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The Mediating Role of Leader-Member Exchange on the Relationship between Organizational Commitment and Organizational Cynicism among School Counselors*

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Abstract

The study aims to examine the mediatory role of leader-member exchange in the relationship between organizational commitment and Organizational cynicism among school counselors. The research group consists of 171 school counselors (109 females and 62 males). The scales used are organizational commitment scale, organizational cynicism scale, leader-member exchange scale. For the mediation analysis, AMOS 26 was used. We used Pearson correlation to evaluate relationship between variables in data analysis. The model has been accepted that it is significant and the model is statistically confirmed. Bootstrapping procedures were applied to analyze the significance of indirect effects. The result of this research revealed that leader-member exchange was found to be partially mediated in the relationship between organizational commitment and organizational cynicism in school counselors.

Keywords: Organizational cynicism, Organizational commitment, Leader-member exchange, School counselors

Introduction

Some of the most challenging problems for school counselors in the literature are ; that school staff doesn't cooperate with school counselors or do not know their responsibilities and job descriptions. School counsellors quit their jobs because of facing multiple and competing demands(Maslach, 2003; Mullen & Crowe, 2016; Stebnicki, 2008). School administration gives extra duties to school counselors and they are leftschool counselors extra duties, leaving them alone while performing these duties (Parmaksız & Gök, 2018).

According to McInerney, Ganotice, King, Marsh and Morin (2015), employees with organizational commitment put extra effort into their work, identify with the institution's goals they work for and strive to achieve them, and desire them to stay in their institutions. For this reason, organizations often try to increase the commitment of their employees to maintain stability and be successful. In other words, employees' adopting the organizations' goals and taking the responsibility of fulfilling the expectations help us understand the organizational commitment(McInerney et al., 2015).

According to Memari, Mahdiah and Marnani (2013), organizational commitment is an important topic of employee engagement. Employees with a high level of commitment in organizations will enjoy their work more, and the employee will be less likely to quit. Organizational commitment is a multidimensional relationship. This relationship encompasses employees' commitment to the organization, their desire to work, their purpose, and their desire to remain in the organization (Bateman & Strasser, 1984). Organizational commitment, then, is a state that expresses the strength of the attachment that employees feel toward their organizations. Determining the goals of organizational commitment is important for understanding and developing the intentions and behaviors of organizational members (Becker, Randall & Riegel, 1995). Organizational commitment is one of the most important issues of human resource management. Because the employees will work more eagerly, they will satisfy in their performance(Mathews & Shepherd, 2002). In this study, the three-component model developed by Meyer and Allen (1997) was used to examine employees' commitment to the institution they work for. This three-

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component model consisting of emotional commitment, continuance commitment, and normative commitment, which has been reconceptualized from many definitions, is widely used in the academic field (Arslan & Önce, 2014).

Emotional commitment means that employees feel emotionally attached to and identify with the institution they work for. Employees with strong emotional commitment continue to work because they want to stay in their organizations and strive to achieve the goals and objectives of the organization. Continuance commitment is defined as the employee's awareness of the costs of leaving the organization. Normative commitment is the commitment employees feel because of their sense of moral responsibility. Employees who believe they should stay in the organization have strong normative commitment (Meyer & Allen, 1997). The common aspect of emotional, continuance and normative commitment is that the individual forms a tight bond with the organization by reducing the possibility of leaving the organization (Yücel & Çetinkaya, 2016). The literature has found that there are implications for the relationships of organizational commitment with concepts such as quitting, intention to leave, continuing to work, performance, effort, showing up for work on time, organizational citizenship (Arnold & Feldman, 1982; Day, 1987; Mathieu & Kohler, 1990; Randall, 1990; Meyer & Allen, 1997). Studies have shown that while organizational commitment of individuals decreases, their intention to leave their jobs increases (Sturges, Conway, Guest & Liefoghe, 2002). Another study found that while organizational commitment increases, employee performance increases (Arnald & Feldmen, 1982). According to Arnald and Feldman (1982), it is stated that individuals with high organizational commitment come to work on time.

