PUBLIC RELATIONS AS MOTIVATIONAL TOOL IN REDUCTION OF NEGATIVE REFLECTION OF ORGANIZATIONAL CYNICISM[1]

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ABSTRACT

In this study; public relations methods, a motivation factor, as a tool that helps reduce the effects of cynicism which prevents organizations run effectively will be examined. Organizational cynicism can be defined as the situation in which a person has various negative attitudes against the organization he/she works for. Starting from this point, various public relations oriented applications will be explained.

In case of organizational cynicism, employees of the organization have a belief that the organization is far from being honest and suffer serious trust problems. Having various components, trust concept is one of the most important fields in public relations. Lack of sharing information is the leading factor that creates trust problems. Having information about the organization is one of the essential needs of a labourer and it can be fulfilled merely by communication. In the cases of an open communication and mutual feedback, it can be observed that uncertainty arise. A trust problem breaks out in the organization and as the uncertainty increases, productivity decreases. Of course this leads to cynicism which affects the employees' organizational motivation negatively.

In this study, organizational communication will be examined deeply in building trust and organizational motivation. Organizational public relations which influence the employees' attitudes and behaviours positively will be exposed.

Keywords: Organizational Cynicism, motivation, public relations

ÖRGÜTSEL SİNİZMİN OLUMSUZ YANSIMALARININ AZALTILMASINDA BİR MOTİVASYON ARACI OLARAK HALKLA İLİŞKİLER

ÖZET

Bu çalışmada; örgütlerin verimli bir şekilde çalışmasını engelleyen sinizmin etkilerini azaltmada bir motivasyon unsuru olarak halkla ilişkiler teknikleri incelenecektir. Örgütsel sinizm, bir bireyin çalıştığı örgüte karşı çeşitli nedenlerle olumsuz tutumlara sahip olduğu durum olarak ifade edilebilir. Bu anlayıştan hareketle, oluşan olumsuz tutumların sebepleri ve örgütsel etkileri değerlendirilip halkla ilişkiler odaklı bir yaklaşımla çeşitli uygulamalar açıklanmaya çalışılacaktır.

Örgütsel sinizmde örgüt çalışanları örgütün dürüstlük anlayışından uzak olduğu yönünde bir inanca sahip olup ciddi bir güven bunalımı yaşamaktadırlar. Çok farklı bileşenleri olan güven kavramı halkla ilişkilerinde en önemli uğraş alanları içinde yer almaktadır. Güvensizliği ortaya çıkaran sebeplerin başında örgüt içinde gerekli bilgi paylaşımının sağlanamamış olması yer almaktadır. Çalıştığı örgüt hakkında bilgi sahibi olmak işgörenin en temel ihtiyaçlarından birisidir ve ancak iletişim ile sağlanabilir. Açık bir iletişim ve karşılıklı geri beslenmenin olmadığı durumlarda belirsizliğin arttığı görülmektedir. Örgüt genelinde bir güven kaybı yaşanmakta ve sonuçta belirsizlik arttığı ölçüde verimlilik düşmektedir. Bu durum beraberinde sinizme yol açmakta ve çalışanların örgütsel motivasyonlarını olumsuz yönde etkilemektedir.

Bu çalışmada, güven unsurunun sağlanmasında ve örgütsel motivasyonun güçlenmesinde kurum içi iletişim çok yönlü olarak değerlendirilecektir. Örgüt çalışanlarının tutum ve davranışlarının olumlu yönde gelişmesinde etkili olacak kurum içi halkla ilişkiler anlayışı ortaya konulmaya çalışılacaktır.

Anahtar Kelimeler: Örgütsel sinizm, motivasyon, halkla ilişkiler

INTRODUCTION

The cynicism that can be expressed as having negative emotions such as anger, rage, frustration, hopelessness, distrust of employees related to their organization, may cause many problems in the sense of both employees and organizations. There are many personal and organizational factors on the basis of having negative emotions by employees in this way.

