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The Mediating Role of Locus of Control in the Effect of Organizational Justice on Organizational Cynicism in School Organizations¹

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Abstract

This study aims to examine the mediating role of locus of control in the relationship between organizational justice and organizational cynicism. This study examined the mediating role of the locus of control in the effect of organizational justice on organizational cynicism in school organizations, in a way that includes all personnel who have a direct effect on education and training in schools. This study used the relational survey model, which is one of the quantitative research methods. This study was conducted with 385 participants identified through simple random sampling among teachers working in public schools. Confirmatory Factor Analysis (CFA) and Structural Equation Modeling (SEM) analyzes of the obtained data were performed using SPSS and AMOS statistical package programs. As a result of the analysis, it was determined that there is a negative relationship between organizational justice and organizational cynicism and that locus of control plays a mediating variable in the relationship between organizational justice and organizational cynicism.

Keywords: School Administration, Organizational Justice, Organizational Cynicism, Locus of Control, Mediation Analysis.

Introduction

The events and situations experienced by the employees in the organization can be effective in their attitudes towards the organization (Robbins & Judge, 2013). When employees believe that they are maltreated in the workplace, they react negatively to this situation (Greenberg, 2011) and act to eliminate injustice within the framework of their understanding of justice (Stroh, Northcraft & Neale, 2002). The belief in the employees that the organization is not fair can lead to feelings of anger, hatred and anxiety, and depending on this feeling, the employees can criticize, humiliate and vilify the organization (Dean, Brandes & Dharwadkar, 1998). In this context, organizational justice may emerge as an important reason for the formation of organizational cynicism (Folger & Konovsky, 1989; Greenberg, 1990).

While the relationship between organizational justice and organizational cynicism constitutes the main problem of this study, there may also be factors that may affect the relationship between the two variables. One of these factors is the locus of control. Locus of control is related to what individuals attribute their reinforcements and rewards as a result of their behavior, or their success or failure (Basım & Şeşen, 2006). In line with these explanations, it can be said that the level of cynical attitudes developed by school personnel towards school management with the effect of organizational justice may vary depending on whether school personnel has control or not (James, 2005).

Organizational Justice

Social scientists recognize that the idea of justice is a fundamental need for the functioning of social life (Greenberg, 1990). The concept of organizational justice is a framework that explains employees' perceptions of trust and justice (Saunders & Thornhill, 2003) and their personal evaluations of the ethical and moral structure of

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the organizational structure (Cropanzano, Bowen & Gilliland, 2007). For this reason, in evaluating the justice in the organization, it is important not how fair the organization is towards the employee but how fair the employees perceive the practices of the organization (Choi, 2011). Perceptual comments of the employee turn into attitudes over time, and these attitudes are one of the most important determinants of their behavior (Lindsay & Norman, 1977).

The concept of organizational justice is based on Adams' Equity Theory. Equity theory includes the benefits that the employee provides to the organization and their gains from the organization. For example, employees transfer the training, effort, and experience they have received to the organization they work for. In return, they want to obtain returns such as wages, bonuses, special awards, organizational recognition, and justice (Lambert, 2003). Based on this theory Greenberg (1990) defined organizational justice as a concept that specifies how employees perceive justice in the work environment and how it affects results.

There is no consensus in the literature on the number of dimensions of organizational justice. Basically, the issue of organizational justice focuses on the fairness of the consequences for the distribution of pay, reward, punishment, and promotion (distributive justice) and the fairness of decision-making procedures used to determine distributional outcomes (procedural justice) (Colquitt, Conlon, Wesson, Porter & Yee, 2001) and the fairness of self-directed behavior that employees encounter during organizational processes (interactive justice) (Bosora, 2014).

Organizational Cynicism

While cynicism was used to tell the truth, reality and the correct in ancient times, today the concept is used with negative meanings (Dean, Brandes & Dharwadkar, 1998). Cynicism is explained as a cynical criticism of culture (Hodgins, 2014), an attitude of disappointment and doubt accompanied by negative emotions (Kart, 2015), a belief that justice, honesty and tolerance are sacrificed for individual interests (Abraham, 2000), a current of thought that describes people as being choosy, dissatisfied and full of negative thoughts (Yangil, Baş & Aygün, 2014), disbelief in the possibility of others' well-being (Berman, 1997), distrust towards people, institutions and values (Vice, 2011).

Negative practices that employees perceive or experience regarding the manager and the organization may cause employees to develop the belief that the manager and the organization are ignoring company values for their success and benefits (Abraham, 2000). The difference in perception and conflict of interest (Evans, Goodman & Davis, 2010) between the manager and the employee may lead to the development of cynical attitudes towards the organization as a result of the personal and organizational experiences of the employee (James, 2005). Organizational cynicism is thus learned and develops as a function of negative experiences in the organization (Johnson & O'Leary-Kelly, 2003). It can encompass all organizational elements (Wanous, Reichers & Austin, 2000) and generalize from one target to another (Yildiz, Akgun & Yildiz, 2013). In this direction, the concept of organizational cynicism is defined by James (2005) as "the attitude of the employee towards the organization in which he/she works in relation to negative beliefs, emotions and behaviors related to these negative beliefs and emotions; and as a reaction to the past of social and personal experiences that are open to change with environmental factors."

When organizational cynicism is examined as negative attitude, it consists of three dimensions (Dean, Brandes & Dharwadkar, 1998). In the cognitive dimension, employees think that the organization does not behave fairly and transparently towards them. The cognitive dimension includes all kinds of experiences, beliefs and thoughts about the person, event, situation and object around the individual (Brandes, 1997). In this respect, cynicism is the tendency to disbelief about the goodness and sincerity of actions and human motives (Mazella, 2007). The affective dimension of cynicism is how the individual experiences intense cynical feelings (Brandes, Castro, James, Martinez, Matherly, Ferris & Hochwarter, 2007). The affective dimension causes reactions such as irritability, anger, feeling tension, and worrying after the perception in the cognitive dimension (Abraham, 2000). In terms of behavioral dimension, cynics in the organization engage in negative behaviors such as humiliating behaviors about the organization or its employees, making pessimistic predictions, making critical statements, cynical glances and laughing, and complaints (Dean, Brandes & Dharwadkar, 1998).

Locus of Control

Locus of control is the way of perceiving events that affect the individual. People have different ways of thinking about how much control they have over the situations they encounter (Wong-McDonald & Gorsuch, 2004), and these thoughts affect how they behave. While some individuals believe that the events they experience can change

the results, others think that the results of the events are influenced by factors such as luck and fate (Robbins & Judge, 2013).