It is known that factors such as the management's attention to the employees, evaluating their differences in related fields, supporting them, and crowning their work with appreciation are important in ensuring individuals' commitment to the organization (Kılıç, 2020). Considering these factors, it is expected that there is a significant relationship between organizational cynicism and organizational commitment (Abraham, 2000; Dean, Brandes & Dharwadkar, 1998; Eaton, 2000; Fındık & Eryeşil, 2012; Turner & Valentine, 2004). Studies find that organizational cynicism has negative effects on organizational understanding, turnover intention, and job performance (Polat & Meydan, 2010; Türköz, Polat & Coşar, 2013). Cynicism can be considered a negative attitude, expressed by explaining the events based on disappointment (Eryeşil & Fındık, 2011). This negative attitude can be exhibited against a person, group, ideology, or social order, and against an institution or organization (Andersson, 1996). Dean, Brandes, and Dharwadkar (1998) provided a comprehensive definition of organizational cynicism: it states that the individual has a negative attitude toward the employer's organization consisting of three dimensions: first, the belief that the organization lacks integrity; second, the negative impact on the institution; and finally, derogatory and critical behaviors toward the organization that are associated with negative impact on the organization. According to Abraham (2000), cynical employees think that the organization they belong to has betrayed them because feelings such as justice and sincerity are missing. Organizational cynicism is associated with the concept of injustice. Individuals feel frustrated with the practices developed by the management in organizations (O'Leary, 2003).

Employee cynicism has been conceptualized to have several negative consequences, including low performance levels, job satisfaction and organizational commitment, and increased levels of turnover intention (Dean, Brandes & Dharwadkar, 1998). According to Şimşek, 2020, Employees who feel organizational cynicism feel worthless in organizations and their pleasure from work decreases. When cynical attitudes toward the organization increase, work performance, organizational members' behavior, and trust in the organization decrease (Rehan, Iqbal, Fatima & Nawab, 2017; Yüksel & Şahin, 2017). Organizational cynicism should be associated with low levels of commitment to the organization, as a certain level of trust, or a belief that the organization will attract employees, is critical for organizational members to form a deep emotional bond with the organization. Individuals with high organizational cynicism are characterized by a distrustful attitude and negative influence towards the organization. Negativity in the work environment leads employees to experience burnout and, as a result, the desire to leave the workplace increases (Staelens, Desiere, Louche & D'Haes, 2018). Individuals who have an extremely negative attitude towards their organizations generally reduce their job satisfaction, and their commitment to their organizations decreases (Nagar, 2012).

Many studies that examined the relationship between organizational cynicism and organizational commitment concluded that organizational cynicism causes a decrease in organizational commitment (Ahmadi, 2014; Shaharruddin, Ahmad & Musa, 2016). According to Tuna, Bacaksız and Seren (2018), organizational commitment results from the harmony and unity between the organization and the employee. Also they see organizational commitment as a result of the exchange relationship between the organization and the employee. Accordingly, employees show their skills in their workplaces and use their knowledge. In return, various needs are met by the organization. However, if individuals are not allowed to use their talents within the organization and are prevented, employees will develop cynical attitudes and begin to feel less committed to the organization

(Fındık & Eryeşil, 2012; Nafei & Kaifi, 2013; Ulusoy & Kılıç, 2019). Cynical employees who are skeptical of the success of change movements will disagree wholeheartedly with the changes made and be deeply suspicious about future change efforts. For this reason, studies are stating that there is a negative relationship between organizational change cynicism and organizational commitment (Mouse, 2017; Özgan, Külekçi & Özkan, 2012; Yüksel & Şahin, 2017).

The concept of organizational commitment also concerns the people who lead the employees in the direction of the organization's employees to demonstrate their skills in the workplace. This points to leader-member exchange as a concept that influences organizational commitment. Leader-member exchange (LMX) takes into account the fact that supervisors do not have the same relationship with every member, but establish a specific relationship with each subordinate (Graen & Uhl-Bien, 1995). These relationships can differ from "out-group" relationships (strictly contractually) from "in-group" relationships that can lead to a relationship based on trust, liking, reciprocity, or friendship (Liden & Maslyn, 1998). According to social exchange theory, these interrelationships can predict many organizational outcomes, such as organizational citizenship behaviour, job performance, or turnover intentions (Cropanzano & Mitchell, 2005).