The employees can develop negative attitudes towards their organizations depending on reasons such as moral disorders experienced depending on stress and excessive workload, unfair wage distribution, inadequate communications level. In this circumstance, the quality of production and service are lowered, efficiency and job satisfaction are decreased and performance and motivation are not realized at the desired level. To manage this cynicism phenomenon emerged in the organizations, some effective strategies must be implemented. In these strategies, the public relations in house can be effective in this negative process as a management function.

1. Conceptually Cynicism

The person believing that the individuals are pursued only their own interests and according to this, accepts everybody as selfish is called "cynic" and the idea trying to explain this is called as cynicism. The basic belief regarding cynicism; is that honesty, justice and sincerity principles are sacrificed for personal interests. Although the cynicism has similar meanings with "scepticism", "mistrustfulness",

"faithlessness", "pessimism", "negativeness", in its modern comments, the meaning of "uncharitable, fastidious, faultfinder" person is more dominant (Erdost et al, 2007:514).

The cynicism, is defined as (a) explanation attitude of events people as pessimistic and based on frustration especially about the secret and ulterior purpose; (b) tendency of interesting with others and managing jobs merely as a tool to protect or to improve their own interests. (Tokgöz and Yılmaz, 2008: 285). According to Abraham; the cynicism is characteristic that is generally reflected negative perceptions related to human behaviours, inborn and a stable personality. The cynicism; is activated emotional factors such as scorn, anger, embarrassment and boredom, strong negative feelings and is an attitude that is characterized by hopelessness, frustration and disappointment (Abraham, 2000:269).

The cynicism also can be expressed as the way of thought (Erdost et al. 2007:1) believed that each human behaviours has absolutely interest and expressed that there is no goodness.

The common point found in both old cynic and modern cynic are also hopelessness. The old cynics had been fought a system and community that cannot defeat and has not defeat hopes. It had been claimed that the modern cynics are also cynics because of either personality characteristics having by person or experienced things due to community and in the same way, had been specified that they don't have any hopes regarding improvement and alteration (Delken, 2004:12). In this respect, they are exhibited pessimistic attitude about the future.

In line with these explanations, basic properties of cynics can be summarized as follows (Özgener et al, 2008:54):

- The cynics are assumed that falsehood, emergence of fake facial and abusing of others are basic characteristics of human,

- The cynics are thought that human are being selfish, inconsistent in their behaviours and not being reliable while selecting between alternatives,

- The cynics are often believed that there are hidden motives behind actions,

- The cynics can be felt boredom, disgust and even shame when they think something related to psychological object (such as person, organization, group, society, etc.),

▪ The cynics can be brought criticism involving clear statements related that psychological object are deprived without honesty and sincerity,

▪ The cynics are explained the events with their comments and are used a cynic humour when they personally experienced related to psychological object.

Considering as a natural consequence seeing actions and attitudes that are subject of cynicism in almost any organization commonly has been brought the concept of organizational cynicism.

2. Organizational Reflections Of Cynicism

The organizational cynicism; is defined as general or specific attitudes characterized with person, group, ideology, social skills or orientation to the unreliability of organizations and anger, hopelessness, frustration (Andersson, 1996:1397-1398). On the other hand, the organizational cynicism are beliefs of individuals directed that the organizations are devoid of moral integrity and the principles such as rightness, honesty and sincerity are sacrificed in the favour of organizational interests (Bernerth et al, 2007:311).

It is observed that the concept of cynicism in organizations is dealt in two different ways. The first one of them; is the concept of general (personality) cynicism arising from an individual's personality and reflecting their stance to the life. The other one; also is the concept of organizational cynicism causing to occur cynic attitudes at individual and based on organizational factors (Kabataş, 2010:5). In this respect, individual factors as well as organizational characteristics are also effective in the emergence of organizational cynicism.