In addition to being a conscious being with the power to influence their behavior, external stimuli and reinforcers also affect their behavior (Rotter, Change & Phares, 1972). The reinforcer is an event, situation, or factor that tends to maintain stimulus-response connection effectiveness or increase the strength of the response (Hulse, Egeth & Deese, 1980). Individuals differ from each other in terms of perceiving the causes of events that they experience (Forte, 2005). Therefore, people perceive reinforcers in two ways: internal control and external control (Rotter, Change & Phares, 1972).

These two tendencies, which are defined as two different orientations as internal locus of control and external locus of control, are present in everyone. However, individuals tend to choose either of two (Latham, 2007). Individuals with a high internal locus of control tend to believe that they have full control over reinforcers (Wallston, 1997). This means that individuals perceive a reinforcement or output due to their abilities. People with an internal locus of control people attribute the events they encounter to the results of their behavior (Haybattollahi & Gyekye, 2014). People with an internal locus of control expect a more participatory approach from their managers, and they also rely more on personal persuasion in their dealings with subordinates. While people with an internal locus of control are less socially oriented, they are more task-oriented (Spector, 1982). The most suitable environments for individuals prone to an internal locus of control are those in which they have control over events (Byrne, 2011).

Individuals with an external locus of control believe that there is nothing they can do in the face of external forces. Believing that their abilities and behaviors do not affect the reinforcers they encounter causes them to consider their efforts to improve their situation as unimportant. They do not need to make an effort because they have no expectations that they can control current or future events (Schultz & Schultz, 2015). While individuals with an external audit focus prefer managers who direct and give clear instructions and orders, they also adopt an oppressive management style. However, individuals with an external locus of control are more concerned with the social aspect of the job than the task (Spector, 1982). The most suitable environments for individuals prone to an external locus of control are those in which the consequences of events depend on external forces (Byrne, 2011).

Relationship between Organizational Justice, Organizational Cynicism, and Locus of Control

Organizational justice studies focus on how people perceive justice in the work environment and how these perceptions affect their attitudes and behaviors (Colquitt, 2001). Suppose employees have a fair perception of the various practices of the organization they work for and the work done. In that case, they will exhibit behaviors that will enable the organization to achieve positive results and develop relationships based on trust with their friends and managers. On the other hand, if the employee has a perception of injustice, they exhibit negative attitudes and behaviors that make it difficult for the organization to achieve its goals (Folger & Konovsky, 1989), reacts negatively (Greenberg, 2011) and acts to eliminate injustice within the framework of their perception of justice (Stroh, Northcraft & Neale, 2002). According to Dean, Brandes and Dharwadkar (1998), unfair practices bring negative perceptions and attitudes on cognitive, affective and behavioral planes against the organization in employees. Bedeian (2007), on the other hand, argues that organizational cynicism is a concept related to organizational injustice, defining it as the belief of employees that their organizations engage in practices and activities that are far from honesty, justice, sincerity, and accuracy.

The theoretical basis of the relationship between organizational justice and organizational cynicism is based on Social Exchange Theory (Blau, 1964). According to this theory, mutual obligations and expectations between employees and their organizations are not clearly expressed but produce negative results if they are not complied with (Turunç & Çelik, 2010). Suppose employees perceive an inequality between their contributions and earnings (education, experience, performance, etc.) and the results they receive in return (salary and promotion decisions, etc.). In that case, they think that the reward they receive is not fair. Likewise, employees compare the outputs they have achieved with those of another employee doing the same job as them. When they perceive that the other employee, whom they think is putting in the same amount of effort, is getting more positive outputs from them, they consider this situation as unfair. In this context, when employees perceive that there is prejudice and injustice in organizational decisions and managerial activities (James, 2005; Fitzgerald, 2002), they may feel negative emotions such as anger, resentment and hatred towards the organization and management and develop cynical attitudes (Gerald, 2002).

In several studies examining the relationship between organizational justice and organizational cynicism in the literature, Fitzgerald (2002) found that individuals with high perceptions of distributive and procedural injustice have more cynical attitudes toward their organizations. Bernerth, Armenakis, Feild, and Walker (2007) found that distributive and interactional injustice; Köybaşı, Uğurlu & Öncel (2017) found that distributive and procedural injustice cause organizational cynicism. James (2005) found that there is a positive relationship between organizational injustice and organizational cynicism. Andersson (1996) argued that adopting a cynical attitude is a reaction that helps employees cope with a perception that the organizations they work for are unfair in terms of the outputs they get for their work, the processes used to determine these outputs, and the behavior directed at them.

Locus of control is the general expectations that individuals have about the degree of controlling their own behavior, and it is an important personality trait that affects organizational behavior (Kaya, 2016). Spector (1982) argued that locus of control affects many attitudes and behaviors related to work. People have different ways of thinking about how much control they have over their situations (Wong-McDonald & Gorsuch, 2004). Individuals with a high internal locus of control tend to see the results of the events they encounter in their lives as a direct result of their efforts and behaviors (Di Fabio & Saklofske, 2019). Individuals with a dominant external locus of control believe that their actions depend on factors beyond their control (Martin, Thomas, Charles, Epitropaki & McNamara, 2005). In other words, the attribution of the locus of control to internal and external factors differs in terms of the perception of the causes of events that happen to employees (Forte, 2005). Therefore, it can be said that locus of control has a mediating role in the difference in the organizational justice perceptions of the employees in the level of influencing organizational cynicism.

Purpose and Hypotheses of the Study

In educational organizations where human relations are intense, one of the factors affecting the organizational justice and organizational cynicism perceptions of school personnel is personality traits. Locus of control is also among the important personality traits (Türkoğlu, 2007). When the literature is examined, it is seen that some studies are revealing that the relationship between organizational justice and organizational cynicism is negative (Fitzgerald, 2002; James, 2005; Bernerth, Armenakis, Feild & Walker, 2007). However, there has not been enough research that deals with the relationship between organizational justice, organizational cynicism, and locus of control and examines the level and direction of the relationship between these variables and implicit variables. It has been observed that few studies have been carried out in organizations in different sectors other than school organizations. In addition, the studies were generally carried out to cover a part of the employees working in the organization. This study aims to examine the mediating role of locus of control in the relationship between organizational justice and organizational cynicism. With this research, the mediating role of the locus of control in the effect of organizational justice on organizational cynicism in school organizations was examined in a way to cover all personnel who have a direct effect on education and training in schools.