While many conceptualizations of leader-member exchanges are one-dimensional and dimensionless, leaders and members can take on multiple roles, allowing for different types of leader-member exchanges to emerge. Liden and Maslyn (1998) present a four-dimensional model of leader-member exchange and the exchange between leaders and members in the following structure: Contribution: Subordinates can accept a leader's invitation to outstanding performance, and in change, leaders mutually support their subordinates (budget, equipment, or supplies) to provide valuable resources. Leaders, defined as supervisors, have an important role in leader-member exchange in providing social cues that shape employees' perceptions of an organization (Salancik & Pfeffer, 1978). They act as Loyalty: leaders and followers can develop a relationship of mutual loyalty. In exchange for loyalty offered by the subordinate, the leader may reciprocate by offering tasks that require higher judgment or responsibility. Influence: Some relationships between leader and follower can be governed by emotions simply because they love each other and form mutual friendships. Professional respect: Organization members may be interested in developing mutual relationships with people with high expert power, as they can acquire relevant professional skills and have access to influential individuals inside and outside the organization.

In the literature, the results have shown that organizational commitment has a positive influence on employee performance, leader-member exchange, and job satisfaction (Duneghan, Duchon & Uhl-Bien, 1992; Göksel & Aydıntan, 2012; Kacmar, Carlson & Brymer, 1999; Stepina et al., 1991). Also, some other researches have shown that organizational commitment has a negative influence on organizational cynicism and intention to leave their job (Elanain, 2014, Harris, Li & Kirkman, 2014; Kim, Lee & Carlson, 2010; Qian & Daniels, 2008). Within an organisation, leaders may build close relationships with only a few employees due to limited time and resources, or they may provide high-performing members with additional tangible and intangible resources such as information, opportunities, trust, respect, and commitment (Li & Liao, 2014; Liao, Liu & Loi, 2010; Nie & Lämsä, 2015). This situation leads to negative emotions and attitudes among employees and shapes their attitudes and behaviours toward work (Kim, Ok & Lee, 2009).

We can thus conclude that an increase in organizational commitment helps to reduce employees' organizational cynicism and that leader-manager-member exchange play a central role in employee relations. In this context, it is considered important to examine leader-member exchange as the mechanism underlying the relationship between organizational commitment and organizational cynicism of school counselors. Although there are organizational studies on the stress, burnout, and job satisfaction of school counselors in the literature, no study examining the role of leader-member exchange tools in the relationship between organizational commitment and organizational cynicism has been found. This study examined the mediating effect of leader-member exchange on the relationship between organizational commitment and organizational cynicism. In summary, this research aims to examine the mediating role of leader-member exchange in the relationship between organizational commitment and organizational cynicism of school counselors. For this purpose, hypothesis was established in light of the relevant literature. Leader-member exchange has a mediating role between organizational commitment and organizational cynicism.

Method

This section describes the research design, study sample, measures, and data collection and analysis procedures.

Research Design

Structural equation modeling (SEM) helps support research and theories by extending standard multivariate analysis methods, including regression, factor analysis, correlation, and analysis of variance (Bryne, 2000). This descriptive correlational study was conducted to examine the mediating role of leader-member exchange in the relationship between organizational commitment and organizational cynicism among school counselors.

Sample

In this research, we collected data from school counselors working in Turkey. The sample consisted of 171 school counselors (109 women; 62 men). Considering the sample size, it is enough since there are fewer than five constructs in our model with more than three items that require a minimum of 100 participants (Hair, et al., 2014). 6 participants (3.5%) were preschool counselors, 75 (43.9%) primary school counselors 22 (12.9%) secondary school counselors, 51 (29.8%) high school counselors, and 60 (35.1) guidance and research center's school counselors.. Twenty-five participants (14.6%) had 1 to 3 years, 19 (11.1%) had 4 to 6 years, 67 (39.2%) had 7 to 9 years, and 60 (35.1%) had ≥ 10 years of experience.

Data Collection Tools

Data were collected using three different measures. Detailed information can be found below.