The organizational cynicism is emerged when the employees are believed that their organization is devoid of honesty. This perception regarding that there is not honesty; can be caused from the perception of violation of basic expectations related to morality, justice and honesty especially. The organizational cynicism is conceptualized as prudential nature and is brought forward that represents "learned thought" improving as a result of experiences (Johnson and M. O'leary-Kelly, 2003:629).

It can be said that the organizational cynicism has three dimensions. The first dimension is a belief that is emerged with negative emotions such as anger, contempt

and condemnation and regarding that the organization are devoid of honesty. In this respect, the cynicism is the tendency to faithlessness related to goodness and sincerity of actions and humans. Therefore the cynics; are believed that the organizations are deceived themselves with their implementation due to the lack of principles such as justice, honesty and sincerity. The emotional reactions towards to an object are created second dimension of organizational cynicism. The cynicism is also involved strong emotional reactions such as contempt and anger which are not included thoughts and beliefs as well as objective judgment directed to organization. Even, it is stated that the individuals having high level of organizational cynicism can feel boredom, disgust and even shame when they think their organization. The third dimension of the organizational cynicism is also a tendency to negative behaviours. Most of these behaviours are statements that the organization is devoid of sincerity and honesty. This dimension are also involved factors such as strong critiques, pessimistic estimates, cynic humour and despise and critical statements about the organization (Özgener et al, 2008: 56; Kutaniş and Çetinel, 2010:188).

In most of the studies that examine organizational cynicism, it is suggested that the cynicism has important and continuous effects in negative direction on individual and organizational effectiveness. For example, the organizational cynicism is associated with organizational citizenship behaviour, job satisfaction, organizational commitment, motivation and reduction of the intent of alteration creation (Rubin et al, 2009:680).

When literature is examined, it is found that alteration efforts that are mismanaged are a strong premise of cynicism in organization. In another study, Andersson and Bateman (1997) have found that high executive compensation, low organizational performance and layoff feeling are associated with cynic attitudes. Furthermore, it has emerged that high level role conflict, extreme role load and broken premises are also premises of organizational cynicism and the organizational cynicism is caused poor performance, demoralisation, high absenteeism, labour turnover and job dissatisfaction (Kutaniş and Çetinel, 2010:189).

It is possible to evaluate reflections of organizational cynicism in individual and organizational aspects.

2.1. Individual Reflections of Organizational Cynicism

The reflections of organizational cynicism in individual aspect can be emerged in the form of behavioural reflections and psychological-physiological reflections. In case of job dissatisfaction in employees to be occurred with organizational cynicism; it can be seen results such as leave of employment, poor performance and inefficiency. To exhibit cynic behaviours by employees in organization and to intend leaving the employment are evaluated as negative job attitudes (Çağ, 2011:79).

Furthermore, the employees are desensitized and this insensitivity is presented itself with exhibition of unemotional attitudes and behaviours by employees without taking into consideration that the persons who served service by them are individual. Accordingly, the employee is entered into inhumaneness, cynical, disdainful, obdurate, insensitive and complacent attitudes (Kaçmaz, 2005:29). This situation is negatively affected employees both spiritually and biologically.

2.2. Organizational Reflections of Organizational Cynicism

It is seen that the organizational cynicism has many negative effects in the sense of organizations. There are the effects of cynicism in dimension that can be caused to reduce the efficiency and effectiveness of organizations, to have important material and moral losses and even to dissolve the organization.

The relationship between job satisfaction and organizational cynicism is emerged with job dissatisfaction. It has been determined that there is negative relation between them as a result of studies done to examine the relationship between job satisfaction and organizational cynicism. And it has been found that higher levels of organizational cynicism by employees are caused to job dissatisfaction (Abraham, 2000: 282).

The personality cynicism, social / organizational cynicism, organizational alteration cynicism, employee cynicism and occupational cynicism types of organizational cynicism are caused to job dissatisfaction (Özgener et al, 2008: 60).