One of the reasons underlying the cynical attitudes of school personnel is how the school personnel perceives the practices made by the school administration (James, 2005; Naus, Iterson & Roe, 2007). In the literature, studies are showing that organizational justice is among the most obvious organizational reasons leading to cynicism (Fitzgerald, 2002; James, 2005; Bernerth vd. 2007; Chiaburu et al., 2013; Naus, Iterson & Roe, 2007; Biswas & Kapil, 2017; Kwantes & Bond, 2019; Akar & Çelik, 2019; Moule Jr. et al., 2019). With this research, the mediating role of locus of control in the effect of organizational justice on organizational cynicism in school organizations was examined in a way to cover all personnel who have a direct effect on education and training in schools. For this purpose, the following hypotheses were formed, and answers were sought for these hypotheses:

H₁: There is a negative relationship between organizational justice and organizational cynicism.

H₂: With the indirect effect of organizational justice, the change in organizational cynicism sub-dimensions becomes inconsistent.

H₃: There is a positive relationship between organizational justice and locus of control.

H₄: The level of relationship between the indirect effect of organizational justice and the sub-dimensions of locus of control differs.

H₅: There is a positive relationship between organizational cynicism and locus of control.

H₆: The level of relationship between the indirect effect of organizational cynicism and the sub-dimensions of locus of control differs.

H₇: The locus of control has a mediating role in the effect of organizational justice on organizational cynicism.

Method

Research Model

In this study, the relational survey model, which is one of the quantitative research methods, was used to examine the mediating role of locus of control in the effect of organizational justice on organizational cynicism. Descriptive survey models involve obtaining information about attitudes, experiences and characteristics among one or more groups of people through questions and answers (Leedy & Ormrod, 2015). The relational design of this research consists of a model determined by the researchers and testing this proposed model by means of latent variables with Structural Equation Modeling (SEM) analysis (Stein, Morris & Nock, 2012). The model developed and tested within the scope of this research is presented in Figure 1.

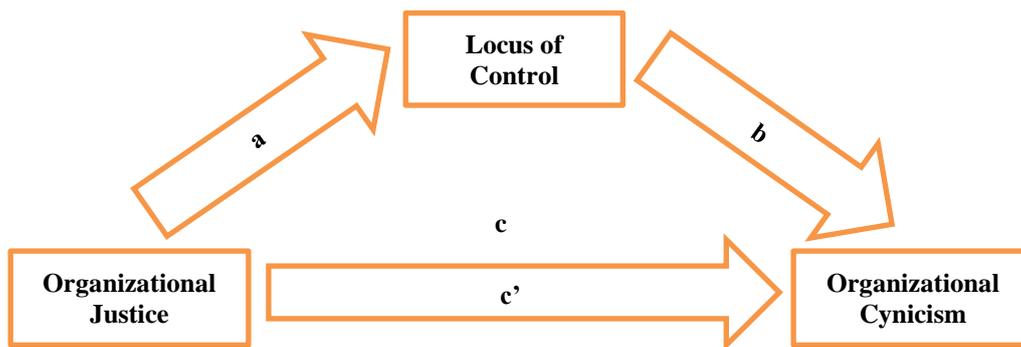


Figure 1: Research Model

According to the research model in Figure 1, organizational justice was examined as the leading variable of organizational cynicism, and locus of control as the mediator variable between organizational justice and organizational cynicism. The path coefficient of organizational justice and locus of control beliefs was determined as "a", the path coefficient of locus of control beliefs and organizational cynicism as "b", the path coefficient of the direct effect of organizational justice on organizational cynicism as "c", the path coefficient of the total effect of organizational justice on organizational cynicism as "c' ". "a x b" indicates the indirect effect of organizational justice on organizational cynicism.

Study Group

The population of the research is 2800, consisting of 207 administrators (66 school principals and 141 assistant principals), 2603 teachers, and 70 civil servants working in 4 official kindergartens, 20 primary schools, 19 secondary schools, and 17 high schools in the Beylikdüzü district of Istanbul in the 2018-2019 academic year. The participants of the research were determined by a simple random sampling method. In the simple random sampling method, each person in the universe has an equal probability of being selected for sampling. Each person in the universe is independent and unaffected by other people (Onwuegbuzie & Collins, 2007). A total of 1000 questionnaire forms were distributed to the sample representing the universe. 583 of the distributed forms were answered by the participating school personnel. One hundred sixty-four questionnaires were excluded from the study due to incomplete answers, being left unfinished, marking more than one answer option, and inconsistent answering of all items to give the same answer. Box plots were examined to detect extreme values in 419 questionnaires evaluated. As a result of this examination, it was determined that 34 of the questionnaires had extreme values. These questionnaires were also excluded from the study and analyses were made with the remaining 385 questionnaires. Accordingly, the sample size of the study was determined as 385. In SEM, which is a technique that requires a large sample size, an ideal sample size (N) and parameter (q) ratio (N/q) for each latent variable should be 20/1. Among the latent variables used in this study, the organizational cynicism implicit variable contains the most parameters (q=14). Organizational cynicism parameters require a total of q=14 statistical estimations. This estimation's ideal minimum sample size should be 20x14, i.e., N=280 (Kline, 2011). Accordingly, the sample size of 385 of the research seems to be sufficient for the use of statistical analyzes in SEM.

Information on the demographic characteristics of the participants (school personnel) in the research sample is given in Table 1.

Table 1. Demographic characteristics of the participants

Gender	N	%	Seniority	N	%
Female	234	60.8	0-4 years	27	7.0
Male	151	39.2	5-9 years	68	17.7
Total	385	100.0	10-14 years	72	18.7
			15-19 years	104	27.0
			20-24 years	68	17.7
			25 years or more	46	11.9
			Total	385	100.0
Job Selection Status	N	%	Branch	N	%
Willingly	339	88.1	Pre-School teacher	15	3,9
Unwillingly	46	11.9	Classroom teacher	82	21,3
Total	385	100.0	Branch teacher	283	73,5
			Civil servant	5	1,3
Education	N	%	School Type	N	%
Undergraduate	319	82,9	Primary school	104	27,0
Master's (without Thesis)	36	9,4	Middle school	135	35,1
Master's (with Thesis)	27	7,0	High school	146	37,9
PhD	3	8	Total	385	100,0
Total	385	100.0			
Position	N	%			
Teacher	350	90,9			
Principal	9	2,3			
Vice principal	26	6,8			
Total	385	100,0			

