age, it was found to affect the relation between the organizational cynicism and commitment according to Taşpınar, Erkiş & Şahin (2013), meanwhile Tekin & Beduk (2015) declared that the age has a relation with the organizational commitment even though it doesn't affect the level of cynicism. At the same time the position level was found to have a relation with the organizational commitment and cynicism (Taşpınar, Erkiş & Şahin, 2013), actually Tekin & Beduk (2015) agreed with the result related to the organizational cynicism and disagree about having a relation between the position level and organizational commitment. However, the education level has a relation with the organizational cynicism and doesn't have a relation with organizational commitment. The employee's experience has appositve relationship with the organizational commitment. (Yasin & Khalid, 2015). In general, the employee's demographical group effects the level of the organizational commitment (Timalsina, R. et al., 2018) and the level of organizational cynicism (Çınar, Karcioğlu, & Aslan, 2014) (Ceyhun, Malkoç& Arslan, 2017)

In addition to the above, the previous studies have suggested few practices to minimize the level of the organizational cynicism and maximize the level of the organizational commitment.

Table 4: Literature Review in Practices to Minimize Organizational Cynicism and Maximize Organizational Commitment.

Author (Year)	Findings
Özgan, Külekçi & Özkan (2012)	It has been noted that a significant negative relation, connecting the organizational commitment and cynicism, exists on a medium level.
Tekin, & Beduk (2015) Güllüoğlu (2015)	Having a fair salary scale.
Tekin & Beduk (2015) Mohamed Aly, Ghanem & El-Shanawany (2016)	Having a fair promotion and development opportunities.
Mohamed Aly, Ghanem & El-Shanawany (2016)	Having fair recognition and performance management system.
Güllüoğlu (2015)	Recognizing the employees who practice positive attitude and encourage them to go on.

Tekin & Beduk (2015) Volpe & et al. (2014) Mohamed Aly, Ghanem & El-Shanawany (2016)	Amend a healthy working environment.
Tekin & Beduk (2015)	Open communication with the management.
Volpe & et al. (2014) Mohamed Aly, Ghanem & El-Shanawany (2016) Güllüoğlu (2015)	Open communication with the management, with transparency and integrity
Volpe & et al. (2014) Mohamed Aly, Ghanem & El-Shanawany (2016)	Having a clear decision-making procedure and let the employee to be part of it.
Volpe & et al. (2014)	Minimize or stop the badmouth within the organization.
Mohamed Aly, Ghanem & El-Shanawany (2016) Güllüoğlu (2015)	Ensure the employees empowerment and encourage= them to participate in solving problems.
Mohamed Aly, Ghanem & El-Shanawany (2016)	Have clear policies, procedures, JD and positions.

CHAPTER FOUR

STRUCTURAL EQUATION MODELING

This chapter would present the fundamental principles that underlie the use of structural equation modeling and the basis for the application of SEM in this study. The practical application will also be presented vis-à-vis the research model that has been used.

4.1 Basis for Using Structural Equation Modeling in this Study

This research's model comprised of two broad dimensions, which were being measured by three sub-dimensions respectively, and each of the three was being measured by several items each. To this effect, the two broad dimensions, organizational cynicism as well as organizational commitment were latent variables (Kline, 2005), which were also being measured by latent variables, cognitive cynicism, affective cynicism and behavioral cynicism for the former then affective commitment, continuance commitment and normative commitment for the latter. To be able to test these latent relationships, scholars do concur that no other statistical analysis is as robust and accurate as structural equation modeling (Hair et. al., 2018; Schreiber, 2008; Raykov, 2005; Boomsma, 2000). Vermunt and Magidson (2005) and Field (2016) further argue that using standard regression tests would fail to accommodate the latent effect in both the independent and dependent variables, rather, aggregating the items would be inaccurate as they would fail to accommodate the inter-item discrepancies (Raykov and Marcoulides, 2006). Overall, the key applications of SEM include: latent variable interactions, multilevel regression, otherwise known as, hierarchical linear modeling, latent class analysis, multi-trait multi-method matrix (MTMM) modeling as well as latent trait-state modeling (Anderson and Gerbing, 1988; Bollen, 1989, 1990; Schreiber, 2008; Hair et al., 2012). To this effect, basing on the conceptual framework, SEM has been embraced as the optimal modeling technique that best addressed both the latent variable interactions as well as multilevel regression analysis.

4.2 A Historical Perspective of Structural Equation Modeling

According to Hair et al. (2014), structural equation modeling is a multivariate computational technique that blends both confirmatory factor analysis and path modeling and is best used for the evaluation of structural relationships as well as the interaction between latent variables. SEM dates back to the work of Pearson (1901) on the orthogonal least squares' technique, but was

then refined by the work of Spearman (1904) on factor models, which became the foundational principle behind SEM. Further modifications by scholars such as Thurstone (1935), Kaiser (1958) and Jennrich and Sampson (1966) led to the development of other factor rotation methods such as centroid approach, varimax orthogonal rotation and the oblique rotation method, respectively. It was not until 1973, that the first computer software LISREL to compute SEM was developed by Jöreskog (1973). During the time, many other computational software were developed and these included, but were not limited to RAMONA, MPLUS and AMOS (Bollen, 1989; Kline, 2005). Significant developments were made to accommodate instances where the parametric assumptions were violated and one of the key contributions were in line with the partial least squares (PLS) equation modeling, with one of the prominent tools with these capabilities being SmartPLS (Ringle, 2015). To date, SEM still remains a key statistical technique that is used in the computation of both simple and complex multivariate models (Byrne, 2004; Hair et al., 2018).

4.3 Features of a Structural Equation Model

According to Hair et al. (2011), a basic structural equation model comprises of the dimensions, the items, the error terms as well as the paths. The dimensions are usually latent variables and are classified into two, exogenous and endogenous variables. Exogenous variables are the independent variables, and in a path model do not have any arrow pointing at them save for the error term (Field, 2016). On the other hand, endogenous variables comprise of causal variables and dependent variables, and on the path model, these have the arrows pointing towards them. Causal endogenous variables, according to Ringle et al. (2015), comprise of both arrows that point to them and arrows that point away from them, while dependent endogenous variables only have one arrow pointing to them.

Beyond the dimension level, are the respective measures, or rather items/indicators that constitute a dimension, and these are usually two or more for any given dimension (Kline, 2005). The next, are the error terms, and these establish the measurement error for any particular latent variable, or indicators of a dimension. Lastly, are the paths, indicated by arrows that test the magnitude and direction of a direct effect of an exogenous variable on an endogenous variable (Hair et al., 2012). These paths are vital as they present the standardized regression coefficients, the beta whose accuracy depends on the estimation technique used, which can either be the

maximum likelihood, the generalized least squares, the unweighted least squares of the scale-free least squares as put forth by Raykov and Marcoulides (2006) and Hair et al. (2011).

4.4 Types of Structural Equation Modeling Techniques

Researchers generally classify structural equation modeling techniques into two, that is, either the covariance based structural equation modeling (CB-SEM) or the variance based structural equation modeling (VB-SEM), otherwise known as the partial least squares' structural equation modeling (PLS-SEM) technique (Singh, 2007; Tabachnick et al., 2007; Chin et al., 2008; Schreiber, 2008; Schmitt, 2011; Hair et al., 2018). The key distinctions are presented below.

Table 5: Comparison of Types of Structural Equation Modeling Techniques

Topic		SEM	
		Covariance (CBSEM)	Variance (VBSEM)
Theory	Theory background	Strictly theory driven	Based on theory, but data driven
	Relation to the theory	Confirmatory	Predictive
	Research orientation	Parameter	Prediction
Model specification	Type of the latent measures (constructs)	Reflective indicators (and formative, if identified by reflective)	Reflective and/or formative indicators
	Latent variables	Factors	Components
	Model parameters	Factor means	Components weights
	Type of study	Psychometric analysis (attitudes, purchase intention, etc.)	Drivers of success, organizational constructs (market/ service/ consumer orientation, sales force, employees, etc.)
	Structure of unobservable	Indeterminate	determinate
	Reliability measures	Cronbach's α (and/or Guttman's λ and GLB)	^{a)} Cohen's f^2 ^{b)} P_c indicator or Cronbach's α , Guttman's λ and GLB (for the reflective models only)
	Input data	Covariance/correlation matrix	Individual-level raw data

Sample	Sample size	Ratio of sample size to free model parameters-minimum 5 observations to 1 free parameter, optimum is 10	<ul style="list-style-type: none"> a) Ten observations multiplied with the construct that has highest number of indicators b) The endogenous construct with the largest number of exogenous constructs, multiplied with ten observations
	Data distribution assumption	Identical distribution	“soft” modeling, identical distribution is not assumed
Goodness-of-fit	Assessment of the model fit	<ul style="list-style-type: none"> a) Overall (absolute) fit measures b) Comparative (incremental) fit measures c) Model parsimony 	<ul style="list-style-type: none"> a) Model productiveness (coefficient of determination, Q^2 predictive relevance and average variance extracted – AVE) b) Stability of estimates, applying the resampling procedures (jack-knifing and bootstrapping).
	Residual co/variance	Residual covariance's are minimized for optimal parameter fit	Residual variances are minimized to obtain optimal prediction
	Software	LISREL, AMOS, etc.	SmartPLS, SPSS (PLS module), etc.

Source: Kline (2005)

As put forth by Reinartz et al. (2009), Coolican (2014) and Sarstedt et al. (2016) and Hair et al. (2018), the major distinctions between the two lies in that while CB-SEM is confirmatory in nature, VB-SEM is predictive. Further, CB-SEM is optimal where the assumptions for parametric tests are met, while VB-SEM works best where the distribution is nonparametric. To this effect, CB-SEM is more accurate for sample sizes greater than 200 while VB-SEM is more accurate for sample sizes less than 200 (Hair et al., 2010). With respect to the computational tools, for CB-SEM, the most commonly used are MPLUS, LISREL and SPSS AMOS, while for VB-SEM, the most commonly used is Smart-PLS. For this study, however, the total sample size was 269 and this is why CB-SEM was opted for and to test the model, this was done using SPSS Amos.

4.5 Results from Structural Equation Modeling

As noted earlier, SEM is an extension to the standard regression analysis, but then extends its capabilities to the handling of confirmatory factor analysis (Schmitt, 2011). The key estimates that are naturally computed are path coefficients and these will be computed as both unstandardized and standardized. According to Schmitt (2011), a higher path coefficient signal a

high strength in the relationship between the exogenous variable and the endogenous variable. The standard error as well as the critical ratio and p-values are computed as well. For statistical significance, the critical ratio ought to be greater than 1.96 at 95% confidence level (IBM, 2018). The covariances are also computed and these are used to determine the discriminant validity as noted by Hair et al. (2011). Further, the squared multiple correlations establish the magnitude of the variation that is explained by the exogenous variables towards an endogenous variable. Also, important to consider are the modification indices, which are used to identify problem items and dimensions and working on these high indices results in the improvement of the model fitness (IBM, 2018; Tabachnick and Fidell, 2007). For this study, we improved the model fitness through this approach, where items with modification indices greater than 10.0 were either dropped or defined as covariates in the model along the prescriptions of Hair et al. (2012).

4.6 Structural Equation Model Fitness

To test the validity of a structural equation model, several goodness-of-fit tests are carried out. There are three broad categories of model fitness tests, and these include absolute fit indices, the relative fit indices as well as the parsimonious fit indices (Hair et al., 2011). For the absolute fit indices, the CMIN/DF is the most common, and the chi-square test p-value should be greater than 0.05, while the CMIN/DF ought to be less than 3.0. On the other hand, for the relative fit indices, Goodness-of-Fit Index (GFI), Comparative Fit Index (CFI), Incremental Fit Index (IFI) and Normed Fit Index (NFI) are the most common and this ought to be greater than 0.90. With respect to the parsimonious fit indices, the most common include the Parsimony Normed Fit Index (PNFI), Parsimony Comparative Fit Index (PCFI) as well as the Root Mean Square Error of Approximation (RMSEA) according to Schmitt (2011). Nevertheless, the most common is RMSEA and according to Steiger (2007), the maximum acceptable is 0.08. Satisfying the goodness-of-fit at these three levels qualify the structural model being tested to be accurate and valid (Boomsma, 2000; Chin et al., 2008; Schreiber, 2008; Schmitt, 2011; Hair et al., 2018).