Organizational Commitment Scale

In this study, the scale made by the Turkish adaptation of the "Organizational Commitment Scale" (Dağlı, Elçiçek & Han, 2018) developed by Meyer, Allen and Smith (1993) was used. The organizational commitment scale is a 5-point Likert type. It consists of "1: strongly disagree, 2: disagree, 3: undecided, 4: agree, 5: strongly agree". The scale consists of 18 items and three sub-dimensions, affective commitment consists of 6 items (1, 2, 3, 4, 5, 6), the second factor, continuance commitment, consists of 6 items (7, 8, 9, 10, 11, 12), and the third factor is The normative commitment, on the other hand, consists of 6 items (13, 14, 15, 16, 17, 18). Items 3, 4, 5, and 13 of the scale are reverse. The KMO value of the scale is .889 and the overall reliability coefficient of the scale is .88. For the purpose of this study, the reliability coefficient of the internal consistency of the scale was calculated by Cronbach Alpha to be .90.

Organizational Cynicism Scale

Brandes, Dharwadkar and Dean (1999) developed the organizational cynicism scale and adapted into Turkish by Kalağan (2009). It has three sub-dimensions: cognitive, affective, and behavioural. The sub-dimensions of the scale have Cronbach's alpha coefficient between 0.86-0.91. In the organizational cynicism scale adapted into Turkish by Kalağan (2009), the sub-dimensions are cognitive (5 items), affective (4 items), and behavioural (4 items). The scale is also in 5-point Likert type. According to the results of the analysis of the reliability of the subdimensions of the scale; they calculated the Cronbach Alpha value of the cognitive subdimension as .86, the Cronbach Alpha value of the affective subdimension as .80, and the Cronbach Alpha value of the behavioural subdimension as .78. In the context of this research, the reliability coefficient of the internal consistency of the scale of Cronbach Alpha was calculated as .93.

Leader-Member Exchange Scale

The leader-member exchange scale consisting of twelve items and four sub-dimensions developed by Liden and Maslyn (1998) was translated into Turkish by Baş, Keskin and Mert (2010). The first dimension of the scale is 'impact' (items 1, 2 and 3), the second dimension is 'loyalty' (items 4, 5 and 6), the third dimension is 'contribution' (items 7, 8 and 9), and the fourth dimension is 'professional respect' (items 10, 11, and 12) aspects (leader-member exchange). The leader-member exchange scale is evaluated in a 5-point Likert type between 'strongly disagree' (1) and 'strongly agree' (5). There is no reverse loading item on the scale. All items are positive. The Cronbach's Alpha Reliability Coefficient was .93 for the effect sub-dimension, .90 for the commitment sub-dimension, .90 for the contribution sub-dimension, .93 for the professional respect sub-dimension, and .95 for the total. Within the

scope of this research, the Cronbach Alpha internal consistency reliability coefficient of the scale was calculated as .93.

We also calculated the goodness of fit indices and Cronbach's alpha to establish the validity and reliability of the scales within this study. Table 1 presents the findings.

Table 1. The goodness of fit indices and internal consistency coefficients

Scale	\bar{x}	df	χ^2/df	RMSEA	CFI	SRMR	α
OC1	84.35	31	2.67	.08	.97	.03	.90
OC2	20.67	10	2.3	.06	.99	.01	.93
LMX	4.241	2	2.12	.08	.99	.01	.93

Note: OC1: Organizational Commitment; OC2: Organizational Cynicism; LMX: Leader-Member Exchange

As the findings in Table 1 indicates the scales have validity (Hair et. al. 2014) and internal consistency (Singh, 2007) within the scope of the current study.

Data Collection

The study was approved by the Ethics Committee of Çukurova University. Data were collected online via Google Forms. The researchers sent an electronic link to school counsellors in different provinces in seven geographic regions of Turkey that they knew and asked them to share the link in WhatsApp and Facebook groups.