The employees having general (personality) cynicism; are thought negatively towards to their organization, colleagues, managers and this is brought along job

dissatisfaction related to their professions. The employees having social / organizational cynicism are thought negatively about their professions due to frustrations all across community. In employee cynicism, organizational alteration cynicism and professional cynicism, job dissatisfaction is emerged due to that the results are not meet expectations of employee (Abraham, 2000:272).

While the organizational commitment has a positive effect on the organization, the cynicism has a negative effect on the organization and is effected organizational commitment by decreasing ability perception, confidence of employees to their organization. (Abraham, 2000:276).

While there can be experiences of cynic employees such as obstructiveness and disdain in The context of affective dimensions of organizational cynicism; it is possible that an employee who has nor organizational commitment is not integrated with its organization and have lack of proud (Özgener et al,2008:62). Generally, it has determined that the organizational cynicism is decreased organizational commitment within the context of studies done on this matter. It is observed that the employees' experienced organizational cynicism is acted such as commitment to their organization. (Abraham, 2000:275).

There are some differences between organizational cynicism and organizational commitment factors. The first one; is believed that a cynic employee working as organizational is devoid organization integrity in cognitive domain; in organizational commitment, the employee is evaluated the appropriateness of the values and objectives of organization with its own values and objectives. The second one; while the cynic employees are evaluated thought whether leaving the organization or not, it is included intention of employee to remain with the employer behavioural reflection of commitment. The third one; while the cynic employees are also experienced experiences such as frustration and underrating, the employee who has not commitment to its organization is devoid proud and interest towards its organization. Despite two variables are correlated with each other negatively, in fact organizational cynicism is different and more extreme situation than commitment (Dean et al. 1998: 348).

The organizational citizenship; is stated as behaviours that are not considered behaviour directly and fully by formal reward system, non-coercive and based on

individual voluntariness helped improving the efficiency of organization (İçerli, 2012:169) and is a concept related to organizational cynicism.

If the negative feelings (frustration, anger, etc.) of employee towards the organization are increased, it is observed that the behaviours of employee oriented to the organization as voluntary are decreased. The organizational cynicism and the organizational citizenship are inversely proportional and when the level organizational cynicism is increased, the organizational citizenship behaviour is decreased (Andersson and Bateman, 1997:449-450).

The concepts of the effeteness and organizational cynicism are also related with each other and there are some differences between them. The first one of them, even if it is included "desensitization" such as effeteness and organizational cynicism; it is negative attitude towards both the organization of employee and its customers. The organizational cynicism is also negative attitude developed by employee only towards to its organization. Secondly, there are the feelings such as disappointment and frustration in both concepts. However, while this situation is associated with organization and top management in organizational cynicism, it is also associated with other employees and itself in the effeteness. The third difference is that cynic individuals in the organization are exhibited more defensive attitude while the individuals who have effeteness feeling are estranged from organization. Finally, while the effeteness feeling is harmful for individuals, the cynicism has a positive effect on individuals (Brandes and Das, 2006: 244).

The unreliability towards human nature is laid behind cynicism. Therefore, the lack of confidence can be seen as a reason of cynicism. It can be said that general (personality), cynicism from a lack of self-confidence, the social cynicism from lack of organizational confidence, employee cynicism from lack of confidence to subordinate, superordinate and colleagues, professional cynicism from the lack of confidence, organizational alteration cynicism from lack of confidence to process are caused (Özler et al, 2010: 54). To be in mutual confidence of employees with each other and managers in organizations is one of most important factors concerning to reach organizations to their objectives and visions as a whole (Söyük, 2007:25).

There is relationship between the organizational cynicism and alienation to the job, the alienation to the job; is defined as finding the job meaningless,

dissatisfying with the relationships established within the organization, feeling itself alone, inefficient and powerless, a sense of hopelessness for the future and vulgarizing itself within the organization (Elma, 2003:16). In accordance with these explanations; the alienation concept to the job is associated with the results of the organizational cynicism concept. The organizational cynicism is generated alienation. When the level of organizational cynicism is increased, it is also increased in the level of alienation to the job (Abraham, 2000:282).