CHAPTER FIVE METHODOLOGY

5.1 Aim

In order to maximize the level of organizational commitment and minimize the level of organizational cynicism, between the NGOs' employees, to ensure providing the NGOs' services in the best suitable way. Therefore this research will study the effect of the two variables on effect each other, and how they are affected by the participant's demographical groups through three main hypothesis as below:

H₁: The level of the organizational cynicism and organizational commitment is affected by the demographic attributes of the employees.

H₂: The level of the organizational cynicism effects the level of the organizational commitment significantly.

H₃: The level of organizational commitment effects the level of the organizational cynicism significantly.

5.2 Scope

In order to test these hypothesis and determine the level of each variable, primary data have been collected through questionnaire which was building from mainly two scales, the first one aims to examine the factors of the organizational commitment which was developed by Dean et al. (1998) (Nafei & Kaif, 2013) while the second one to cover the three approaches of the organizational commitment was developed by Allen & Meyer (1990) (Allen & Meyer, 1990), in addition to that a specific part was added to collect the demographical variables of the participants.(Annex 1)

This questionnaire has been applied through e-forms which was shared with the employees of some NGOs (Local and INGOs) which is located in Turkey and provide their services to Syrian IDPs and refuges in Turkey and Northern Syria.

In total, 269 questionnaires were collected, captured and cleaned and these shall be analyzed in this chapter in line with the research hypotheses,

To aid the analysis, both IBM SPSS Statistics v26 and IBM SPSS Amos v26 has been used. The former were used to carry out the reliability analysis, descriptive statistics and correlation analysis, along with other allied assumption tests, while the latter shall be used for confirmatory factor analysis (CFA) as well as structural equation modeling (SEM).

5.3 Descriptive Statistics

This section presents the key demographics that were considered for this study. According to Bryman and Bell (2015), it is imperative to establish the socio-demographic attributes of the respondents to the study as these would provide an explanation to the possible trends in the variability of the responses. This study would consider gender, age, nationality, marital status, current salary, highest academic level as well as the experience within the organization. These results shall be analyzed as below.

5.3.1 Distribution by Nationality

The first demographic variable considered was the nationality. The results in this respect are presented in Table 6.

Table 6: Distribution of Respondents by Nationality

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Turkish	9	3.3	3.3	3.3
	Syrian	256	95.2	95.2	98.5
	Palestinian	2	.7	.7	99.3
	Jordanian	1	.4	.4	99.6
	Egyptian	1	.4	.4	100.0
	Total	269	100.0	100.0	

The majority of the respondents (95.2%) were Syrian. Those from Turkey were 3.3%. Only two respondents were from Palestine (0.7%) while only one was from Jordan and Egypt. Since the sample were targeting NGOs which is located in Turkey and serving the Syrian IDPs and refugees, therefore recruiting Syrian employees would be most preferable since they understand

the Syrian context better than other nationalities, keeping in mind that the top the management usually are from non-Syrian employees in order to be neutral in response to the Syrian crisis, but most of the INGOs top management are located outside Turkey in their head quarter therefore it was difficult to reach them in this study.

5.3.2 Distribution by Gender

The distribution of respondents based on their gender is shown in Figure 1

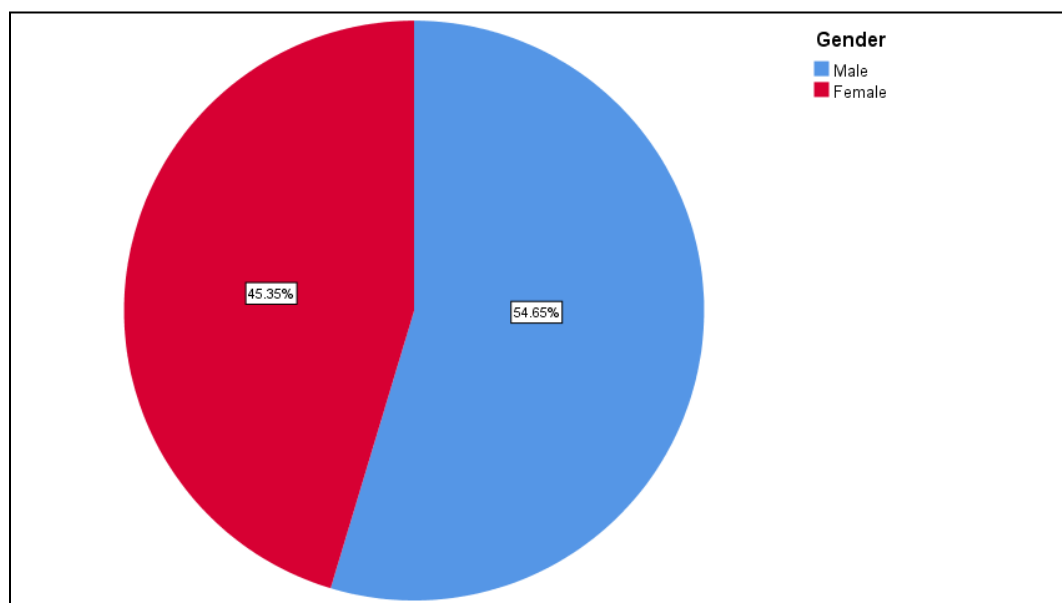


Figure 1: Distribution of Respondents by Gender

Based on the above chart the majority of the respondents were male comprising of 54.65%, while female respondents were 45.35%. Since most of the participants are holding the Syrian Nationality, we had to take in depth look to the Syrian labor force participation base on the study of Hausmann, Tyson & Zahidi (2010) were just 22% of the labor force were women. This percentage has changed a lot during the past 8 years with the start of the Syrian crisis, which made the women participate more and more in the working environment since a lot of them has lost their family breadwinner, especially in turkey were more than 57% of the household of the Syrian refugees family are females based on the survey which was done by Dr. Balcilar on 2016, that simplify the percentage of the sample.

5.3.3 Distribution by Age

Figure 2 illustrates the distribution of the respondents by age.

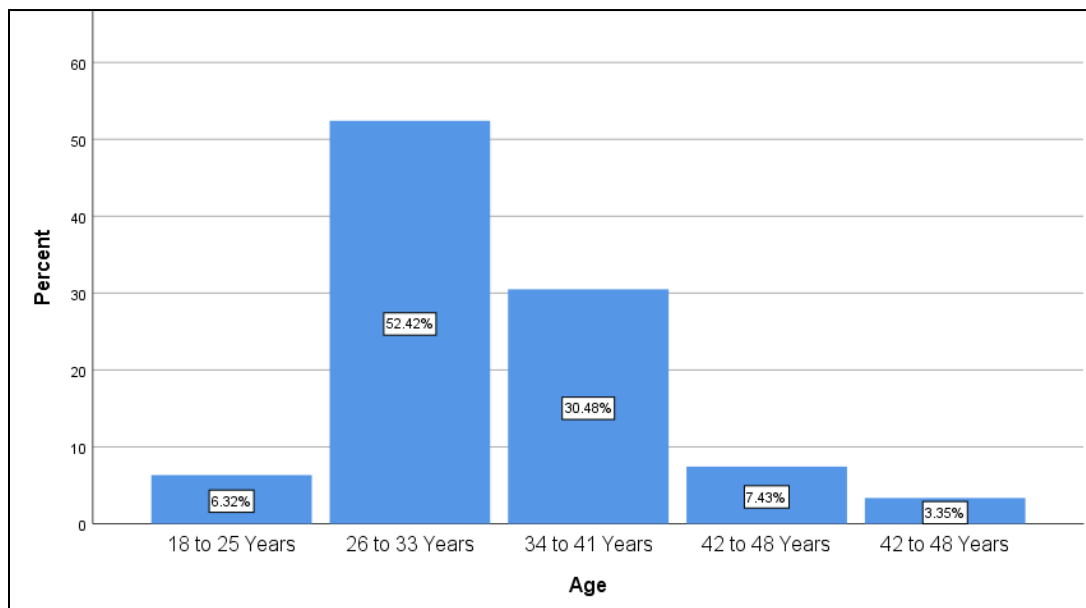


Figure 2: Distribution of Respondents by Age

The modal age category was found to be the 26-33 years category, and this comprised of 52.42%. This was seconded by the 34-41 years category which comprised of 30.48%. Collectively, these two categories comprised of a cumulative 82.90%. Those within the 42-48 years category were only 7.43% while those within the 18-25 years category were just 6.32%. The least category comprised of those between the 42-48 age range and they were just 3.35%. From these results, it is evident that most of the respondents were middle aged, and very few were either younger or older.

This result would be consider normal within the NGO since most of the job opportunities need Bachelor graduated employees with at least two or three years' experience. At the same time an in depth revised to the structure of the age groups (for Syrians refuges in Turkey) based on the Health Status Survey of Syrian Refugees in Turkey (Balcilar, 2016) the largest age group is between 18-29 and the second one is between 30-44 which explain the distribution in our sample.

5.3.4 Distribution by Marital Status

When it comes to the marital status, the majority of the respondents were married, and these comprised 88.48%. Those that were single were 10.41%, while those that were divorced were just 1.12%. This is illustrated in Figure 3, this percentage would be considered normal since most of the participants are in the age between 26 and 41.

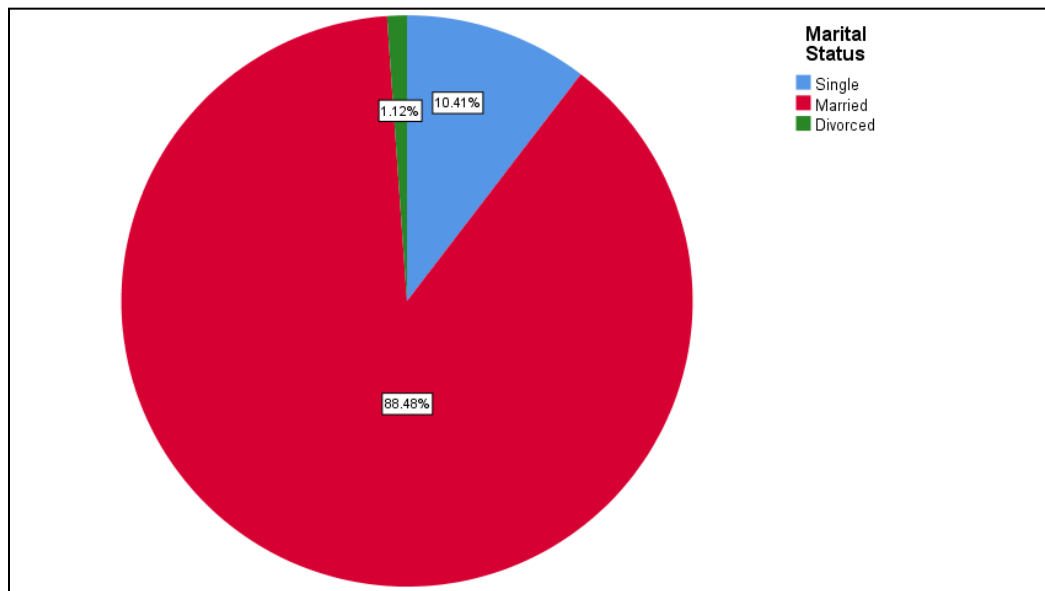


Figure 3: Distribution of Respondents by Marital Status

5.3.5 Distribution by Current Salary

The fifth demographic attribute that was considered in this research was the current salary. The results from the analysis are presented in Figure 4. It is evident that the data was highly positively skewed, with the modal category being those that earned less than US\$1000 and these were 71.75%.