Data Analysis

Before performing statistical analyses, we checked whether the data met the assumptions required for structural equation modelling. First, outliers in the data were checked. Data with z values not between -3 and +3 were excluded from the data set. These values were found to be between -1.5 and + 1.5. Thus, it can be said that the data had a normal distribution (Tabachnick & Fidell, 2013). Research data was analyzed through Pearson Product Moment Correlation Mediation Analysis through Structural Equation Modeling. Bootstrapping with 1000 times was applied for this research as well and thus, bootstrap coefficient, and confidence intervals were obtained. To determine whether the indirect effect is significant, the upper and lower bounds of the confidence interval in the trial should be non-zero (Preacher & Hayes, 2008). Descriptive statistics were calculated in the SPSS 24 program and structural equation modeling was performed in the AMOS 26 software for the present study. The goodness of model fit was assessed the following fit indices: chi-square, χ^2/sd , Goodness of Fit Index (GFI), Goodness of Fit Index (AGFI), Root Mean Square Error of Approximation (RMSEA), the Comparative Fit Index (CFI), Standardized Root Mean Square Residual (SRMR) and Tucker Lewis Index (TLI) in this study. As for the evaluation of values references, when values of χ^2/sd are 2 or lower are accepted to be a good model fit, while values up to 5 are accepted as an adequate model fit. GFI indices above .90 are considered good when it is between .85 and .90 is considered acceptable. CFI indices between .95 and 1.00 are seen as a good fit, while between .90 and .95 are recognized as an indicator of acceptable fit (Kline, 2011). On the other hand, RMSEA and SRMR indices below .05 indicate a very good fit of the model to the data; models up to .08 indicate an acceptable fit, while models that are $\geq .10$ indicate a weak fit to the data (Browne & Cudeck, 1993). Finally, TLI indices between .95 and 1.00 are accepted as a good fit, and if it is between .90 and .95, it is considered an acceptable fit (Baumgartner & Homburg, 1996).

Findings

This section presents findings of descriptive analysis and structural equation modeling.

Descriptive Findings

Table 2 shows the descriptive statistics and correlations.

Table 2. Descriptive statistics and correlations

Variable	Descriptive				Correlations		
	Skewness	Kurtosis	\bar{x}	Sd	1	2	3
(1)OC1	-.18	1.03	32.02	8.46	1		
(2)OC2	.61	.28	31.08	10.80	-.35**	1	
(3)LMX	-.41	-.17	38.65	10.43	.38**	-.54**	1

**p<.001; N=171; (Note: OC1: Organizational Commitment; OC2: Organizational Cynicism LMX: Leader-Member Exchange)

In the research, pearson product moments correlation analysis was performed to examine the relationships between the variables. In addition, descriptive statistics of the variables were also calculated. Analysis results are given in Table 2. All variables considered in the study concerning skewness and kurtosis meet the normality assumptions. Organizational commitment was found to be positively correlated with organizational cynicism ($r = -.35$, $p < .01$). In this study, there is a negative relationship between organizational cynicism and leader-member exchange ($r = -.54$, $p < .01$). Also, organizational commitment and leader-member are significant positive correlations ($r = .38$, $p < .01$).

Findings on Structural Equation Modeling

Structural equation modeling was used to determine the mediating role of leader-member exchange on the relationship between organizational commitment and organizational cynicism. The fit indices of the model is as follows: ($\chi^2 = 76.162$, $\chi^2/sd = 2.380$, GFI = .917, RMSEA = .090, CFI = .957, SRMR = .0515, TLI = .94). Table 3 presents the findings.

Table 3. Regression, standardized direct, indirect and total effects

Variables	β	SE	C.R	Bootstrap 5000 times 95%CI		p	Total Effect
				Lower Bound	Upper Bound		
OC1 \rightarrow LMX	.629	0.49	8.051			.000	.391
LMX \rightarrow OC2	-.332	-.135	-3.603			.000	-.468
OC1 \rightarrow OC2	-.518	-.085	-5.557			.000	-.663
OC1 \rightarrow LMX \rightarrow OC2	-.0246			-.488	-.066	.000	-.488
Explained variance values	R ²						
LMX	.395						
OC	.595						

Organizational commitment significantly predicts leader-member exchange ($\beta = .629$; $p = .000$) and organizational cynicism ($\beta = -.518$; $p = .000$). On the other hand, leader-member exchange significantly predicts organizational cynicism ($\beta = -.332$; $p = .000$). Finally, LMX is mediating in the relationships between organizational commitment and cynicism ($\beta = -.246$; $p = .000$; 95% CI, LB = -.488, UB = -.066). After the mediator effect was revealed, the bootstrap confidence interval has been examined to determine how effective the mediation role of leader-member exchange. As shown in Table 3, the lower and upper limits for bootstrap are above zero and thus, the leader-member exchange has a partial mediator effect (Preacher & Hayes, 2008). The figure shows the structural relations between the variables.