Data Collection Tools

In order to measure organizational justice, organizational cynicism and locus of control, new scales were developed by the researchers by blending the scales used in the literature within the scope of this study. The scale used to determine the organizational cynicism attitudes of school personnel was shaped in three dimensions as cognitive, affective, and behavioral cynicism consisting of 14 statements and was graded as a 5-point Likert. The KMO analysis result of the Organizational Cynicism Scale was determined as .890 and the Barlett test as significant ($p=.000$). As a result of factor analysis, it was determined that the data were compatible with the three-factor structure of the scale. The goodness-of-fit values of the first and second level Confirmatory Factor Analysis (CFA) conducted to determine the construct validity of the Organizational Cynicism Scale were determined as $X^2(62, N=385)=136.664$; $X^2/df=2.204$; CFI=.950; RMSEA=.056; SRMR=.045. According to the goodness of fit values, the CFA values of the Organizational Cynicism Scale are within acceptable limits. According to the second level CFA results, it was confirmed that the items in the Organizational Cynicism Scale, which was proposed theoretically, represented all three dimensions. The Cronbach Alpha reliability coefficient of the scale was determined as .864 with the reliability analyzes performed.

The scale used to determine the organizational justice perceptions of school personnel was shaped in a single dimension consisting of 12 items and was graded as a 5-point Likert. The KMO analysis result of the Organizational Justice Scale was determined as .959 and the Barlett test as significant ($p=.000$). As a result of factor analysis, it was determined that the data were compatible with the one-dimensional structure of the scale. Goodness-of-fit values of the first level Confirmatory Factor Analysis (CFA), which was conducted to determine the construct validity of the Organizational Justice Scale, were determined as $X^2(35, N=385)=105.751$; $X^2/df=1.958$; CFI=.979; RMSEA=.050; SRMR=.028. According to the goodness of fit values, the CFA values of the Organizational Justice Scale are within acceptable limits. According to the first level CFA results, it was confirmed that the items in the Organizational Justice Scale, which were theoretically suggested, also represent a single dimension. The Cronbach Alpha reliability coefficient of the scale was determined as .931 with the reliability analyzes performed.

The scale used to determine the type and level of locus of control possessed by school personnel, on the other hand, was shaped in two dimensions as internal and external locus of control, consisting of 11 items, and was graded as a 5-point Likert. The KMO analysis result of the Locus of Control Scale was determined as .776 and the Barlett test as significant ($p=.000$). As a result of the factor analysis, it was determined that the data were compatible with the two-dimensional structure of the scale. Goodness-of-fit values of the first and second level Confirmatory Factor Analysis (CFA) conducted to determine the construct validity of the Locus of Control Scale

were determined as $X^2(43, N=385)=72.860$; $X^2/df=1.694$; $CFI=.942$; $RMSEA=.043$; $SRMR=.048$. According to the goodness-of-fit values, the DFA values of the Locus of Control Scale are within acceptable limits. According to the second level CFA results, it was confirmed that the items in the Locus of Control Scale, which was proposed theoretically, represented both dimensions. The Cronbach Alpha reliability coefficient of the scale was determined as .675 with the reliability analyzes performed.

Data Analysis

The data obtained in this study, which aims to examine the mediating role of the locus of control in the relationship between organizational trust and organizational cynicism in school organizations, were obtained using the SPSS 24 and AMOS 24 programs; validity and reliability analysis, confirmatory factor analysis (CFA), and structural equation modeling (SEM) were conducted. Confirmatory factor analysis is a factor analysis used to test the suitability of the factors determined by explanatory factor analysis to the factor structures determined by the hypothesis. On the other hand, structural equation modeling can be explained as a combination of factor analysis and regression analysis. It uses the estimated covariance matrix created according to the theoretical model to test the compliance of the observed data with the covariance matrix (Hox & Bechger, 1998).

Results

Measurement Model Test

In the research, the measurement model consisting of the latent variables of organizational justice, organizational cynicism, and locus of control was tested. Due to the normal distribution of the data, the covariance matrix was created by using the maximum probability calculation method. The fact that the goodness of fit values obtained as a result of the analysis is within the acceptable threshold values in the literature indicates that the model is compatible with the data and is acceptable ($X^2[586, N=385]=1085.244$; $X^2/df=1.852$; $CFI=.903$; $RMSEA=.048$; $SRMR=.060$). The correlation relations and coefficients between the latent variables in the measurement model are shown in Figure 2.

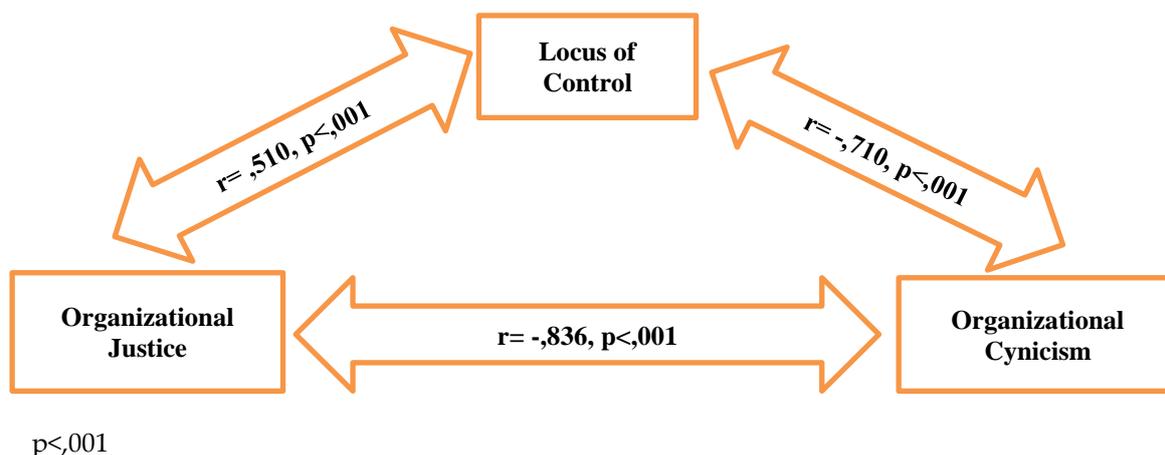


Figure 2. Measurement Model Correlations Relationships and Coefficients

As seen in Figure 2, it was found that organizational justice has a negative and significant relationship with organizational cynicism ($r = -.836, p < .001$), and positive and significant relationship with the locus of control ($r = .510, p < .001$), organizational cynicism has significant and negative relationship with the locus of control ($r = -.710, p < .001$). After the measurement model was verified, the research hypotheses were tested on the implicit variable structural model.