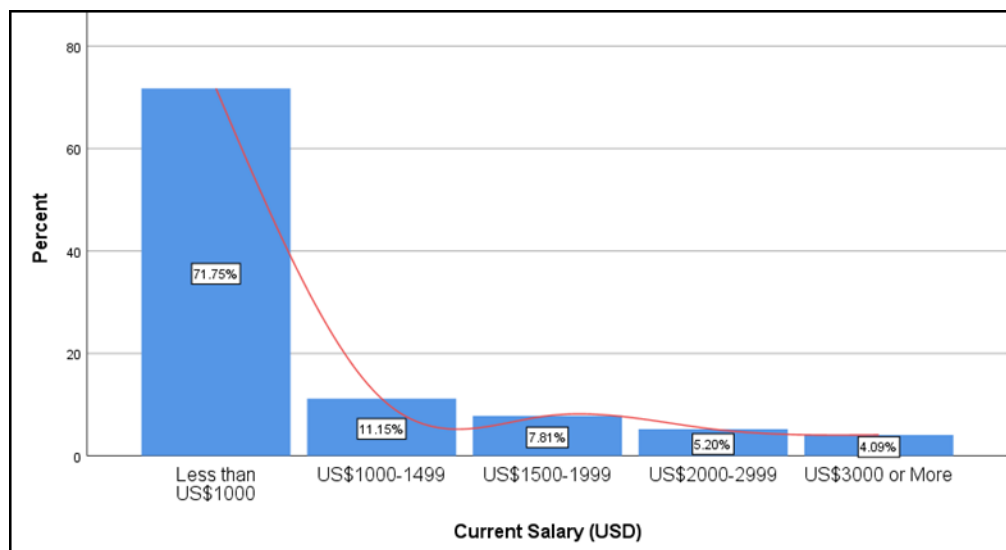


Figure 4: Distribution of Respondents by Current Salary

Respondents earning US\$1000-1499 were only 11.15%, while those earning between US\$1500 and 1999 were 7.81%. The penultimate category comprised of respondents who earned US\$2000-2999 and these were 5.20%. Lastly, those who earned US\$3000 or more merely 4.09%.

5.3.6 Distribution by Academic Level

The distribution of the respondents by their respective academic level is presented in figure 5.

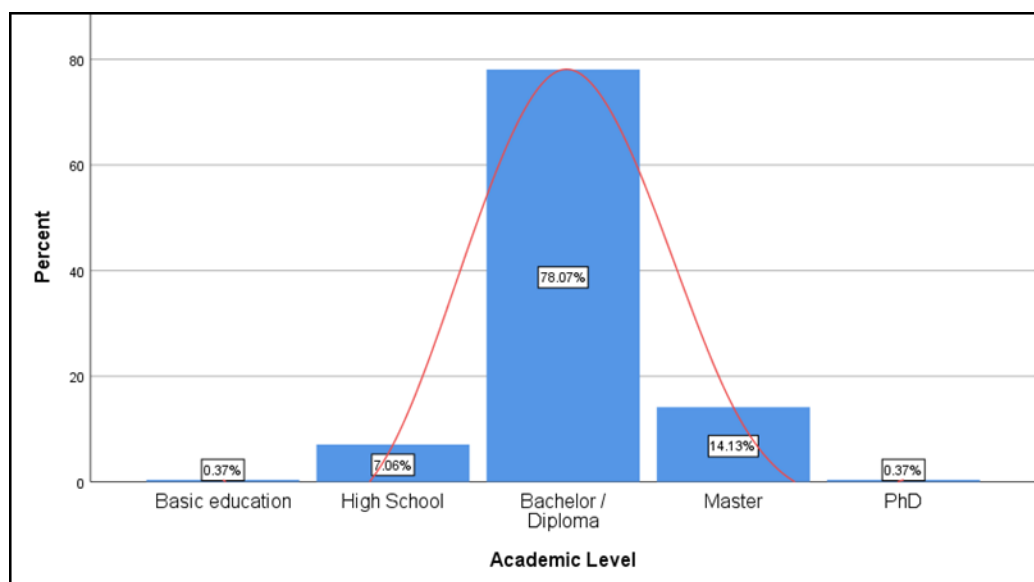


Figure 5: Distribution of Respondents by Academic Level

The above figure shows that the distribution of the respondents by academic level was normally distributed with the modal category being those with a diploma or bachelor's degree and these comprised of 78.07%. The second highest were those who had a master's degree, and these comprised 14.13%. The third highest comprised of those that completed at high school and these were only 7.06%. On the tail-ends were those that attained basic education and doctorate level, and this comprised 0.37% respectively. It is evident from the foregoing that virtually all the respondents, therefore, have the minimum literate to be able to comprehend the questionnaire and answer it knowledgeably. Since most of the job opportunity in the NGOs require bachelor or diploma that explain the sample distribution.

5.2.7 Distribution by Experience within the Organization

The last demographic variable that has been assessed in this research was the experience of the respondents within the organization. The distribution by experience is presented in Figure 6.

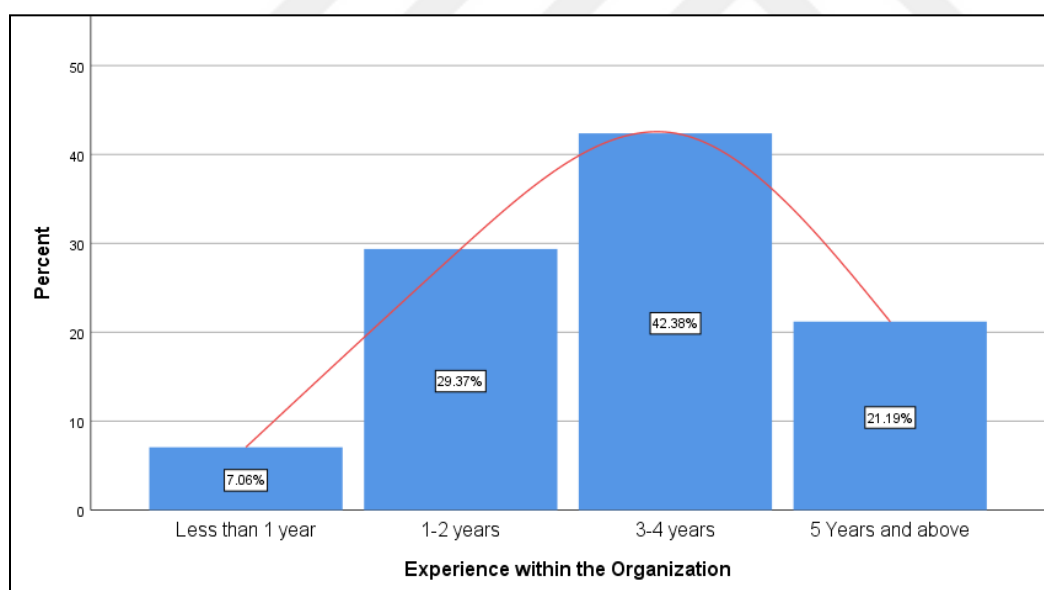


Figure 6: Distribution of Respondents by Experience in Organization

As seen in the above results, the distribution of the respondents by work experience was partially negatively skewed, and this showed that there were a higher proportion of respondents with more experience than those without. The modal experience was 3-4 years, and these constituted 42.38%. The second highest comprised of respondents with 1-2 years of experience and these were 29.37%, while those with 5 years and above were 21.19%. The least category was that of

those with less than 1 year of experience and these were 7.06%. Overall, the cumulative percentage of those with less than 3 years of experience was 36.43% as compared to 63.57% who had 3 years and above of experience. This finding generally meant that the higher the proportion of respondents with more experience guaranteed more valid responses from individuals who had more knowledge about the organization.

5.4 Distribution by Question

Having reviewed the demographic attributes of the respondents, this section shall present the key descriptive statistics for the research dimensions, sub dimensions and items that were confirmed from the foregoing instrument reliability and dimension validity tests. This study was based on a 5-point Likert scale and in this regard, measures of central tendency and dispersion shall be the main descriptive statistics that shall be presented (Field, 2016). Based on the 5-point Likert scale was used, this research will benchmark the mean statistics against 3.0 to determine whether the responses were positively rated or negatively rated. Mean ratings greater than 3.0 would signify that the overall outcome was positive while mean ratings less than 3.0 would signify that the overall outcome was negative (IBM, 2019).

5.4.1 Distribution by Question - Organizational Cynicism

The descriptive statistics for the sub dimensions of organizational cynicism will be presented in this section. These will cover the descriptive statistics for cognitive cynicism, affective cynicism and behavioral cynicism.

5.4.1.1 Distribution by Question - Cognitive Cynicism

For cognitive cynicism, none of the items were dropped and the respective distribution based on question is presented in Table 7.

Table 7: Distribution by Question - Cognitive Cynicism

Cognitive Cynicism Question	Mean	Std. Deviation
C1	2.38	1.248
C2	2.30	1.361
C3	2.47	1.192

C4	2.25	1.178
C5	2.25	1.192

From the results, neither of the mean ratings was greater than 3.0, and we can find that the mean statistics for all questions is very close to each other which reflects harmony between the different questions. This generally means that the majority of the respondents disagreed with all the items. The highest mean statistic was 2.47 and corresponded to the item relating to the seeing of very little resemblance between the events that are going to be done and the events which are done. The second highest mean rating was 2.38 and this related to the belief that the organization says one thing and does another. The expectation that the organization expects one thing of its employees, but rewards another was the third rated and this had a mean statistic of 2.30, while the least rated had a mean of 2.25 and these related to whether the organization's goals and practices had little in common as well as the skepticism surrounding the processing of promised applications in the organization.

5.4.1.2 Distribution by Question - Affective Cynicism

With respect to affective cynicism, this was the second sub dimension and the key results are presented in Table 8.

Table 8: Distribution by Question - Affective Cynicism

Affective Cynicism Question	Mean	Std. Deviation
A1	2.35	1.321
A2	1.89	1.186
A3	1.82	1.149
A4	2.14	1.244

As with cognitive cynicism, neither of the items measuring affective cynicism was positively rated. Rather, the mean affective cynicism items were even lower than those for cognitive cynicism, but even though the rate of mean for all the questions are close to each other which reflect conformity between the different questions. The highest rating was 2.35 and being less than 3.0, this related to the non-experience of aggravation when one thinks about one's organization. The respondents also did not agree that they would feel anxiety when they think

about their organization and this had a mean of 2.14. The experience of tension was seen with a mean of 1.89, while the least rated, relating to the feeling of getting angry had a mean statistic of 1.82.

5.4.1.3 Distribution by Question - Behavioral Cynicism

The thirteenth sub dimension of organizational cynicism considered in this study was behavioral cynicism. The respective distribution based on question is presented in Table 9.

Table 9: Distribution by Question - Behavioral Cynicism

Behavioral Cynicism Question	Mean	Std. Deviation
B1	1.98	1.259
B2	1.78	1.120
B3	1.86	1.075

As with the other two sub dimensions of organizational cynicism, behavioral cynicism was rated poorly, with none of the items having a mean greater than 3.0. All the items were less than 2.0 with the highest mean statistic being 1.98, also in this sub dimension the level of mean of are even closer, with no abnormal values. This corresponded to whether the employees look at each other in a meaningful way with my colleagues when my organization and its employees are mentioned. The second highest mean statistic was 1.86 and this related to whether the employees talk with others about how work is being carried out in the organization. The least practiced attribute was rated with a mean of 1.78 and this related to whether the respondents criticized the practices and policies of the organization to people outside the organization.

5.4.1.4 Distribution by Sub Dimension – Overall Organizational Cynicism

From the above three measures of organizational cynicism, the overall aggregates were computed and are summarized in Table 10.

Table 10: Distribution by Sub Dimension - Organizational Cynicism

Organizational Cynicism & Sub Dimension	Mean	Std. Deviation	Skewness	Kurtosis
Cognitive Cynicism	2.3286	1.01259	.664	-.300

Affective Cynicism	2.0502	1.08082	.969	.044
Behavioral Cynicism	1.8748	.88873	.980	.215
Organizational Cynicism	2.0846	.91065	.879	-.032

From the results, all the three dimensions of organizational cynicism were rated below the average as seen with a very low aggregate mean rating of 2.0846 or organizational cynicism. Nevertheless, the highest rated among the three was cognitive cynicism and this had a mean rating of 2.3286, while affective cynicism was second, with a mean of 2.0502. The least rated, however, was behavioral cynicism and the aggregate mean was 1.8748, which might be explained that even if the employee has a level of cynicism but acting according that level would be considered less likely. With a view to establishing the magnitude of correlation amongst these, being scale variables, the Pearson Correlation coefficient was computed and is summarized in Table 11.

Which means in general that the employees have low level of organizational cynicism, at the same time even if the employee believe that the organization somehow doesn't care about him he won't act in a way to harm the organization since he believe it plays a humanitarian role and this action might harm the beneficiaries.