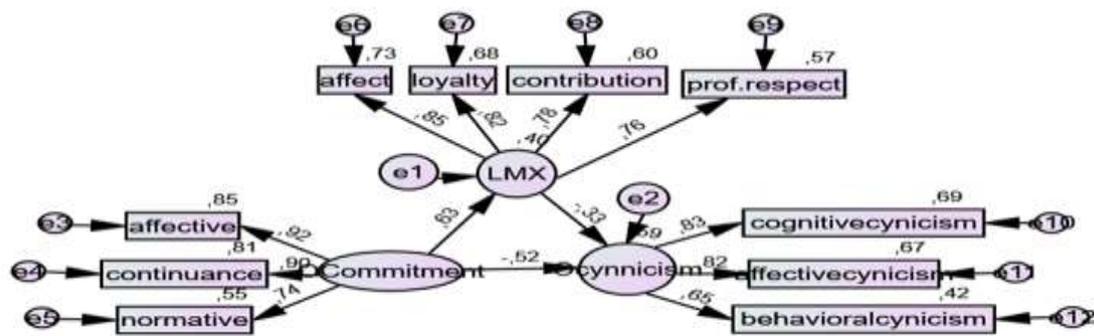


Figure 1. Structural Equation Model

Discussion

In this study, the mediating effect of leader-member exchange on the relationship between organizational commitment and organizational cynicism was examined, and it was determined that both leader-member exchanges had a partial mediator role between organizational commitment and organizational cynicism. The study first examined the relationships between the variables. The correlation results of the study show that organizational cynicism, organizational commitment, and leader-member exchange are negatively related, while organizational commitment and leader-member exchange are positively related. These results are consistent with the results of research on the relationships between organizational commitment and organizational cynicism (Çınar, 2019; Han et al., 2013; Kaygın et al., 2017; Mouso, 2017; Özdem & Sezer, 2019; Şeker, 2020, Şimşek, 2020), and leader-member exchange (Graen & Scandura, 1987; Leow & Khong, 2009; Gomez, 2020).

This study determined that leader-member exchange played a partial mediation role in the relationship between organizational commitment and organizational cynicism. In other words, the increase in organizational commitment of employees increases the level of exchange between leader and member, which decreases organizational cynicism. Referring to the relationship between organizational commitment and leader-member exchange, Lee (2005) stated that the increase in the quality of leader-member exchange will affect the organizational commitment by positively affecting the leader-member commitment, and the organizational commitment of the employees will increase. Leaders' positive effects on their members have an important role in influencing both leader-member commitment and organizational commitment. Leader-member leadership qualities are necessary to improve members' performance. For this reason, the importance of leader-member exchange is seen in the selection and placement of leader-members in organizations. These can be achieved with tighter negotiations and adequate leadership training (Lee, 2005).

Theoretically, LMX has demonstrated that the strength of leader-member exchange relationships can predict institutionally important outcomes, including performance-related and attitude-related variables (Gerstner & Day, 1997). Brown, Paz-Aparicio, and Revilla (2019) found that there is a positive and significant relationship between organizational commitment and leader-member exchange. It is noted that the way a leader communicates affects the leader-member relationship and thus an employee's emotional commitment to the organization. The transition of the impact of communication on organizational commitment is embodied through the construction of the superior-subordinate relationship, which is consistent with the LMX theory (Brown, Paz-Aparicio & Revilla, 2019).