The model created to test the hypotheses “*There is a negative relationship between organizational justice and organizational cynicism, and the change between the indirect effect of organizational justice and the subdimensions of organizational cynicism becomes inconsistent*” was estimated using the maximum likelihood method (ML) because the data were normally distributed. The fact that the goodness of fit values obtained as a result of the path analysis is within the acceptable threshold values in the literature indicates that the model is compatible with the data and is acceptable ($X^2[295, N=385]=598.152$; $X^2/df=2.028$; $CFI=.931$; $RMSEA=.053$; $SRMR=.051$). The standardized regression weights (β) of this established model are shown in Figure 3.

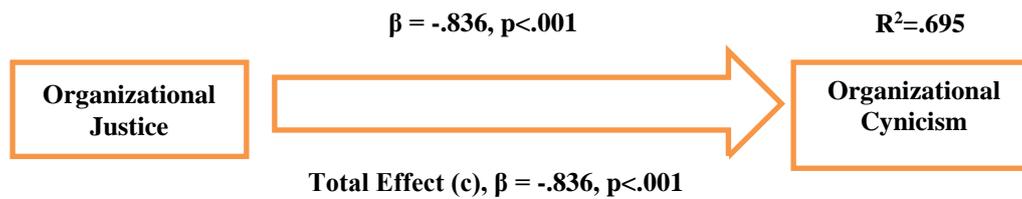


Figure 3. Path analysis model of the relationship between organizational trust and organizational cynicism

As seen in Figure 3, there is a significant negative relationship between organizational justice and organizational cynicism ($\beta = -.836, p < .001$). According to this result, a one-unit increase in organizational justice causes an .836-unit decrease in organizational cynicism or a one-unit decrease in organizational justice causes an .836-unit increase in organizational cynicism. In addition, organizational justice explains 69% of the variance in organizational cynicism. According to this result, Hypothesis 1 was accepted.

The standardized regression weights (β) in the model confirmed in Figure 3 regarding the indirect effect of organizational justice on the sub-dimensions of organizational cynicism through organizational cynicism are given in Table 2.

Table 2. Standardized regression weights for the indirect effect of organizational justice and the sub-dimensions of organizational cynicism in the organizational cynicism path analysis model

	Organizational Justice		
	Direct Effects	Indirect Effects	Total Effects
Cognitive Cynicism	.000	-.807	-.807
Affective Cynicism	.000	-.617	-.617
Behavioral Cynicism	.000	-.541	-.541
Organizational Cynicism	-.836	.000	-.836

$p < .001$

According to Table 2, it is seen that organizational justice has a negative and significant relationship with the sub-dimensions of organizational cynicism through organizational cynicism. The indirect effect of organizational justice on cognitive cynicism ($\beta = -.807, p < .001$)-.807, indirect effect on behavioral cynicism ($\beta = -.541, p < .001$)-.541 and indirect effect on affective cynicism ($\beta = -.617, p < .001$)-.617. It can be said that the change in organizational cynicism sub-dimensions is becoming inconsistent with the effect of organizational justice. According to this result, Hypothesis 2 was accepted.

The model created to test the hypotheses “*There is a positive relationship between organizational justice and locus of control beliefs, and the magnitude of the relationship between the indirect effect of organizational justice and the subdimensions of locus of control beliefs is different*” was estimated using the maximum likelihood method (ML) because the data were normally distributed. The fact that the goodness of fit values obtained as a result of the path analysis are within the acceptable threshold values in the literature indicates that the model is compatible with the data and is acceptable ($X^2[206, N=385]=331.611$; $X^2/df=1.688$; $CFI=.957$; $RMSEA=.041$; $SRMR=.049$). The standardized regression weights (β) of this established model are shown in Figure 4.

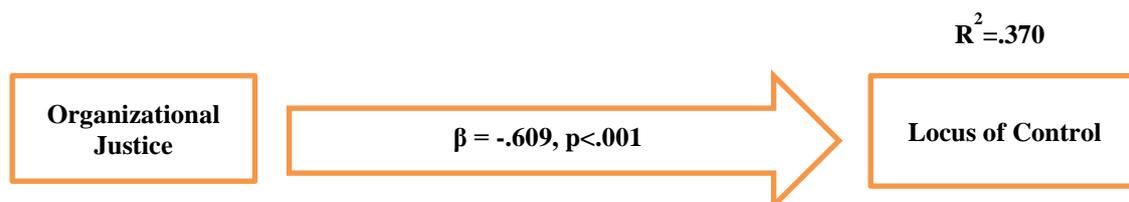


Figure 4. Path analysis model of the relationship between organizational trust and locus of control

As seen in Figure 4, there is a positive and significant ($\beta = -.609, p < .001$) relationship between organizational justice and locus of control. In addition, organizational justice explains 37% of the variation (variance) in the locus of control. According to this result, Hypothesis 3 was accepted.

The standardized regression weights (β) in the model confirmed in Figure 4 regarding the indirect effect of organizational justice on the sub-dimensions of the locus of control over the locus of control are given in Table 3.

Table 3. Standardized regression weights for the indirect effect of locus of control on the sub-dimensions of organizational justice and the locus of control path analysis model

	Organizational Justice		
	Direct Effects	Indirect Effects	Total Effects
External Locus of Control	.000	-.429	-.429
Internal Locus of Control	.000	.427	.427
Locus of Control	.609	.000	.609

p<.001

According to Table 3, organizational justice has a positive and significant relationship with internal locus of control ($\beta=.427, p<.001$) and a negative significant relationship with external locus of control ($\beta= -.429, p<.001$). It can be said that the level of the relationship between the effect of organizational justice and the sub-dimensions of locus of control differs. In other words, it can be said that internal locus of control tendencies of school personnel increases in the presence of organizational justice, and external locus of control tendencies increase in the absence of organizational justice. According to this result, Hypothesis 4 was accepted.

The model created to test the hypotheses “*There is a positive relationship between organizational cynicism and locus of control, and the level of relationship between the indirect effect of organizational cynicism and the sub-dimensions of locus of control differs.*” was estimated by the Maximum Likelihood (ML) method. The paths related to the factors and the standardized regression weights of this model are shown in Figure 5. The fact that the goodness of fit values obtained as a result of the path analysis are within the acceptable threshold values in the literature indicates that the model is compatible with the data and is acceptable ($X^2[246, N=385]=435.365; X^2/df=1.770; CFI=.913; RMSEA=.045; SRMR=.054$).