Table 11: Correlation Analysis – Organizational Cynicism

		Cognitive Cynicism	Affective Cynicism	Behavioral Cynicism	Organizational Cynicism
Cognitive Cynicism	Pearson Correlation	1			
	Sig. (2-tailed)				
Affective Cynicism	Pearson Correlation	.812**	1		
	Sig. (2-tailed)	.000			
Behavioral Cynicism	Pearson Correlation	.707**	.745**	1	
	Sig. (2-tailed)	.000	.000		

Organizational Cynicism	Pearson Correlation	.922**	.939**	.882**	1
	Sig. (2-tailed)	.000	.000	.000	

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

The highest correlation between the three sub dimensions of organizational cynicism was between affective cynicism and cognitive cynicism ($r=0.812$; $p<0.05$). The second highest correlation was between affective cynicism and behavioral cynicism ($r=0.745$; $p<0.05$). The lowest correlation between the three was between cognitive cynicism and behavioral cynicism ($r=0.707$; $p<0.05$).

5.4.2 Distribution by Question - Organizational Commitment

This section extends the analysis in the previous section, but now focuses on the descriptive analyses of the second dimension organizational commitment as well as its sub dimensions. The three sub dimensions that will be analyzed include affective commitment, continuance commitment and normative commitment. As in the previous section, the analysis shall be Likert-scale based and, in this regard, the cut-off point of 3.0 shall be used to determine whether the respondents positively rated the instrument or negatively rated.

5.4.2.1 Distribution by Question - Affective Commitment

The summary distribution based on question for the affective commitment items that are presented in Table 12.

Table 12: Distribution by Question - Affective Commitment

Affective Commitment Question	Mean	Std. Deviation
AC1	3.61	1.395
AC2	3.26	1.385
AC3	3.89	1.179
AC5	3.88	1.289
AC6	3.81	1.264
AC7	3.72	1.256

AC8	3.88	1.306
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From the results above, all the items were rated positively with mean ratings greater than the cut-off point 3.0. The highest mean was 3.89 and this corresponded to the item that the employees felt as if the organization's problems are theirs. This also resonated with the second highest mean of 3.88 where the respondents agreed that they did feel to be part of the family at the organization, as well as that they do feel a strong sense of belonging to the organization. The feeling of emotional attachment to the organization had a mean rating of 3.81. Nevertheless, the least rated was the enjoyment of discussing about the organization with the people outside and this had a mean rating of 3.26 (that's might be explained due sensitivity of sharing knowledge of the organization with the outside community), while the second least rated had a mean of 3.61 and related to the eagerness of the respondents to spending the rest of their careers.

5.4.2.2 Distribution by Question - Continuance Commitment

With respect to continuance commitment, the eventual number of items that was considered to be internally consistent and met convergent validity tests was 5 items out of an original list of 8 and the summary of the distribution based on question are presented in Table 13.

Table 13: Distribution by Question - Continuance Commitment

Continuance Commitment Question	Mean	Std. Deviation
CC1	3.43	1.390
CC2	3.59	1.328
CC3	3.82	1.281
CC4	3.76	1.230
CC8	3.40	1.262

From the outcome above, all the items were positively rated, being greater than the mid-point 3.0. However, the highest rated had a mean of 3.82 that might be explained due to the seriousness of the question wording "**If I decided**" and this related to the extent of disruption that would be brought by leaving the organization. The second highest mean was 3.76 and this also expressed that it would be costly to leave the organization. The third rated item had a mean of 3.59 and this expressed the message that it would be very hard for one to leave the

organization immediately. On the other hand, the least rated had a mean of 3.40, and from this item, leaving the organization would require considerable personal sacrifice, mainly because of the benefits which other organizations may not be able to match. The second lowest rating had a mean of 3.43, and again, the respondents expressed fears of quitting the job without have another job lined up already.

5.4.2.3 Distribution by Question - Normative Commitment

Four items were dropped from the third sub dimension after the reliability test as well as the convergent validity test. The distribution based on question for the remaining four items are presented in table 14.

Table 14: Distribution by Question - Normative Commitment

Normative Commitment Question	Mean	Std. Deviation
NC4	3.36	1.278
NC5	2.97	1.356
NC6	3.28	1.302
NC7	3.29	1.310

From the results, three of the four items were positively rated while one was marginally below 3.0, with a mean of 2.97, maybe the wording of the question NC5 is the reason behind this result were its virtual situation and talking about virtual offer. The highest mean rating was 3.36 and this corresponded to the belief that loyalty is important and thus the employees feel a sense of moral obligation to remain within the organization. The second highest mean was 3.29 and related to the days when people stayed in one organization for most of their careers. The third highest has a mean of 3.28 and this emphasized on the value of remaining loyal to one organization.

5.4.2.4 Distribution by Sub Dimension– Overall Organizational Commitment

Having presented the individual statistics for each of the three sub dimensions of organizational commitment, the aggregates for each of the three, and the overall dimension aggregates were computed and have been presented in table 15.

Table 15: Distribution by Sub Dimension - Overall Organizational Commitment

Organizational Commitment/ Sun Dimension	Mean	Std. Deviation	Skewness	Kurtosis
Affective Commitment	3.7228	.91411	-.681	.010
Continuance Commitment	3.6015	.86023	-.230	-.541
Normative Commitment	3.2240	1.00918	-.072	-.723
Organizational Commitment	3.5161	.71526	-.210	-.412

All the three dimensions of organizational commitment were rated above the cut-off point (3.0) with the highest mean being 3.7228 for the sub dimension affective commitment. The second highest mean was 3.6015 and this was for the sub dimension continuance commitment. The least rated mean was for the sub dimension normative commitment. The overall aggregate mean for all the sub dimensions was 3.5161, and this was the overall aggregate mean for the dimension organizational commitment.

To summarize, the level of the organizational commitment in general were high, when it comes to the levels of the sub dimensions it was found they are almost in the same level and the difference between them are minor. A high level of an affective commitment would be easily explained since most of the employees are refugees in themselves therefore they would have high level of attachment to the NGO where they work since its goal to serve refugees and IDPs. When it comes to the level of the continues commitment it would be explained due to lack of job opportunities for Syrian refugees in Turkey specially that most of them don't speak Turkish. Meanwhile the normative commitment would be high also since the employee feels they ought to continue working in the NGO to help the people in need.

The research went forward to establish magnitude of correlation amongst these sub dimensions, and being scale variables, the Pearson Correlation coefficient was calculated and the results are summarized in Table 16.

Table 16: Correlation Analysis – Organizational Commitment

		Affective Commitment	Continuance Commitment	Normative Commitment	Organizational Commitment
Affective Commitment	Pearson Correlation	1			
	Sig. (2-tailed)				
Continuance Commitment	Pearson Correlation	.347**	1		
	Sig. (2-tailed)	.000			
Normative Commitment	Pearson Correlation	.518**	.293**	1	
	Sig. (2-tailed)	.000	.000		
Organizational Commitment	Pearson Correlation	.809**	.687**	.809**	1
	Sig. (2-tailed)	.000	.000	.000	

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

From the results, the highest correlation between the three sub dimensions of organizational commitment was 0.518 ($p < 0.05$) and this was between affective commitment and normative commitment. The second highest correlation coefficient was between continuance commitment and affective commitment ($r = 0.347$; $p < 0.05$), and the least coefficient was 0.293 ($p < 0.05$) and this was between normative commitment and continuance commitment. Explain

5.5 Reliability

According to Field (2016), it is very important to determine whether an instrument is internally consistent before applying it for any inferential test as this test helps to establish the reliability of the variable and the results from the computation therefore. To this effect, respective reliability was established for all of the research variables which are used in the study. To achieve this, the Cronbach's alpha statistic was applied as prescribed by Gravetter and Forzano (2018). According to these scholars, along with Belhekar (2016), the minimum acceptable threshold for the acceptance of the alpha statistic is 0.7. However, other scholars such as Lan (2016) and Taber (2016) argue that even alpha statistics as low as 0.6 are remain acceptable. On the other hand, Field (2016) argues that the corrected item-total correlation must be more than 0.3 for an item to

be considered as being valid to be part of a variable. The respective results from the computation of all the reliability tests for the research variables are presented below.

5.5.1 Reliability Analysis - Organizational Cynicism

Organizational cynicism comprised of three sub dimensions and these included cognitive cynicism, affective cynicism and behavioral cynicism. Their respective reliability tests are presented below.

5.5.1.1 Cognitive Cynicism

Five items were tested under cognitive cynicism and the reliability tests are presented in table 17.

Table 17: Reliability Test - Cognitive Cynicism

Cronbach's Alpha	N of Items					
.878	5					
		Cognitive Cynicism Question	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
		C1	9.27	17.115	.675	.860
		C2	9.35	16.085	.705	.854
		C3	9.17	17.098	.721	.849
		C4	9.40	16.852	.765	.839
		C5	9.39	17.388	.686	.857

From the results, the Cronbach's alpha for the five items measuring cognitive cynicism was 0.878. This being greater than 0.7, it confirms that the variable was internally consistent. Further, because none of the items had a corrected item-total correlation less than 0.3, all the items were confirmed to be important constituents of the cognitive cynicism variable.

5.5.1.2 Affective Cynicism

The second sub dimension to measure the reliability was affective cynicism. The respective results are shown in Table 18.

Table 18: Reliability Test - Affective Cynicism

Cronbach's					
Alpha	N of Items				
.904	4				

Affective Cynicism Question	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
A1	5.85	10.689	.725	.900
A2.	6.31	10.745	.841	.856
A3	6.38	11.125	.814	.867
A4	6.06	10.840	.770	.881

The computed Cronbach's alpha statistic was 0.904 and this was very higher than 0.7, the minimum threshold. Effectively, the variable affective cynicism was reliable. Further, with respect to the item-total correlation statistic, the minimum observed was 0.725 and this was higher than the cut-off point of 0.3. In this regard, it was confirmed that all the items used to measure affective cynicism were important constituents of the sub dimensions.

5.5.1.3 Behavioral Cynicism

With respect to the third sub dimension, behavioral cynicism, the corresponding alpha statistics are presented in Table 19 From the results, the computed alpha statistic was 0.657. While this was less than the optimal 0.7, this research retained the sub dimensions because other scholars such as Taber (2016) consider 0.6 as being acceptable. Further, reviewing the corrected item-total correlation, the lowest observed was 0.388 and this was for the item: I talk with others about how work is being carried out in the organization. However, this was greater than the minimum threshold of 0.3 (Field, 2016). Effectively, none of the items were to be dropped and the variable was retained as is.

Table 19: Reliability Test - Behavioral Cynicism

Cronbach's Alpha		N of Items			
.657		3			

Behavioral Cynicism Question	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlatio n	Cronbach's Alpha if Item Deleted
B1	3.64	3.275	.493	.528
B2	3.84	3.595	.532	.475
B3	3.76	4.234	.388	.659

5.5.2 Reliability Analysis - Organizational Commitment

The second major variable was organizational commitment. This was composed of three sub dimensions, that is, affective commitment, continuance commitment like the normative commitment. The corresponding reliability analyses are presented below.

5.5.2.1 Affective Commitment

A total of eight items were tested and the reliability tests appear in Table 20.

Table 20: Reliability Test - Affective Commitment

Cronbach's Alpha		N of Items			
.825		8			

Affective Commitment Question	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlatio n	Cronbach's Alpha if Item Deleted
AC1	25.50	34.781	.681	.785

AC2	25.85	39.846	.352	.833
AC3	25.22	38.458	.552	.805
AC4	26.06	40.944	.348	.830
AC5	25.23	37.124	.582	.801
AC6	25.30	37.250	.589	.800
AC7	25.39	37.068	.607	.797
AC8	25.23	35.407	.696	.784

The computed alpha statistic was 0.825. This was greater than the optimal rating of 0.7. To this effect, the argue is that the research variable was reliable. On the other hand, the minimum corrected item-total correlation was 0.348 for the item: I think that I could easily become as attached to another organization as I am to this one seconded by 0.352 and this was for the item: I enjoy discussing about my organization with people outside it. Because none of the item-total correlation coefficients were less than 0.3, all the items measuring affective commitment were retained.

5.5.2.2 Continuance Commitment

Continuance commitment has been measured also through eight items and the respective reliability tests are presented in Table 21 below.

Table 21: Reliability Test - Continuance Commitment

Cronbach's Alpha	N of Items				
.728	8				
Continuance Commitment Question	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlatio n	Cronbach' s Alpha if Item Deleted	
CC1	24.92	28.374	.456	.693	

CC2	24.76	30.684	.313	.722
CC3	24.54	28.302	.522	.680
CC4	24.59	31.011	.331	.718
CC5	24.75	30.861	.316	.721
CC6	25.02	28.649	.524	.681
CC7	24.94	28.605	.459	.693
CC8	24.95	29.307	.451	.695

From the results, the alpha statistic was 0.728 and this being greater than the minimum threshold of 0.7, based on that it's confirmed that the continuance commitment sub dimension was reliable. With respect to the corrected item-total test, there were two items with correlation coefficients close to the cut-off point and these were: It would be very hard for me to leave my organization right now, even if I wanted to and this had a correlation coefficient of 0.313, while right now, staying with my organization is a matter of necessity as much as desire had a correlation coefficient of 0.316 respectively. Because these were marginally above the cut-off point, they were retained.