There is also a relationship between organizational cynicism and organizational justice perception, the organizational justice; is defined as social system including perceptions in the sense of relations of individual with its colleagues, superordinate and organization (Söyük, 2007:4). According to the Equality Theory of Adams (1965) forming the basis of organizational justice concept; the employees are compared and evaluated their contributions to the organization and their benefits provided from the organization with the benefits gained by other employees who are engaged with same or similar jobs in another organization and as a result of this, they are decided that the management of organization is whether equitable. (Efeoğlu, 2011:345).

The organizational justice is justice perception of employee related to implementation in its organization. When the employee is thought that is not threated as equitable within the organization, the organizational injustice perception is emerged. As a result of organizational injustice, the employee; are exhibited negative attitudes and behaviours such as lack of confidence, decrement of commitment, dissatisfaction, indifference, general aggressive behaviours such as anger, resentment, etc. towards colleagues and managers.

An employee who believes unfairly treated; can resort to punish employee or employer considering that causes this situation and can exhibit cynic attitudes and behaviours towards organization (Söyük, 2007:33).

3. Public Relations in Elimination Of Negative Reflections Of Cynicism

It is seen that there are many negative reflections of cynicism experienced in organizations in terms of personal and organizational. To prevent the emergence of organizational cynicism or to manage this when such situation emerged, to

implement effective strategies is essential. In these strategies, especially public relations in house have an important place.

One of the most important requirements of organization employees is also communication requirement. Being failure to meet this requirement within the organization or being insufficient can cause the emergence of organizational cynicism. The public relations in house based on communication, is played a role as effective technic to meet communication requirements of employees.

To take satisfactory salary by corporate employees, to have quite good working conditions are effective to improving the efficiency, but they are not enough alone. In addition, it is necessary to implement certain techniques by corporate management. One of these is communication within the organization; this item is the basis of studies of public relations in house. The satisfaction of the employees from both their jobs and their corporates that they are worked and the level of this satisfaction, extensively are depended on the functioning of the communication system. In the environment that the communication has not boundary and is very intensive and extensive, is natural to desire learning news about their corporate by employees in any corporate and this requirement emerged on this matter should be met. It is required to transmit everything that happened in the corporate to the employees without hiding anything (Kazancı, 1982:139). The corporate employee obtaining adequate information on corporate will start to experience sense of belonging extremely and this situation will help to decrease cynic attitudes.

Furthermore, in the environment that is presented each matter and is discussed all matters happened in corporate that are interested corporate members clearly, i.e. where the public relations in house is implemented, gossip will not have any place (Kazancı, 1982:141). Living gossips within the corporate extremely, will seriously hurt the confidence feelings of employees towards the organization seriously and will cause the emergence of cynicism. In this respect, the public relations within corporate are decreased the gossips and can prevent cynicism.

The public relations are also included many implementations oriented to the requirements of corporate employees for recognition and reward. In these implementations; giving achievement certificate to the employees, awarding with permission, presenting a ticket for various sport and entertainment activities, doing

birthday celebration in house will increase the organizational citizenship level of employees. Depending on the increment of the organizational citizenship level, the organizational cynicism level will be decreased.

Furthermore, these public relations activities will play a role in decrement of the negativity of organizational cynicism in the form of loyalty to corporate, job satisfaction and positive image.

One of important reflection of organizational cynicism is also unhappiness of employees. However, the public relations have a mission to create happy employees within the organization. In this respect, the public relation can be evaluated as an important management function to combat organizational cynicism.

The corporates can be entered into alteration process depending on changing social and economic conditions. This alteration is emerged as a result of an obligation frequently. In the organizational cynicism, the employees are shown resistance towards this alteration due to lack of confidence to their corporates.