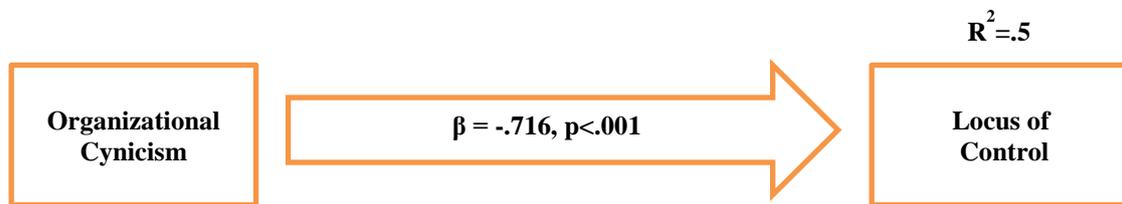


Figure 5. Path analysis model of the relationship between organizational cynicism and locus of control

As seen in Figure 5, there is a significant negative relationship ($\beta=-.716, p<.001$) between organizational cynicism and locus of control. In addition, organizational cynicism explains 51% of the variance in locus of control. According to this result, Hypothesis 5 was accepted.

The standardized regression weights (β) in the model confirmed in Figure 5 regarding the indirect effect of organizational cynicism on the sub-dimensions of the locus of control over the locus of control are given in Table 4.

Table 4. Standardized regression weights for the indirect effect of organizational cynicism and the indirect effect of locus of control on the locus of control path analysis model

	Organizational Cynicism		
	Direct Effects	Indirect Effects	Total Effects
External Locus of Control	.000	.685	.685
Internal Locus of Control	.000	-.354	-.355
Locus of Control	-.716	.000	-.716

In Table 4, organizational cynicism has a significant negative relationship with internal locus of control ($\beta=-.354, p<.001$) and a positive significant relationship with external locus of control ($\beta=.685, p<.001$) from among the sub-dimensions of locus of control, over locus of control. Accordingly, it can be said that the level of relationship between the effect of organizational cynicism and the sub-dimensions of locus of control differs. In other words, it can be said that as the external locus of control of school personnel increases, their cynical perceptions towards their schools increase. According to this result, Hypothesis 6 was accepted.

In the model created for the hypothesis “Locus of control has a mediating role in the effect of organizational justice on organizational cynicism” path analysis was performed for relationships with the implicit variables. To test this situation, a relationship model of the mediator locus of control was created on the effect of organizational justice on organizational cynicism. Path analysis was performed on the created model using the Maximum Likelihood (ML) method. The fact that the goodness of fit values obtained as a result of the path analysis is within the acceptable threshold values in the literature indicates that the model is compatible with the data and is acceptable ($X^2[586, N=385]=1085.244$; $X^2/df=1.852$; $CFI=.903$; $RMSEA=.048$; $SRMR=.060$). The indirect effect of organizational justice on organizational cynicism through the locus of control was significant through the Sobel test ($\beta=.195$, $p=.004<.05$). The paths related to the factors and the non-standardized regression weights (R.W) and standardized regression weights (S.R.W) of this model are shown in Table 5.

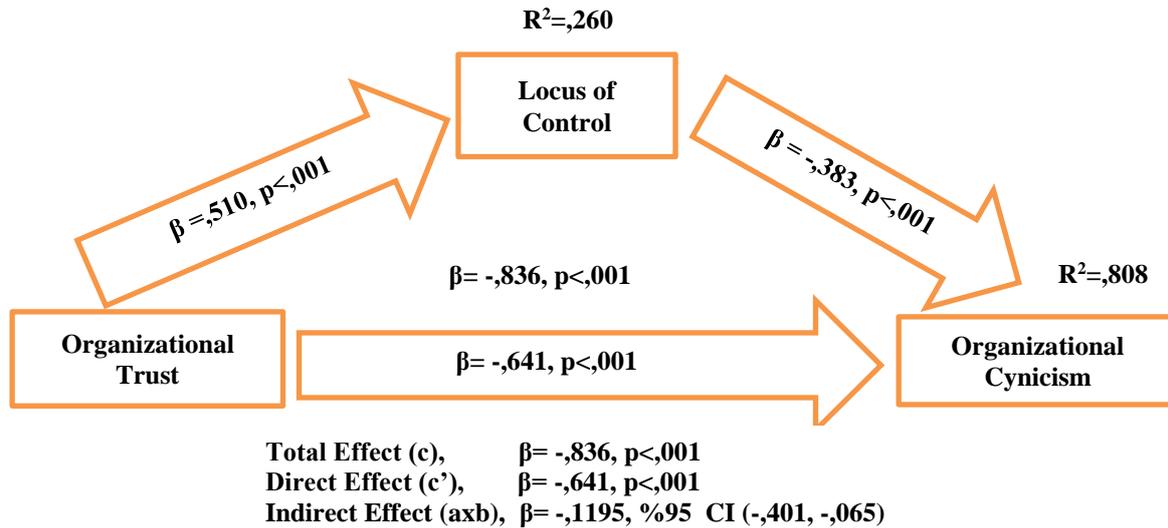
Table 5. The significance levels and results of organizational justice, organizational cynicism and mediator locus of control variable relationships

		R. W	S.R.W					
		Estimate	Estimate	S.E.	C.R.	P	Label	Result
Locus of Control	← Organizational Justice	.157	.510	.036	4.79	***	a	Significant
Organizational Cynicism	← Locus of Control	-1.147	-.383	.295	-3.884	***	b	Significant
Organizational Cynicism	← Organizational Justice	-.589	-.641	.082	-7.217	***	c'	Significant

$p<0.001$, Three stars (***) notation indicates p values are much less than .001 .

According to Baron and Kenny's (1986) mediation theory, it is stated that there is a partial mediation effect when the effect of organizational justice (independent variable) on organizational cynicism (dependent variable) decreases, but does not completely disappear and becomes significant ($\beta=-.641$, $p<0.001$). In Figure 3, the standardized regression weight of the effect of organizational justice on organizational cynicism is ($\beta=-.836$, $p<0.001$)-.836. However, according to the model in Figure 6, which was created by adding the locus of control mediator variable to the model in Figure 3, the standardized regression weight between organizational justice and organizational cynicism decreased to ($\beta=-.641$, $p<0.001$)-.641.