5.5.2.3 Normative Commitment

The last sub dimension was normative commitment, and this was measured by eight items. The respective Cronbach's alpha statistic was computed, and the results are presented in Table 20. From the findings, the original alpha statistic based on all the eight items was 0.398. This was less than the optimal 0.7. Further reviewing the corrected item-total correlations, four problem items were identified that had coefficients less than 0.3 and these were NC1, NC2, NC3 and NC8 as shaded in red in Table 22.

Table 22: Reliability Test - Normative Commitment (Original)

Cronbach's Alpha	N of Items
.398	8

Normative Commitment Question	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
NC1	21.70	18.295	.049	.416
NC2	22.64	21.158	-.226	.533
NC3	21.99	18.634	-.022	.455
NC4	21.77	14.708	.388	.254
NC5	22.16	14.859	.329	.280
NC6	21.85	14.301	.421	.234
NC7	21.83	14.349	.411	.238
NC8	21.96	17.674	.096	.398

As prescribed by Field (2016), all the four items with the corrected item-total correlation less than 0.3 were dropped. This left behind only four items. The resultant reliability statistics are summarized in Table 23. After revising the dropped questions some justifications were suggested as below

- NC₁, NC₃ to the vague future of the working opportunities within the NGOs sector.
- NC₂ all the studied organization are working for the same mission, which made the employee loyal to the NGOs mission in general not to a specific organization.
- NC₈ the word “organization man” or “organization woman” wasn’t clear for the participant.

Table 23: Reliability Test - Normative Commitment (Revised)

Cronbach's Alpha	N of Items
.770	4

Normative Commitment Question	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
NC4	9.54	10.040	.571	.716
NC5	9.93	10.782	.413	.798
NC6	9.62	9.021	.714	.637
NC7	9.60	9.629	.609	.695

The resultant Cronbach's alpha was 0.770 for the final four items, and this was greater than 0.7. On the other hand, the minimum corrected item-total correlation was 0.413. This being the minimum 0.3, the normative commitment variable was confirmed to be internally consistent with only four items.

5.6 Factor Analysis

Having tested for reliability of the variables, Hair et al. (2014) and Chin et al. (2008) do recommend the testing for variable validity prior to the use of the variables in the testing for hypotheses. Dimitrov (2014) further added that this can be achieved through confirmatory factor analysis (CFA), through the testing of convergent validity. With respect to convergent validity, the items ought to have a standardized path coefficient of at least 0.4 (Tabachnick and Fidell, 2007; Schmitt, 2011; Hair et al., 2010). All the items confirmed in the reliability testing above were used, save for the normative commitment items NC1, NC2, NC3 and NC8. The CFA was performed using IBM SPSS Amos and the initial results are presented in figure 7.

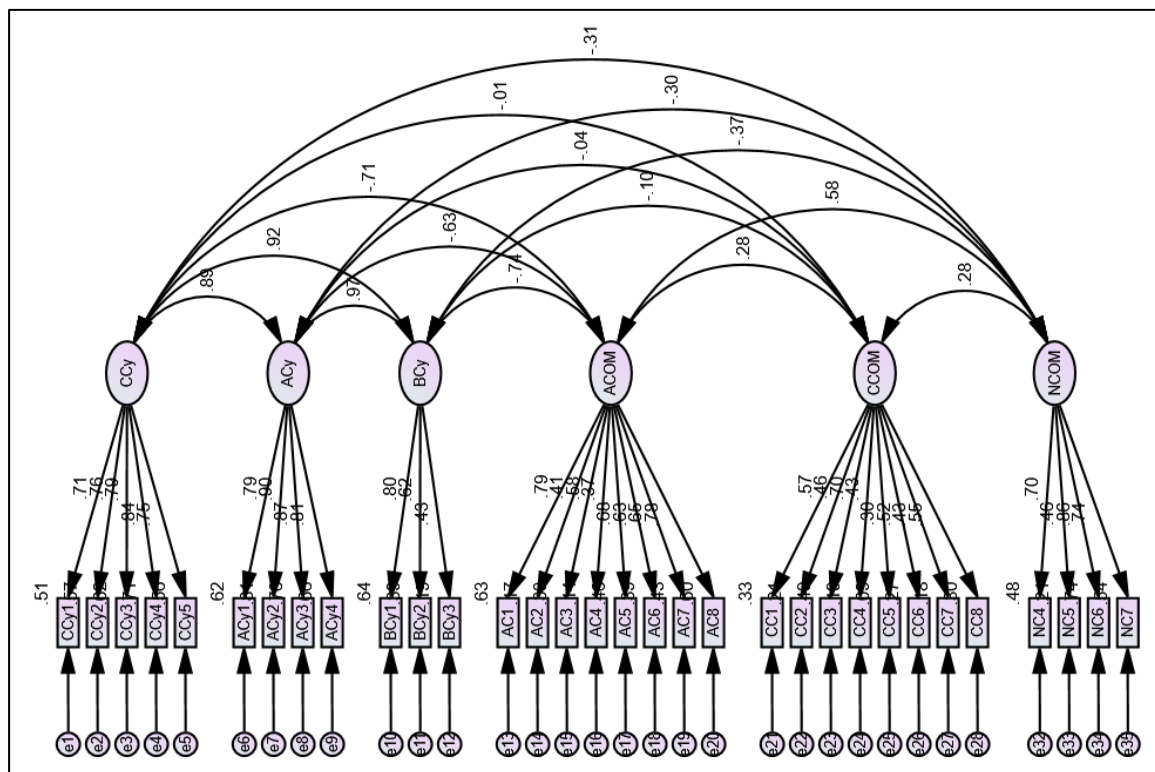


Figure 7: Confirmatory Factor Analysis – Initial Extraction

The corresponding table presenting the above path coefficients, including the standardized path coefficients is presented in Table 24. From the results, it is evident that of all the items, only two failed to meet the standardized regression coefficient of 0.4 and these were AC4 and CC5 whose standardized coefficients were 0.369 and 0.300 respectively. To this effect, as prescribed by Schmitt (2011), these were subsequently dropped, which might justified as below:

- AC4: as mentioned earlier the employee in the NGO sector usually is attached to the NGOs general mission not to a specific one, this way the participants may not be able to understand this question clearly.
- CC5: the vague future of the NGOs sector in Turkey will affect the proper answer of this question.

Table 24: Confirmatory Factor Analysis – Regression Weights (Initial Extraction)

	Estimate	Standardized	S.E.	C.R.	P	Label
CCy1 <--- CCy	1.000	.713				

			Estimate	Standardized	S.E.	C.R.	P	Label
CCy2 <---	CCy		1.158	.757	.097	11.897	***	
CCy3 <---	CCy		1.055	.787	.085	12.358	***	
CCy4 <---	CCy		1.115	.842	.084	13.209	***	
CCy5 <---	CCy		1.003	.748	.085	11.757	***	
ACy1 <---	ACy		1.000	.788				
ACy2 <---	ACy		1.023	.898	.060	16.920	***	
ACy3 <---	ACy		.963	.872	.059	16.259	***	
ACy4 <---	ACy		.974	.815	.066	14.863	***	
BCy1 <---	BCy		1.000	.801				
BCy2 <---	BCy		.693	.624	.064	10.795	***	
BCy3 <---	BCy		.460	.432	.065	7.113	***	
AC1 <---	ACOM		1.000	.791				
AC2 <---	ACOM		.514	.409	.079	6.501	***	
AC3 <---	ACOM		.616	.576	.065	9.419	***	
AC4 <---	ACOM		.411	.369	.071	5.822	***	
AC5 <---	ACOM		.790	.677	.070	11.308	***	
AC6 <---	ACOM		.716	.625	.069	10.326	***	
AC7 <---	ACOM		.743	.653	.068	10.854	***	
AC8 <---	ACOM		.920	.778	.069	13.316	***	
CC1 <---	CCOM		1.000	.572				
CC2 <---	CCOM		.773	.463	.134	5.783	***	
CC3 <---	CCOM		1.124	.698	.150	7.478	***	

			Estimate	Standardized	S.E.	C.R.	P	Label
CC4	<---	CCOM	.671	.434	.122	5.504	***	
CC5	<---	CCOM	.486	.300	.120	4.035	***	
CC6	<---	CCOM	.808	.523	.128	6.318	***	
CC7	<---	CCOM	.724	.427	.133	5.430	***	
CC8	<---	CCOM	.868	.547	.133	6.520	***	
NC4	<---	NCOM	1.000	.696				
NC5	<---	NCOM	.696	.456	.103	6.749	***	
NC6	<---	NCOM	1.257	.859	.111	11.297	***	
NC7	<---	NCOM	1.086	.737	.104	10.481	***	

Based on the above Confirmatory Factor Analysis, the AC2 has the highest regression weight on the affective commitment, while CC5 has the lowest effect on the continues commitment.

The revised confirmatory factor analysis diagram is presented in Figure 7. Three additional items were dropped on the basis of having very high modification indices and these were CC5, CC6 and CC7. The resultant improved model is presented in Figure 8.

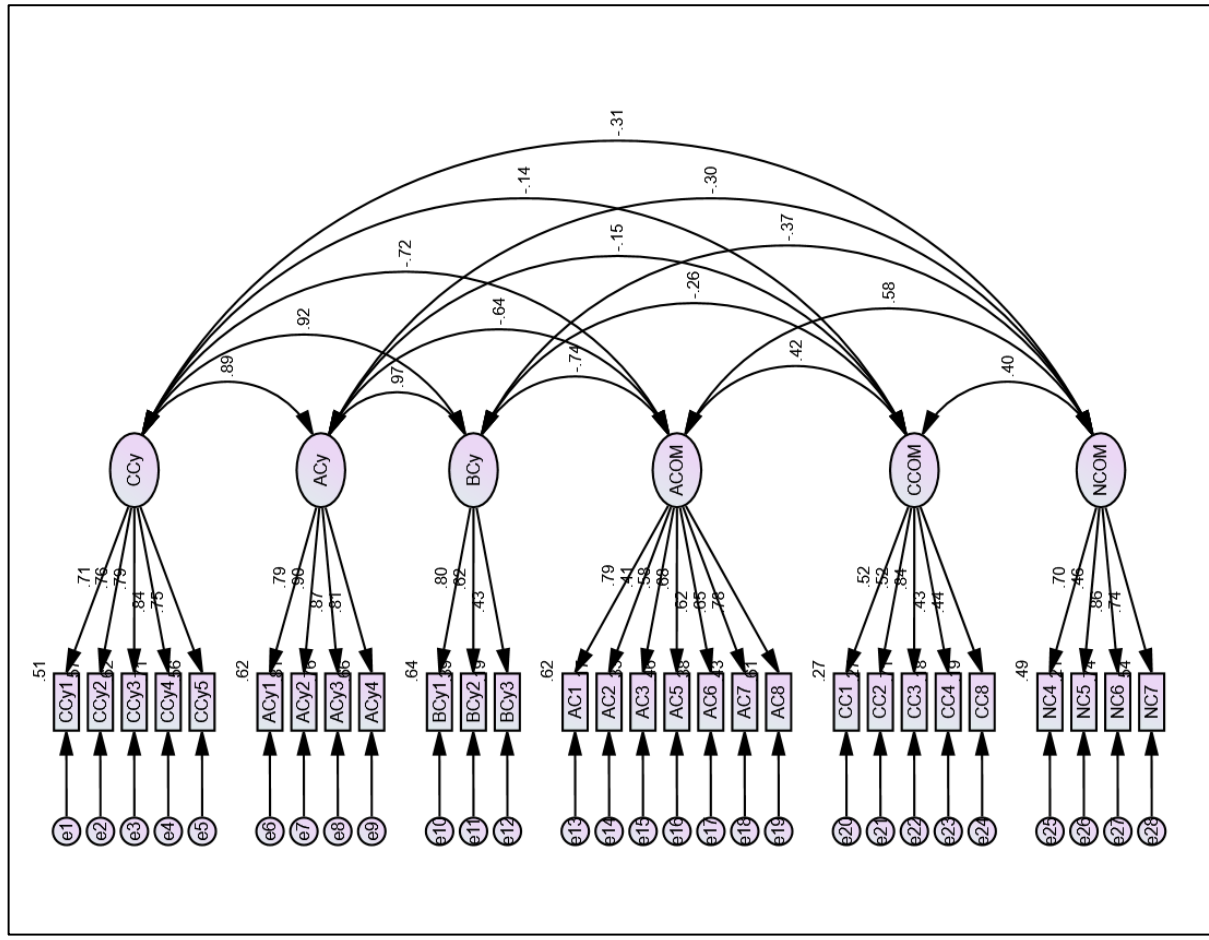


Figure 8: Confirmatory Factor Analysis – Final Extraction

Likewise, the resultant table presenting the path coefficients is presented in Table 25.