The thing that should be done in alteration process, is included the employee to this alteration. Before and during the alteration, since to communicate with them and to get their opinions by this way are met the requirements of employees such as to be respected, to be appreciated and to be importance, will motivate the employee to work together for the future of the enterprise (Güzelcik, 1999:194) and so the resistance towards the alteration can be eliminated with the understanding of public relations.

The public relations in house are a technique including implementations that aims the creation mutual confidence between employees and employers. To realize this objective, it is implemented this communication in house as impartial and realistic way. It is created a statue for each employee in corporate and is included to the process at every stage of management. At the same time, it takes the necessary precautions by identifying problems that is likely to emerge in the business environment in advance and is tried to provide a problem-free work environment. Furthermore, will encourage them to achieve new successes by employees by rewarding success within the corporate and this situation is created optimism related to the future at employees. With these functions, the public relations in house are played a major role in achieving the ultimate goal of corporates by preventing the

emergence of organizational cynicism. The communication with employees is lied behind on the basis public relations studies in house. For this objective, can be arranged meetings that department managers and senior management are participated at certain intervals. In these meeting done to meet communication requirements of employee, while the representatives are found the opportunity to communicate complaints and requests related to their departments, the managers also can be found the opportunity to give direction to their own studies by getting feedback from them.

In face to face meetings doing in every three or six months with personnel who are not in manager position; the employees can be kept informed on matters such as the status of corporate, new goals, production and markets. The employees informed about objectives, vision, mission and the current status of the corporate that worked are also motivated and are worked enthusiastically to achieve the objectives. Thus, the negativity of organizational cynicism will be significantly eliminated.

Furthermore, in order to inform the employees regarding the news on media about the corporate and the activities to be implemented in corporate, hanging current news to the bulletin board in corporate also will be contributed organization image positively.

The public relations activities in house to motivate employees and to build team spirit also can be realized. For this objective, to organize a picnic for employees in each year will be effective on this matter. The employees can participate with their families to this picnic that is organized to have a good time and to recognize each other better. Also, for same purpose, a traditional personnel night can be organized at every year. Furthermore, an iftar meal can be arranged in Ramadan for employees. To organise sport activities for employees at the various time of the year as well as to realize cinema and theatre activities to be contributed to their cultural improvement, team spirit can be improved among employees and thus can become able to create a strong corporate culture. The created strong corporate culture will prevent the emergence of cynicism by increasing organizational citizenship feeling or cynic attitudes of employees will be decreased in time depending on these activities.

In cynic thought; the personnel are believed that the organization which they worked is disregarded basic human values for organizational interests and violated justice, honesty, sincerity principles. However, corporate communications that can be

evaluated in public relations is served to the objective establishing conscious balance between corporate objectives and individual objectives. In this respect, it is possible to list the objectives of corporate communications (Gürgen, 1997: 71) as follows:

▪ To ensure announcement of corporate policies and decisions to the employees. This situation prevents gossip and rumour in corporate and facilitates the integrity of employees and corporate.

▪ Informing related to working order of corporate, long and short-term goals, wage and premium system, reward- penalty system, advancement opportunities, social rights and such matters, will be recognized corporate by employees.

▪ Announcing of annual budget, income, activities and projects of corporate to their employees, unions, shareholders, customers, social stakeholders and potential employees future that will be likely to work for the corporate in future helps to recognize the corporate and to create confidence environment in it.

▪ By providing continuous information flow through corporate publications prepared for corporate employees, enable to development of friendship, loyalty and sympathy relations in the creation of family environment, corporate integrity and solidarity at corporate.

▪ It provides to give information regarding matters such as wage increase, premiums, New Year bonuses, vacation opportunities, fellowships, courses and training opportunities in-service that are interested employees closely. Thus, organization memberships are motivated.

▪ By announcing external relations, exports, international agreements of corporate, if any, overseas offices, licensing agreements and so on provide to inform employees on matters regarding corporate's achievements.

▪ It is facilitated to introduce corporate in community through employees who have high level information about corporate.