In order to test whether the locus of control variable has a mediating role in the relationship between organizational justice and organizational cynicism according to the modern mediation theory, a path analysis was performed again based on the Bootstrap method. It is claimed that the Bootstrap method gives more reliable results than the traditional method of Baron and Kenny (1986) and the Sobel test (Hayes, 2018). According to Preacher and Hayes (2004), in the mediation effect analyzes performed with the bootstrap technique, the 95% confidence interval (CI) values obtained as a result of the analysis should not include the zero value in order to support the research hypothesis. Analysis results are presented in Figure 6.



CI: Confidence Interval

Figure 6. Path analysis model of organizational justice, organizational cynicism, and mediator locus of control variable relationships

According to the Bootstrap analysis results in Figure 6, the indirect effect of organizational justice on organizational cynicism through the locus of control is significant ($\beta = -.195, 95\% \text{ CI} [-.401, -.065]$). Because the values of the lower and upper bootstrap confidence intervals obtained by the percentile method do not contain the value 0 (zero). Moreover, organizational justice, together with the locus of control beliefs, explains 81% of the variation (variance) in organizational cynicism. These results show that the locus of control variable has a mediating effect on the relationship between organizational justice and organizational cynicism. According to this result, Hypothesis 7 was accepted.

Discussion

People make causal attributions based on their perception of the event after an event (Heider, 1958). According to Weiner's (1980) attribution theory, the fact that school personnel holds the school administrator responsible for the injustices they experience at school is very effective in the emergence of organizational cynicism. In this case, school personnel are accused of unfair treatment by the school administration. School personnel's blaming their school may reveal cynical attitudes toward the school (Eaton, 2000).

This study concluded that there is a negative significant relationship between organizational justice and organizational cynicism. Considering the studies examining the relationship between organizational justice and organizational cynicism; it is observed that as organizational justice levels increase, the level of organizational cynicism decreases (James, 2005; Bernerth, Armenakis, Feild & Walker, 2007; Levent & Keser, 2016; Fitzgerald, 2002; Kutanis & Çetinel, 2009). These research findings showed that there is a negative relationship between school personnel's perceptions of organizational justice and organizational cynicism in all dimensions. According to Sağır and Oğuz (2012), school administrators should consider that school personnel who do not believe in the work done at school are pessimistic about their performance, make negative statements about their school, and avoid cooperating with the administration may have cynical attitudes.

Justice shapes the behavior of human beings and keeps society and organization together in the light of concepts such as rights, law, and equality (Taylor, 2003). Dehaghani and Mirhadi (2013) stated in their study that the foundation of justice is based on Adams' (1965) theory of equality. Karagöz (2002) stated in his study that the concepts of justice, rights, and freedom cannot be considered independently of each other. In his research, Fischer (2008) stated that fairness is the basis of justice. Bernerth, Armenakis, Feild and Walker (2007) argued that organizational cynicism occurs when the organization continues its activities without regard to employees' rights, equity, and equality. Fleming and Spicer (2003) argued that organizational cynicism arises due to employees' feeling of being ignored by the organization and not being taken seriously. According to this, it can be said that the injustice that occurs as a result of the school administrators' iniquity can create cynical attitudes in the school personnel.

Organizational justice is considered a subjective concept (Cropanzano, Bowen & Gilliland, 2007; Folger & Cropanzano, 2001). Greenberg (1990) defined organizational justice as a concept that indicates how employees perceive justice in the work environment and how it affects outcomes. In his study, Öztürk (2020) found in his study that teachers perceive equity in school primarily in the context of the behavior of school leadership, as a result of their experiences in school. According to Greenberg (1987), organizational justice has three components: Fairness, Equity, and Need. According to Greenberg (1987), organizational justice has three components: fairness, equality and need. According to the fairness component, achievements should match employee performance. The equality component states that everyone should have an equal opportunity to win. According to the fairness component, the acquirements should be in parallel with the performance of the employees. According to the equality component, everyone should have an equal chance of winning. The employee tends to show certain behaviors according to the importance of the result he will achieve in return for his action. According to the expectation theory on which organizational cynicism is based, the individual puts his behavior on a rational basis. Whichever behavior will meet the expectations, the individual tends to that behavior (Dean, Brandes & Dharwadkar, 1998; Abraham, 2000; James, 2005). In addition, the expectation theory is based on self-interest (selfishness) (Robbins & Judge, 2013). In this sense, it can be said that organizational cynicism is related to the expression of selfishness (Brandes, 1997; Mirvis & Kanter, 1989) in the expectation theory. Accordingly, the fact that the needs of the school personnel are not taken into account in schools, and there is a conflict between the expectations of the school personnel and the expectations of the school they work in can make the school personnel more prone to “cynicism” (Eaton, 2000).

Reward distribution is one of the areas where the sense of justice is measured in the organization (Fischer, 2008). Deutsch (1975) and Leventhal (1976) stated that organizational justice is a normative concept that directs an individual's rewards and punishments depending on her contributions to the organization. When all living things are rewarded, they tend not to do the punished behaviors while repeating the rewarded behaviors (Sakallı, 2001). The financial reward that school administrators can give to school personnel is very limited. Köybaşı, Uğurlu and Öncel (2017) stated that teachers did not think that they were rewarded fairly, while Tan (2006) found that teachers thought that school administrators acted unfairly in rewarding the most. Bozbayındır and Kayabaşı (2014) stated in their study that when teachers complete a task, the administrators even withhold words such as “well done, congratulations”. Crosby's (1976) “Relative Deprivation Theory” argues that certain reward distribution patterns lead to feelings of deprivation and anger in humans (Greenberg, 1987). Within the framework of expectancy theory, employees constantly compare their performance with the performance of others and conclude what kind of reward their performance should be. Suppose the internal or external reward actually received by the school staff is less than the expected reward as a result of this comparison. In that case, the school staffs think that the school lacks justice and equality. Since this situation coincides with the belief that the school and the administration lack equality and justice (Kanter & Mirvis, 1989; Abraham, 2000), cynical attitudes may develop among school personnel. Considering this situation, school administrators should apply the criteria regarding the distribution of material and moral rewards in an objective and transparent way. Otherwise, school personnel may develop a cynical attitude that is initially cognitive, then turns to negative emotions, and finally leads to destructive behavior.