Table 25: Confirmatory Factor Analysis – Regression Weights (Final Extraction)

	Estimate	Standardized	S.E.	C.R.	P	Label
CCy1 <--- CCy	1.000	.713				
CCy2 <--- CCy	1.158	.757	.097	11.886	***	
CCy3 <--- CCy	1.054	.786	.085	12.339	***	
CCy4 <--- CCy	1.116	.842	.085	13.202	***	
CCy5 <--- CCy	1.005	.750	.085	11.773	***	

			Estimate	Standardized	S.E.	C.R.	P	Label
ACy1	<---	ACy	1.000	.788				
ACy2	<---	ACy	1.023	.898	.060	16.918	***	
ACy3	<---	ACy	.963	.872	.059	16.261	***	
ACy4	<---	ACy	.974	.815	.066	14.851	***	
BCy1	<---	BCy	1.000	.802				
BCy2	<---	BCy	.691	.623	.064	10.795	***	
BCy3	<---	BCy	.459	.431	.065	7.104	***	
AC1	<---	ACOM	1.000	.788				
AC2	<---	ACOM	.517	.410	.079	6.503	***	
AC3	<---	ACOM	.617	.576	.066	9.381	***	
AC5	<---	ACOM	.797	.680	.070	11.334	***	
AC6	<---	ACOM	.712	.620	.070	10.190	***	
AC7	<---	ACOM	.746	.654	.069	10.824	***	
AC8	<---	ACOM	.928	.781	.070	13.312	***	
CC1	<---	CCOM	1.000	.521				
CC2	<---	CCOM	.953	.520	.155	6.157	***	
CC3	<---	CCOM	1.490	.843	.207	7.198	***	
CC4	<---	CCOM	.728	.429	.135	5.386	***	
CC8	<---	CCOM	.763	.438	.139	5.474	***	
NC4	<---	NCOM	1.000	.697				
NC5	<---	NCOM	.695	.456	.103	6.746	***	
NC6	<---	NCOM	1.255	.858	.111	11.317	***	

	Estimate	Standardized	S.E.	C.R.	P	Label
NC7 <--- NCOM	1.086	.738	.103	10.495	***	

To confirm the validity of these results, model fit tests were considered. For the absolute fit index, CMIN/DF was considered (Hair et al., 2014), and for the relative fit indices, IFI, and CFI were considered, while for the model parsimony, RMSEA was considered (Schmitt, 2011). According to Hair et al. (2010), for model validity, CMIN/DF should be less than 3.0, while CFI and IFI should be greater than 0.90, and RMSEA ought to be less than 0.70 (Steiger, 2007). Table 26 presents the respective results.

Table 26: Confirmatory Factor Analysis – Primarily Model Statistics

CMIN

Model	NPAR	CMIN	DF	P	CMIN/DF
Default model	71	705.857	335	.000	2.107
Saturated model	406	.000	0		
Independence model	28	4129.342	378	.000	10.924

Baseline Comparisons

Model	NFI Delta1	RFI rho1	IFI Delta2	TLI rho2	CFI
Default model	.829	.807	.902	.888	.901
Saturated model	1.000		1.000		1.000
Independence model	.000	.000	.000	.000	.000

RMSEA

Model	RMSEA	LO 90	HI 90	PCLOSE
Default model	.064	.058	.071	.000

Model	RMSEA	LO 90	HI 90	PCLOSE
Independence model	.192	.187	.198	.000

From the foregoing, $CMIN/DF = 2.107$ ($p=0.000$), and because the statistic was less than 3.0, it was confirmed that the absolute fit index was valid (Rencher & Mete, 2016). Further, IFI and CFI were 0.902 and 0.901 respectively, and being greater than 0.900, this confirms that the relative fit indices were valid. Lastly, RMSEA was 0.064, and being less than 0.70, this confirms the validity of the model parsimony (Hair et al., 2010). Overall, these model fit tests do confirm that the CFA final model was valid.

5.7 Regression for Demographical Variables

The first research hypothesis sought to determine whether the demographic factors influence the variability in the dependent variables, organizational cynicism and organizational commitment.

H₁: The level of the organizational cynicism and organizational commitment is affected by the demographic attributes of the employees.

In other words, the independent and dependent variables included:

Independent Variables:

- Gender
- Age
- Nationality
- Marital status
- Current salary
- Academic level
- Experience within the organization

Dependent Variables:

- Organizational cynicism
- Organizational commitment

With this in mind, according to Field (2016), because multiple independent variables and continuous dependent variables, multiple linear regression would be optimal in determining these

differences in the ratings organizational cynicism and organizational commitment across the different independent variables and whether the differences are statistically significant (Field, 2016). To be able to test this, two regression equations were created:

$$H_{1a}: OCyn = \delta_1(\text{Gender}) + \nu_1(\text{Age}) + \eta_1(\text{Nationality}) + \beta_1(\text{Marital}) + \omega_1(\text{Salary}) + \varphi_1(\text{Academic}) + \alpha_1(\text{Experience}) + k_1$$

$$H_{1b}: OCom = \delta_2(\text{Gender}) + \nu_2(\text{Age}) + \eta_2(\text{Nationality}) + \beta_2(\text{Marital}) + \omega_2(\text{Salary}) + \varphi_2(\text{Academic}) + \alpha_2(\text{Experience}) + k_2$$

The regression analysis was computed, and the regression model summary is presented in table 27.

Table 27: Regression Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
H _{1a}	.325 ^a	.106	.082	.87259
H _{1b}	.348 ^a	.121	.097	.67954

a. Predictors: (Constant), Experience within the Organization, Marital Status, Academic Level, Gender, Nationality, Age, Current Salary (USD)

For H₁, the regression coefficient was 0.325 and the r-square statistic was 0.106. In this regard, it can be argued that only 10.6% of the variability in organizational cynicism was as a result of the variability in the independent variables. For H₂, the regression coefficient was 0.348 and the r-square statistic was 0.121. Again, it can be argued that only 12.1% of the variability in organizational commitment was as a result of the variability in the independent variables. Comparing both outputs, the independent demographic variables did have a higher influence towards organizational commitment than organizational cynicism.

The respective model fit tests for both hypotheses were run and are presented in Table 28 .

Table 28: Regression Model Fit

ANOVA^a

	Model	Sum of Squares	df	Mean Square	F	Sig.
H _{1a}	Regression	23.520	7	3.360	4.413	.000 ^b
	Residual	198.729	261	.761		
	Total	222.249	268			
H _{1b}	Regression	16.587	7	2.370	5.131	.000 ^b
	Residual	120.522	261	.462		
	Total	137.109	268			

a. Dependent Variable 1: Organizational Cynicism

b. Dependent Variable 1: Organizational Commitment

c. Predictors: (Constant), Experience within the Organization, Marital Status, Academic Level, Gender, Nationality, Age, Current Salary (USD)

From the results above $F(7, 261) = 4.413$ ($p < 0.05$) for organizational cynicism and $F(7, 261) = 5.131$ ($p < 0.05$) for organizational commitment. Because the latter had a stronger F-ratio than the former, it followed that the extent of impact of the independent variables was stronger on organizational commitment. To then establish the significance of each and every independent variable on either of the two dependent variables, the regression coefficients were considered. These are presented in Table 29 below.

Table 29: Regression Coefficients

	Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
H _{1a}	(Constant)	1.327	.551		2.407	.017
	Gender	-.285	.116	-.156	-2.465	.014
	Age	.024	.067	.022	.356	.722
	Nationality	-.108	.187	-.035	-.577	.564

	Marital Status	-.070	.167	-.025	-.422	.673
	Current Salary	.108	.054	.130	2.004	.046
	Academic Level	.256	.120	.137	2.134	.034
	Experience within the Organization	.079	.064	.075	1.236	.218
	(Constant)	3.155	.429		7.350	.000
	Gender	.270	.090	.188	2.999	.003
	Age	.086	.052	.102	1.644	.101
	Nationality	.170	.145	.071	1.167	.244
H _{1b}	Marital Status	.078	.130	.036	.604	.546
	Current Salary	-.145	.042	-.223	-3.466	.001
	Academic Level	-.114	.093	-.078	-1.224	.222
	Experience within the Organization	.043	.050	.051	.857	.392

a. Dependent Variable: Organizational Cynicism

B. Dependent Variable: Organizational Commitment

Comparing the two regression equations, regarding the dependent variable organizational cynicism, three independent factors were found to be having a significant influence. The most significant was gender and was a negative relationship ($t = -2.465$), and this was followed by academic level ($t = 2.134$) while current salary had the third and last significant relationship ($t = 2.004$). On the other end, regarding the dependent variable organizational commitment, there were only two independent factors that were found to be having a significant influence. The most significant was current salary ($t = -3.466$), and this was a negative relationship, and this was followed by the second and last factor gender ($t = 2.999$). or as it summarized in table 30.

Table 30: Results of Testing Hypothesis 1.

Hypothesis	Testing Result
------------	----------------

H1 a	Gender has an influence on organizational cynicism	Accepted
	Age has an influence on organizational cynicism	Rejected
	Nationality has an influence on organizational cynicism	Rejected
	Marital status has an influence on organizational cynicism	Rejected
	Current salary has an influence on organizational cynicism	Accepted
	Academic level has an influence on organizational cynicism	Accepted
	Experience within the organization has an influence on organizational cynicism	Rejected
H1 b	Gender has an influence on organizational commitment	Accepted
	Age has an influence on organizational commitment	Rejected
	Nationality has an influence on organizational commitment	Rejected
	Marital status has an influence on organizational commitment	Rejected
	Current salary has an influence on organizational commitment	Accepted
	Academic level has an influence on organizational commitment	Rejected
	Experience within the organization has an influence on organizational commitment	Rejected

5.8 Regression (Path Analyze)

This section will address the second and third hypotheses which sought to establish whether the level of the organizational cynicism influences the level of the organizational commitment significantly and whether the level of organizational commitment influences the level of the organizational cynicism. To this effect, the respective hypotheses were:

H₂: Organizational cynicism has significant influence on organizational commitment.

H₃: Organizational commitment has significant influence on organizational cynicism.

Nonetheless, these two dimensions, organizational commitment and organizational cynicism, were not measured directly from the instrument, but were aggregated from three sub dimensions whose items had been directly measured. To this effect, organizational commitment and organizational cynicism were not treated as individual variables, but rather, latent variables as

prescribed by Coolican (2014). Tabachnick and Fidell (2007) as well as Gravetter and Forzano, (2018) recommend the use of structural equation modelling for researches involving latent variables. It was in this light and taking into considering the use of structural equation modelling to help address the foregoing research hypotheses.

5.8.1 SEM Assumption Validation - Multivariate Normality Testing

To use structural equation models, the principal assumption that needs to be tested is the multivariate normality. This was computed and the results are presented in Table 31.