▪ By announcing all kinds of legislation related to the activity area of corporate to the organization members, is tried to prevent possible errors in this matter. The efficiency and effectiveness of the corporate is created in accordance with thoughts, recommendations of environment that are created or affected it. Thus, it should be encouraged to transmit the views of the environment to the organization

management with instant communication and such communication tools through letter, writing, interview and e-learning.

Either public relations activities or corporate communication implementations, both of them are effective methods in decrement of negative reflection of organizational cynicism. Thanks to these implementations; it can prevent the emergence of beliefs directed away from organizational citizenship, unfair organizational justice depending on decrement of effectiveness and efficiency as negative results of cynicism, job satisfaction realized in low level, organizational commitment decreasing gradually, effeteness caused from restless and stressful work environment, decrement in the feeling of belonging.

4. Conclusions and Recommendations

It is seen that many different factors that lead cynicism in organizations are effective. It can be said that there is lack of confidence of employees to the organization, its strategy and policies, colleague, employers and managers at the beginning of the most important factors that are caused the creation of feelings such as boredom, frustration, hopelessness, anxiety etc. at employees.

Depending on the social and economic reasons, to enter organization in alteration process and to ignore the employees during the management of this process are involved in these factors. Furthermore, the stress of job and job environment and workload above normal are also supported. There are many social, economic and psychological expectations of employees from their organization. In the event that these expectations are not met adequately, are played a role increasing cynicism. Not to make career plans of employees depending on objective criteria and failure to provide the necessary support to them are also another factor. The one of most important requirements of organization employees is also communication requirement. Failure to meet this requirement within the organization or being inadequate can cause the emergence of organizational cynicism. Furthermore, the existences of employees having cynic personality structure in organization are also increased negative effects of cynicism.

It is seen that the personality cynicism is a kind of cynicism that is inborn and generally perceiving human behaviours negatively. The person is exhibited hostile

behaviours, even queried positive attitudes of persons towards him and is established weak relations with colleagues. This attitude is caused serious problems in organization.

When said organizational cynicism, it is understood that a negative attitude of employee towards organization covering the three dimensions. According to this, it is seen that the organizational cynicism has three dimensions as a belief that the organization has lack of honesty, negative feeling towards the organization and to tend derogative and critical behaviours towards organization consistent with these beliefs and feelings. It is possible that the employees maintained in an organizational cynicism attitude are experienced organizational cynicism with one or more of these dimensions.

At the point of to create and improve the attitude of employees who are in these attitudes positively, the strategies determined by managers are important. Because, when the pleasure and satisfaction feelings of employees who are created cynic feelings on organization towards their jobs are also decreased; their organizational commitment are also decreased and is emerged the tendency to leave their job. The implementation of some effective strategies are required to manage cynicism phenomenon emerged in organization. As a management function, the public relations in these strategies also can be effective in this negative process.

Besides the financial expectations of employees from the organization; also spiritual expectations such as respectability, participation in decisions, job satisfaction and confidence are also started to come to the forefront. Among employees who are not met their demands, it is a matter of that there is efficiency losses primarily, then disrupting job and in the last step to leave the job. Not to experience such negatives, the corporate communication processes should be designed in the public relations strategy and should be communicated with employees from informative, continuous and formal ways. Anymore, the important thing for corporates is that can be created corporate objectives with objectives of employees. If it is achieved; also will be ensured the decrement of cynic attitudes in corporate. The first step of this process is to adapt organization, its objectives and goals, the way of doing business and to recognize internal social structure, and to adapt corporate culture by employees.

The public relations in house is played an active role in achieving to service, quality and efficiency goals by corporate by increasing motivation of employee in decrement of negative effects of cynic attitude and behaviours. With effective public relations studies in house, the information sharing is realized in house and is improved team spirit among employees by this way. This situation are created a strong corporate culture and thus the negativity organizational cynicism are eliminate and is ensured to make a major effort with organizational citizenship feeling in achieving the objectives of the business.

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