According to Folger and Cropanzano (1998), organizational justice is concerned with the set of rules and social norms about the distribution of organizational resources, and the procedures used to determine these distribution decisions, and the interpersonal communication and behaviors that occur during the execution of these procedures. Employees give importance to the procedures used in making decisions. In some cases, it may even consider the processes that determine the decisions as more important than the decisions themselves (Greenberg, 2011). According to the Justice Motive Theory, the inclusion of the employees in the decision-making process in the organization enables them to perceive the implementation and decision-making processes in the organization they work for as being fairer (Ertürk, 2014). Cohen-Charash and Spector (2001) stated in their study that including the employee in the decision is the determinant of justice. Van den Bos, Vermunt, and Wilke (1997) concluded in their study that the fairer the procedures applied in determining the decisions, the fairer the results of the decisions made. To do this, it is necessary to establish some objective and rational rules and criteria to determine the compensation that people deserve (Robbins & Judge, 2013). Şamdan and Başkan (2019) stated that according to the results of their study, teachers generally complain that there are no objective criteria regarding the distribution of duties and resources in their schools and that a democratic and participatory approach is not displayed in making decisions. Polat and Kazak (2014) stated that the favoritism and behaviors of school administrators negatively affect teachers' perceptions of organizational justice. Managers should make employees feel valued by including them in business processes and studies and by getting their opinions because organizational cynicism is a reaction arising from indifference and being ignored. Johnson and O'Leary-Kelly (2003) stated that cynicism in organizations is a reaction caused by indifference, while Wanous, Reichers, and Austin (2000) stated that it results from a lack of real participation in decision-making processes. Şenses (2018) stated that if the school administrator

takes sides, exhibits nepotistic attitudes and behaviors, and does not care about the teachers' opinions, the teachers reveal cynical attitudes such as anger and hatred towards the school and the administration. Considering that unfair attitudes such as selfishness (Andersson, 1996), favoritism, hypocritical policies toward employees (Mirvis & Kanter, 1989), and the belief that the organization and managers disregard corporate values for their success and benefits (Abraham, 2000) are associated with cynicism. School administrators who exhibit unfair procedures in decision-making processes may cause cynical attitudes among school personnel.

Kaplan, Reneau, and Whitecotton (2001) stated in their study examining the relationship between locus of control and decision-making ability that individuals with an external locus of control tend to make decisions by being influenced by the opinions of others. Kaygusuz (1995) reports that individuals with the locus of control react more to the restriction of their freedom, perceive themselves as more effective and productive in all areas, and have a positive self-concept. According to Spector (1982), internal audit-oriented people expect a more participatory approach from their managers. According to the findings obtained in this study, it was found that the locus of control is the "mediating variable" in the relationship between organizational justice and organizational cynicism. In addition, the findings obtained in the study revealed a moderate positive relationship between organizational justice and internal locus of control, and a low negative relationship between organizational cynicism and internal locus of control. Accordingly, it can be said that the perception of organizational justice can be negatively affected by school personnel whose internal locus of control dominates and who are not involved in the decision-making processes, and that their cynical attitude increases. Therefore, it can be said that the locus of control has a role in the relationship between organizational justice and organizational cynicism.

In Öztürk's (2020) study, participating teachers stated that they did not take legal action against the injustice they experienced or witnessed at school. People with external control tendencies, who experience learned helplessness over time, do not need to make an effort because they do not expect that they can control events now or in the future (Schultz & Schultz, 2015). Studies have emphasized that those with external locus of control tend to blame others for their misfortune (Keltner, Ellsworth & Edwards, 1993). When these individuals attribute negative events to external, intentional, and controllable causes, they tend to experience and express more anger (Aquino, Douglas & Martinko, 2004). According to the findings obtained in this study, a moderate negative relationship was found between organizational justice and external locus of control, and a positive high-level relationship was found between organizational cynicism and external locus of control. These individuals may develop cynical attitudes of school personnel who experience learned helplessness due to not considering their thoughts and the inconclusive efforts to correct the injustices they experience. Therefore, it can be said that the locus of control has a role in the relationship between organizational justice and organizational cynicism.

This study determined that the change in the sub-dimensions of organizational cynicism became inconsistent with the effect of organizational justice. It could be said that this inconsistency is caused by such factors such as the subjective perceptions of justice of school personnel (Cropanzano & Mitchell, 2005), locus of control tendencies and personality traits. In the study of Cohen-Charash and Spector (2001), it was concluded that, when an individual perceives an unfair situation, this negatively affects that individual's cognitions, emotions, and behaviors. Cynics believe in the lack of principles such as justice, honesty, and sincerity in their organizations (Mazella, 2007). Reactive justice theories are united around the view that people respond to unfair relationships with negative feelings and try to avoid being treated unfairly by behaving in a way that corrects unfair practices (Greenberg, 1987). Öztürk (2020) found that teachers do not express the unfair situations they face because of the concern of disrupting the positive organizational climate of the school, but they criticize these injustices among their group of friends.

According to the cognitive dissonance theory, people tend to have their cognitions consistent with each other. If there is any inconsistency or a contradiction, the individual wants to make somehow them consistent and eliminate the contradiction (Kruglanski, 1989). According to the balance theory, school personnel wants to keep the three components of organizational cynicism in balance. In case of a change in one of the three components of organizational cynicism, school personnel is expected to change the other components (Levent & Keser, 2016). According to the cognitive dissonance and balance theory, there should be consistent affective and behavioral cynicism changes in the school personnel with the effect of changing cognitive cynicism. However, this study determined that the change in the sub-dimensions of organizational cynicism became inconsistent with the effect of organizational justice.

In line with the findings obtained from this research, to prevent organizational cynicism caused by organizational injustices towards the school and school administrators, the following could be recommended: organizing the working environments of school personnel in a way that increases organizational justice; complying with the procedures and laws in practices such as rewarding, responsibility and punishment, creating a democratic school

climate; participation of school personnel in decision-making processes, managers performing all their work openly and transparently, and that they show ethical leadership behavior instead of managerial behavior. In addition, since the locus of control is effective in the relationship between organizational justice and organizational cynicism, school personnel can be equipped with functional skills of exhibiting internal locus of control behaviors instead of external locus of control behaviors.

Acknowledgments or Notes

The datasets used and analyzed during the current study are available in the article.

Author (s) Contribution Rate

The authors contributed equally to the study.

Conflicts of Interest

No potential conflict of interest was reported by the authors.

Ethical Approval

During the research process, the necessary permissions were first obtained from the Istanbul Provincial Directorate of National Education. In this study, all the rules established under the Higher Education Institutions Scientific Research and Publication Ethics Directive were followed. None of the measures listed under the title "Measures against Scientific Research and Publication Ethics", the second part of the directive, were not taken.

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