Table 31: Assessment of normality - Organizational Commitment and Cynicism

Questions	min	max	skew	c.r.	kurtosis	c.r.
NC7	1.000	5.000	-.254	-1.703	-.996	-3.336
NC6	1.000	5.000	-.211	-1.415	-1.053	-3.525
NC5	1.000	5.000	.052	.346	-1.189	-3.981
NC4	1.000	5.000	-.302	-2.025	-.925	-3.096
CC8	1.000	5.000	-.341	-2.284	-.930	-3.113
CC4	1.000	5.000	-.690	-4.622	-.494	-1.654
CC3	1.000	5.000	-.829	-5.554	-.437	-1.464
CC2	1.000	5.000	-.578	-3.870	-.780	-2.613
CC1	1.000	5.000	-.399	-2.674	-1.097	-3.673
AC8	1.000	5.000	-.913	-6.111	-.339	-1.136
AC7	1.000	5.000	-.691	-4.625	-.567	-1.899
AC6	1.000	5.000	-.845	-5.655	-.354	-1.186
AC5	1.000	5.000	-.936	-6.268	-.269	-.901
AC3	1.000	5.000	-.891	-5.968	-.083	-.279
AC2	1.000	5.000	-.277	-1.857	-1.123	-3.761
AC1	1.000	5.000	-.593	-3.973	-.940	-3.147
B3	1.000	5.000	-1.051	-7.037	.103	.346
B2	1.000	5.000	-1.334	-8.930	.704	2.355

Questions	min	max	skew	c.r.	kurtosis	c.r.
B1	1.000	5.000	-1.001	-6.704	-.306	-1.026
A4	1.000	5.000	-.815	-5.457	-.407	-1.363
A3	1.000	5.000	-1.335	-8.936	.792	2.651
A2	1.000	5.000	-1.172	-7.848	.271	.906
A1	1.000	5.000	-.529	-3.541	-.978	-3.274
C5	1.000	5.000	-.549	-3.678	-.753	-2.522
C4	1.000	5.000	-.779	-5.214	-.216	-.723
C3	1.000	5.000	-.470	-3.145	-.673	-2.254
C2	1.000	5.000	-.689	-4.612	-.769	-2.574
C1	1.000	5.000	-.464	-3.107	-.886	-2.967
Multivariate					132.953	26.601

Finney and DiStefano (2008) noted that the optimal minimum multivariate kurtosis is if there is multivariate normality. On the other hand, the critical ratio ought to be greater than 1.96. From the results above, the multivariate kurtosis was 132.953 and because this was way much higher than 7.0, and that the critical ratio of 26.601 was greater than the cut-off point of .6 it follows that the multivariate normality assumption was confirmed.

5.8.2 Structural Equation Modeling - Organizational Commitment and Cynicism

For the creation of the structural equation model, six sub dimensions were considered and using results acquired from earlier tests, only items that had passed discriminant and convergent validity were selected, therefore as mentioned earlier 8 items were dropped (AC4, CC5, CC6, CC7, NC1, NC2, NC3, NC8) and the rest were as below:

Cognitive Cynicism: C1, C2, C3, C4, C5

Affective Cynicism: A1, A2, A3, A4

Behavioral Cynicism: B1, B2, B3

Affective Commitment: AC1, AC2, AC3, AC5, AC6, AC7, AC8

Continuance Commitment: CC1, CC2, CC3, CC4, CC8

Normative Commitment: NC4, NC5, NC6, NC7

Hypothesis 2: The second hypothesis tested whether organizational cynicism had significant negative influence on organizational commitment. That is:

H_{2,0}: Organizational cynicism does not have a significant influence on organizational commitment.

H_{2,1}: Organizational cynicism has significant influence on organizational commitment.

The corresponding structural equation model is illustrated in Figure 9.

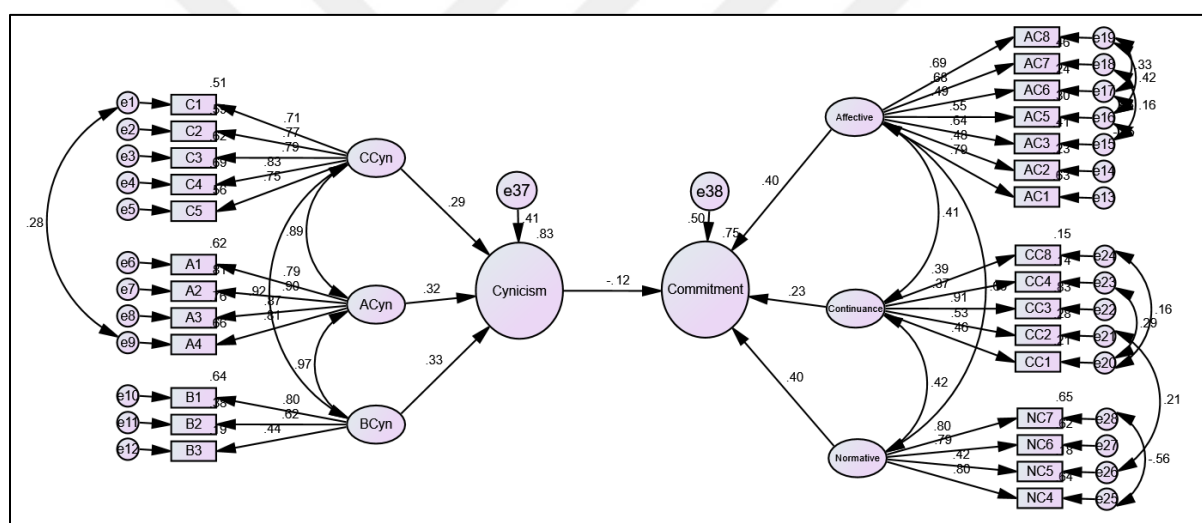


Figure 9: Structural Equation Model – Chart of Hypothesis 2

The corresponding table showing the regression coefficients is presented below. From the results, with respect to the organizational cynicism latent variable, behavioral cynicism had the greatest influence with a standardized coefficient of 0.327, followed by affective cynicism with a standardized coefficient of 0.321, while cognitive cynicism was the third rated with a standardized coefficient of 0.289.

Table 32: Regression Weights – Scores of Hypothesis 2

	Estimate	Standardized	S.E.	C.R.	P
--	----------	--------------	------	------	---

			Estimate	Standardized	S.E.	C.R.	P
Cynicism	<---	e37	.100	.407			
Cynicism	<---	CCyn	.080	.289			
Cynicism	<---	ACyn	.076	.321			
Cynicism	<---	BCyn	.080	.327			
C1	<---	CCyn	1.000	.711			
C2	<---	CCyn	1.175	.766	.098	11.939	***
C3	<---	CCyn	1.058	.787	.086	12.265	***
C4	<---	CCyn	1.105	.832	.085	12.941	***
C5	<---	CCyn	1.010	.752	.086	11.724	***
A1	<---	ACyn	1.000	.788			
A2	<---	ACyn	1.026	.901	.061	16.955	***
A3	<---	ACyn	.965	.873	.059	16.281	***
A4	<---	ACyn	.973	.812	.066	14.811	***
B1	<---	BCyn	1.000	.803			
B2	<---	BCyn	.685	.619	.065	10.591	***
B3	<---	BCyn	.464	.436	.065	7.140	***
AC1	<---	Affective	1.000	.793			
AC2	<---	Affective	.597	.477	.082	7.299	***
AC3	<---	Affective	.678	.637	.071	9.601	***
AC5	<---	Affective	.643	.552	.078	8.246	***
AC6	<---	Affective	.564	.494	.076	7.424	***
AC7	<---	Affective	.768	.677	.075	10.277	***
AC8	<---	Affective	.813	.689	.077	10.614	***
CC1	<---	Continuance	1.000	.459			
CC2	<---	Continuance	1.111	.530	.185	6.023	***
CC3	<---	Continuance	1.836	.913	.299	6.139	***
CC4	<---	Continuance	.721	.373	.127	5.664	***
CC8	<---	Continuance	.764	.386	.143	5.347	***

			Estimate	Standardized	S.E.	C.R.	P
NC4	<---	Normative	1.000	.798			
NC5	<---	Normative	.553	.419	.085	6.500	***
NC6	<---	Normative	1.007	.788	.091	11.100	***
NC7	<---	Normative	1.034	.804	.099	10.479	***
Commitment	<---	e30	.100	.502			
Commitment	<---	Cynicism	-.100	-.123			
Commitment	<---	Normative	.078	.400			
Commitment	<---	Continuance	.072	.230			
Commitment	<---	Affective	.072	.398			

On the other hand, with respect to the organizational commitment latent variable, the major sub dimension that explained the greatest variance was normative commitment as this had a coefficient of 0.400, and this was followed by affective commitment with a coefficient of 0.398, while the third was continuance commitment with a coefficient of 0.230. Overall, the direct influence of the organizational cynicism on organizational commitment had an unstandardized path coefficient of -0.1 and standardized coefficient of -0.123. According to Falk and Miller's (1992)'s rule of 0.1, as also confirmed by Jahner et al. (2008) and Hair et al. (2014), because this the modulus of the path coefficient was greater than 0.1, the relationship between organizational cynicism and commitment was significant. Therefore the null hypothesis was rejected and concluded that there was enough statistical evidence to suggest that the effect of organizational cynicism on organizational commitment was significant. Further, because the coefficient was negative, it follows that the negative relationship hypothesized was confirmed.

Hypothesis 3: The third hypothesis tested whether organizational commitment had significant negative influence on organizational cynicism. That is:

H_{3,0}: Organizational commitment doesn't have significant influence on organizational cynicism.

H_{3,1}: Organizational commitment has significant influence on organizational cynicism.

The structural equation model showing the results is illustrated in Figure 10.

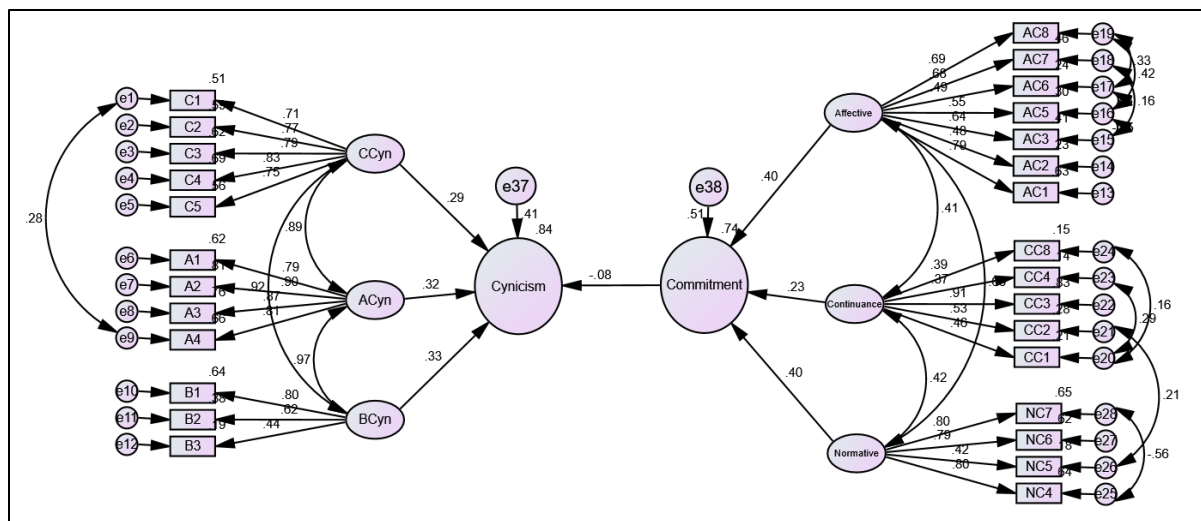


Figure 10: Structural Equation Model – Chart of Hypothesis 3

The corresponding table showing the regression coefficients is presented in Table 33. Basing on the results, with respect to the organizational commitment latent variable, normative commitment had the greatest influence, with a coefficient of 0.403, and this was followed by affective commitment with a coefficient of 0.401, while the third was continuance commitment with a coefficient of 0.231.