The relationship between superior and subordinate is created and maintained through communicative behaviours during daily exchanges. The leader-member exchangeable nature implies that the qualities of the leader's communication with his members (significance, precision, verbal aggression, and questioning) are interpreted by the employees as the organization's qualities (Dansereau, Graen & Haga, 1975). Leaders should be aware that their communication strengthens the workplace in this context. Studies conducted to increase organizational commitment have revealed that studies are effective in increasing leader-member quality (Duchon, Green &

Taber, 1986; Liden, Wayne & Sparrowe, 2000). In summary, the research finding that "increased organizational commitment leads to an increase in the level of leader-member interaction" is also supported by the relevant literature. Regarding the relationship between leader-member exchanges and cynicism in organizations: In the literature, some studies find that leader-member exchange negatively affects cynicism in organizations (Çetin & Kaptangil, 2016; Davis & Gardner, 2004; Kanbur & Kanbur, 2015).

It is argued that this is a useful cue for organizations to control or prevent the emergence of organizational cynicism (Kanbur & Kanbur, 2015). In recent years, problems with organizational cynicism have often been found to be associated with exchanges between leader-member exchange (Çetin & Kaptangil, 2016; Kanbur & Kanbur, 2015; Mumcu, 2021; Scott & Zweg, 2020). According to Davis and Gardner (2004), leader-member exchange occurs at low levels in organizations where behaviours that deviate from basic principles such as honesty, fairness, justice and sincerity are exhibited, and this situation causes organizational cynicism. In the study, he draws attention to the relationship between organizational cynicism and leader-member exchange and states that the exchange with the leader of the employee and the positive outcomes it provides affects and negatively reduce the perception of cynicism in terms of belief, emotion and behaviour (Mumcu, 2021).

It can be seen that this relationship between leader-member exchange and organizational cynicism, which emerged in the research findings, is supported by several studies in the literature (Audenaert et al., 2021; Mumcu, 2021; Pfrombeck et al., 2020; Scott & Zweg, 2021). It can be said that the finding of this study that "the decrease in the level of leader-member exchange causes an increase in organizational cynicism" is consistent with the relevant literature. The result about the mediating role of leader-member exchange in the relationship between organizational commitment and organizational cynicism, although not found in the literature, will guide us in understanding the relationship between organizational commitment and organizational cynicism. This result suggests that it is also valid in different occupational groups than school psychological counsellors. A review of the literature confirms that no studies have been conducted in Turkey to improve organizational commitment of school counselors and that these studies include leader-member interaction in their content. We believe that this study can be a valuable guide for improving counsellor commitment, adopting strategies, educational leaders, school principals, and inspectors.

Conclusion and Suggestions

As a result, it can be said that the organizational commitment of school counselors significantly affects organizational cynicism both directly and through the leader-member exchange.

This is an important finding for organizational research in the field of school counseling because there is a notable lack of experience of school counselors working in public schools in the organizational context. One way to reduce organizational cynicism while increasing organizational commitment by mediating leader-member exchange might be through shared decision making. Joint decision-making in the principal-school counselor relationship is the sharing of decisions. Decision sharing can take multiple forms. For example, a school counselor might consult with her principal on how best to support a teacher struggling with classroom management. Another example is that the psychological counselor, who has information about the parent they interviewed before, may report that he had a difficult conversation with the parent before calling the parent manager. Sharing decisions improves the working relationship with the manager because it helps them participate in the guidance and counselling programme (Dollarhide, Smith & Lemberger, 2007). Identifying aspects of organizational commitment, organizational cynicism, and leader-member exchange in theory and research applicable to school counseling provides a basis for designing future studies.

Considering that organizational commitment effectively reduces organizational cynicism both directly and through the leader-member exchange, it is recommended to prepare organizational commitment development training programs for school counselors and conduct experimental studies on how these programs affect the leader-member exchange and organizational cynicism. However, it should be noted that the mediating effect of leader-member exchange is partial. In this case, examining other variables (self-efficacy beliefs, self-leadership...) that may play a mediating role in other studies will make important contributions to understanding the relationship between organizational commitment and cynicism.

Limitations

One of the limitations of this study is that it was conducted only with school counselors. Future research on this topic may be conducted with other sample groups, such as teachers, engineers, and nurses. In addition, it is

anticipated that using other variables in other studies or conducting analyses with other statistical methods will lead to different findings and results.

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Author (s) Contribution Rate

The authors contributed equally to the article.

Conflicts of Interest

The authors declared no potential conflicts of interest regarding the research, authorship or publication on this article.

Ethical Approval

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