Table 33: Regression Weights – Scores of Hypothesis 3

			Estimate	Standardized	S.E.	C.R.	P
Commitment	<---	e38	.100	.505			
Commitment	<---	Normative	.078	.403			
Commitment	<---	Continuance	.072	.232			
Commitment	<---	Affective	.072	.401			
C1	<---	CCyn	1.000	.711			
C2	<---	CCyn	1.175	.766	.098	11.939	***
C3	<---	CCyn	1.058	.787	.086	12.265	***
C4	<---	CCyn	1.105	.832	.085	12.941	***
C5	<---	CCyn	1.010	.752	.086	11.724	***
A1	<---	ACyn	1.000	.788			

			Estimate	Standardized	S.E.	C.R.	P
A2	<---	ACyn	1.026	.901	.061	16.955	***
A3	<---	ACyn	.965	.873	.059	16.281	***
A4	<---	ACyn	.973	.812	.066	14.811	***
B1	<---	BCyn	1.000	.803			
B2	<---	BCyn	.685	.619	.065	10.591	***
B3	<---	BCyn	.464	.436	.065	7.140	***
AC1	<---	Affective	1.000	.793			
AC2	<---	Affective	.597	.477	.082	7.299	***
AC3	<---	Affective	.678	.637	.071	9.601	***
AC5	<---	Affective	.643	.552	.078	8.246	***
AC6	<---	Affective	.564	.494	.076	7.424	***
AC7	<---	Affective	.768	.677	.075	10.277	***
AC8	<---	Affective	.813	.689	.077	10.614	***
CC1	<---	Continuance	1.000	.459			
CC2	<---	Continuance	1.111	.530	.185	6.023	***
CC3	<---	Continuance	1.836	.913	.299	6.139	***
CC4	<---	Continuance	.721	.373	.127	5.664	***
CC8	<---	Continuance	.764	.386	.143	5.347	***
NC4	<---	Normative	1.000	.798			
NC5	<---	Normative	.553	.419	.085	6.500	***
NC6	<---	Normative	1.007	.788	.091	11.100	***
NC7	<---	Normative	1.034	.804	.099	10.479	***
Cynicism	<---	e37	.100	.405			
Cynicism	<---	CCyn	.080	.288			
Cynicism	<---	ACyn	.076	.319			
Cynicism	<---	BCyn	.080	.326			
Cynicism	<---	Commitment	-.100	-.080			

Further, with respect to the organizational cynicism latent variable, behavioral cynicism had the greatest influence with a standardized coefficient of 0.326, followed by affective cynicism with a standardized coefficient of 0.319, while cognitive cynicism was the third rated with a standardized coefficient of 0.288.

On the direct influence of the organizational commitment on organizational cynicism, the unstandardized coefficient was -0.1 while the standardized coefficient was -0.080. According to Jahner et al. (2008) and Hair et al. (2014), because this the magnitude of the path coefficient was not less than 0.1, the relationship between organizational cynicism and commitment was therefore significant. Therefore the null hypothesis was rejected and concluded that there was enough statistical evidence to also support that the effect of organizational commitment on organizational cynicism was significant and by having a negative coefficient, the negative relationship as also hypothesized, was confirmed.

5.8.3 Model Fit Test - Organizational Commitment and Cynicism

Hair et al., (2014) argues that unless the model fitness has been confirmed, the results may not be accurate. It was in this light that this research went ahead to compute the respective model fit results. For the absolute fit index, CMIN/DF was considered (Hair et al., 2014), and for the relative fit indices, IFI, and CFI were considered, while for the model parsimony, RMSEA was considered (Schmitt, 2011). As also presented earlier, according to Hair et al. (2010), for model validity, CMIN/DF should be less than 3.0, while CFI and IFI should be greater than 0.90, and RMSEA must to be less than 0.70 (Steiger, 2007). The fit results are presented in Table 34.

Table 34: Model Fit Summary – Structural Equation Models (Final)

CMIN

Model	NPAR	CMIN	DF	P	CMIN/DF
Default model	83	693.889	334	.000	2.078
Saturated model	406	.000	0		
Independence model	28	4129.342	378	.000	10.924

Baseline Comparisons

Model	NFI Delta1	RFI rho1	IFI Delta2	TLI rho2	CFI
Default model	.832	.810	.905	.891	.904
Saturated model	1.000		1.000		1.000
Independence model	.000	.000	.000	.000	.000

RMSEA

Model	RMSEA	LO 90	HI 90	PCLOSE
Default model	.063	.057	.070	.001
Independence model	.192	.187	.198	.000

The results above show that $CMIN/DF = 2.2.078$ ($p=0.000$), and because the statistic was less than 3.0, it meant that the absolute fit index was valid. With respect to the IFI and CFI the fitness statistics were 0.905 and 0.904 respectively, and because these were greater than 0.900, it followed that the relative fit indices were valid. Further, with regards to RMSEA the fitness statistic was 0.063, and because this was less than the 0.7 threshold, the model parsimony was considered to be good (Hair et al., 2010). All in all, because all the fitness tests were confirmed to be compliant with the literature thresholds, it meant that the computed structural equation results were valid.

CHAPTER SIX

CONCLUSION

The outcomes of this research which was completed for defining the influence of the demographical group on the level of the organizational cynicism and organizational commitment, and on the other hand to measure the effect of both variables on each other in NGOs which is located in Turkey and operating in Syria were as below:

The majority of the participants were in the age between 26 and 33 years old. It was detected that the majority were men. It was observed that the educational level of the majority was diploma or bachelor's degree. It was recognized that most of them has between 3 to 4 years of experience within the organization. It was noticed that most of them were Syrian, married and the majority were working for less than 1000\$ as a monthly salary.

It has been observed that the level of the organizational cynicism is influenced statistically and significantly based on the educational level of the participants, in other words the levels of the organizational cynicism of the employees who have higher level education are the highest. That might be due the employees with higher education level are more demanding in comparison with the others. At the same time, it was detected that both variables were statistically significantly affected by the current salary of the participants. the organizational cynicism was affected positively while the commitment was affected negatively, in other words the employees who have higher salaries, have the highest level of cynicism and lowest levels of commitment, since those with higher income usually have better profiles (experience, education, skills..) which allow them to find new opportunities easier than the others. When it comes to the gender it also affect the two variables significantly, were it was found that the women has lower level of cynicism and higher level of commitment, since there is lack of job opportunities for women in one hand, and the woman psychological composition on the other hand made them got emotionally attached to their job and organization easily. Meanwhile the rest of the demographic variables don't have significant influence on both variables.

Meanwhile to the levels of the organizational cynicism, organizational commitment and their sub dimensions, were obtained as following: the organizational cynicism and its sub dimensions found at low level, nonetheless the cognitive dimension ranks first among the other dimensions; however the behavioral cynicism was ranked the lowest. While the level of the organizational commitment found to be higher than the average, starting from the affective commitment which was the highest, though the normative commitment was the lowest between the commitment sub dimensions.

Results of the analysis performed on the influence of the organizational cynicism on the organizational commitment: the organizational cynicism has a negatively and significantly influence on the organizational commitment

Furthermore, it has been determined that the influence of the organizational commitment on the organizational cynicism was negative and significant. The same conclusion was reached with respect to the influence of organizational commitment on organizational cynicism. Which means that the employees who have higher level of commitment toward their organizations are most likely to express less cynical attitudes, however this result correspond with majority of the previous studies which was reviewed in the literature review chapter. When it comes to the model validity tests were performed, and the model was confirmed at absolute fit level, relative fit level as well as model parsimony level.

As discussed earlier increasing the level of the organizational commitment, minimizing the organizational cynicism as possible and stopping its attitudes is the ideal situation that all the organization are eager to achieve. In this command applying positive discrimination against recruiting women, having better understand of the employees need in order to improve the working conditions (especially those with high education level), ensuring fair and competitive salary scale based on a market research, and establishing open communication channels.

At the same time this research was on the NGOs sector in particular, which might be affecting the level of commitment positively since the employees have strong faith on the NGOs goals and mission which make them proud to be a part of an entity that provide help and aids to refugees and IDPs, this consort with having the affective commitment as the highest level between the

commitment sub dimensions. In a similar way being a part of an NGO would minimize or stop the employees' cynical attitude.

Likewise having most of the participants from the Syrian refugees in Turkey, will increase the commitment, since there is lack of job opportunities for Syrian refugees which will make them more committed to their current organizations, especially those who don't have outstanding experience, education or skills. Taking into consideration that a lot of those employees don't speak Turkish therefore the jobs in the NGOs sector are the most suitable for them since it depends on English skills mainly, which make them have higher commitment toward their organization.

When it comes to the future studies, the NGOs sectors still needs a lot of enrichment in this field and below are some recommendations for future studies:

- Comparison study with shorter crises in order to measure the effect of the crisis length on both variables and its relations.
- Comparison study with natural disaster in order to test if there is an effect of the crisis nature on both variables and its relations.
- Doing the same study after ensuring the sample presents border spectrum of nationalities, since our study mainly was from Syrian participant.

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ANNEXE 1

Gender	Male <input type="checkbox"/>		Female <input type="checkbox"/>		
Age	18 to 25 <input type="checkbox"/>	26 to 33 <input type="checkbox"/>	34 to 41 <input type="checkbox"/>	42 to 48 <input type="checkbox"/>	More than 49 <input type="checkbox"/>
What is your nationality	Turkish	Syrian	Other (Please specify.....)		
What is your current marital status	Single <input type="checkbox"/>	Married <input type="checkbox"/>	Divorced <input type="checkbox"/>		
Current Salary (USD)	Less than 1000 <input type="checkbox"/>	1000 to 1499 <input type="checkbox"/>	1500 to 1999 <input type="checkbox"/>	2000 to 2999 <input type="checkbox"/>	3000 or More <input type="checkbox"/>
Current Position					
Academic Level	Basic education	High School	Bachelor diploma /	Master	PHD
Experience within the Organization	Less than one year <input type="checkbox"/>	One year and more and less than 3 <input type="checkbox"/>	Three years or more and less than 5 years <input type="checkbox"/>	More than 5 years <input type="checkbox"/>	

1: Never 2: Rarely 3: Sometimes 4: Often 5: Always									
<u>Organizational Cynicism</u>					1	2	3	4	5
C1	I believe that my organization says one thing and does another.				<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
C2	My organization expects one thing of its employees, but rewards another.				<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
C3	In my organization I see very little resemblance between the events that are going to be done and the events which are done.				<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
C4	My organization's policies, goals, and practices seem to have little in common				<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
C5	If an application was said to be done in my organization, I'd be more skeptical whether it would happen or not.				<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
A1	When I think about my organization, I experience aggravation.				<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
A2	When I think about my organization, I experience tension.				<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
A3	When I think about my organization, I get angry.				<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

A4	When I think about my organization, I feel a sense of anxiety.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
B1	We look at each other in a meaningful way with my colleagues when my organization and its employees are mentioned.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
B2	I criticize the practices and policies of my organization to people outside the organization.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
B3	I talk with others about how work is being carried out in the organization.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

1: Strongly Disagree 2: Disagree 3: Neither 4: Agree 5: Strongly Agree						
Organizational Commitment		1	2	3	4	5
AC1	I would be very happy to spend the rest of my career with this organization.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
AC2	I enjoy discussing about my organization with people outside it.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
AC3	I really feel as if this organization's problems are my own.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
AC4	I think that I could easily become as attached to another organization as I am to this one.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
AC5	I do not feel like 'part of the family' at my organization.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
AC6	I do not feel 'emotionally attached' to this organization.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
AC7	This organization has a great deal of personal meaning for me.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
AC8	I do not feel a 'strong' sense of belonging to my organization.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
CC1	I am not afraid of what might happen if I quit my job without having another one lined up.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
CC2	It would be very hard for me to leave my organization right now, even if I wanted to.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
CC3	Too much in my life would be disrupted if I decided to leave my organization now.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
CC4	It wouldn't be too costly for me to leave my organization now.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
CC5	Right now, staying with my organization is a matter of necessity as much as desire.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
CC6	I feel that I have very few options to consider leaving this organization	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

CC7	One of the few serious consequences of leaving this organization would be the scarcity of available alternatives.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
CC8	One of the major reasons I continue to work for this organization is that leaving would require considerable personal sacrifice—another organization may not match the overall benefits I have here.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
NC1	I think that people these days move from organization to organization too often.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
NC2	I do not believe that a person must always be loyal to his or her organization.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
NC3	Jumping from organization to organization does not seem at all unethical to me.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
NC4	One of the major reasons I continue to work in this organization is that I believe loyalty is important and therefore feel a sense of moral obligation to remain.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
NC5	If I got another offer for a better job elsewhere I would not feel it was right to leave my organization.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
NC6	I was taught to believe in the value of remaining loyal to one organization.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
NC7	Things were better in the days when people stayed in one organization for most of their careers.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
NC8	I do not think that to be a ‘organization man’ or ‘organization woman’ is sensible anymore.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

ÖZGEÇMİŞ

Rama ALMARE 1987 yılında Şam'da doğdu. 2009 yılında, İşletme Yönetimi Yüksek Enstitüsü'nden Yönetim Bilimleri dalında lisans derecesiyle mezun oldu. Özel sektör ve insani yardım alanlarında insan kaynakları başta olmak üzere 8 yılı aşkın bir deneyime sahiptir.

VITAE

Rama ALMARE born in Damascus Syria in 1987, graduated from the Higher Institute of Business Administration in 2009 with BA in Management Science. She has over 8 years of experience in private sector and humanitarian organization in the field of human resource Management.