

PSYCHOLOGICAL CONTRACT BREACHES AND ORGANIZATIONAL CYNICISM AT HOTELS

Assoc. Prof. Şule Aydın Tükeltürk, Ph. D.
Trakya University
Faculty of Economics and Administrative Sciences,
Department of Business Management
Edirne, Türkiye
Asist. Prof. Nilüfer Şahin Perçin, Ph. D.
Nevşehir University, Faculty of Tourism
Nevşehir, Türkiye
Asist. Prof. Berrin Güzel, Ph. D.
Adnan Menderes University
Didim Vocational School
Aydın, Türkiye

Abstract: The purpose of the present study is to investigate the impacts of psychological contract breaches experienced at hotels on the formation of organizational cynicism. Within this framework, the study is towards employees working at different departments and levels. 222 employees have participated in the research, and the data are analyzed with a Mann-Whitney U Test, Kruskal Wallis Test and Spearman correlations test. In the study, employees have a perception of psychological contract breach and have developed some cynical attitudes towards the hotel. Also it is found that the cognitive dimension of cynicism has an almost strong relationship with the perception of a psychological contract breach. It was determined that the affective dimension of cynicism had a weak relationship with the behavioral dimension and again an almost strong relationship with the perception of a psychological contract breach. Finally, a weak relationship is seen between the behavioral dimension of cynicism and the perception of a psychological contract breach. The present study states the relationship between the former concepts at hotels and provides a starting point for further research in organizational behavior not only at hotels but also at other service sectors. An important point emphasizing the need for the study is that the study is the first study to put forward the relationship between the concepts of psychological contract breach and cynicism within the national scope.

JEL classification: M12, M54

Key words: psychological contract breach, cynicism, hotels, employee behavior.

1. INTRODUCTION

A psychological contract, a personal thought stating the conditions and rules of a reciprocal exchange between an individual and the counter party, emerges when one of the parties believes that a promise of future returns has been made, a contribution has been made, and several benefits will be provided (Robinson and Rousseau, 1994). Some of the liabilities about a psychological contract are written in work contracts;

however, most of these liabilities are implied, and not clearly stated, between an employer and an employee. An employer expects an employee to want to do overtime, to be loyal, to do the jobs which are not his/her task, to accept in-house transfers and to work within the organization at least for two years, whereas the expectations of an employee include high pay, training, a quick career development, long-term job security and receipt of support during personal problems (Knights and Kennedy, 2005; Johnson and O’Leary-Kelly, 2003). The subjective concept of psychological contract differs from expectations. The concept of expectation is the expectation of the things to be obtained from an employer, while a psychological contract means the perceived mutual obligations constituting the relationships of an employee with his/her employer. Contrary to the expectations, a psychological contract encompasses the beliefs an employer must meet depending on the perceived promises of the reciprocal exchange (Robinson and Rousseau, 1994). Unlike the perceptions of unmet expectations and inequality (Robinson and Rousseau, 1994), a psychological contract breach takes place when one of the parties perceives that the counter party has failed to meet the expectations or promises. In addition, as it is perceptual and owing to its unique structure, it is rather different from other forms of agreement/contract (Knights and Kennedy, 2005). The reactions encountered when a psychological contract is breached resemble those encountered when expectations are unmet. Nevertheless, the different point is that it may be more intensive not only because the awards or benefits have not been obtained but also because the views about the concept of respecting have changed.

Meeting the liabilities of a psychological contract shows that an employer appreciates an employee, which enables an employee to display positive attitudes. However, in case of a breach, the employee questions the commitment of the employer to him/her and thinks that the employer-employee relationship is temporary. When an employee perceives – at the beginning of the period when he/she starts performing the job – that the contract has been breached, he/she is more critical of the organization and considers the decisions taken about his/her job more inappropriate (Lester *et al.*, 2007). Psychological contract breaches have affective, cognitive and behavioral outcomes (Pate and Malone, 2000), which indicates that they are multidimensional (Pate *et al.*, 2003). Likewise, psychological contract breaches cause the trust in the employer to be negatively affected and they lead to a decrease in job satisfaction, performance, organizational commitment and organizational satisfaction and an increase in anger at, resentment towards and disappointment at the organization as well as an increase in the attitudes of betrayal, job quit intention and absenteeism (Robinson and Rousseau, 1994; Knights and Kennedy, 2005; Johnson and Kelly, 2003; Pate and Malone, 2000; Pate *et al.*, 2003). An employee’s staying in the organization although he/she has perceived the breach might lead to consequences such as providing services of poor quality, gossiping, damaging the hardware, and theft (Knights and Kennedy, 2005).

1.1. PSYCHOLOGICAL CONTRACT

In an environment where organizational change is rapid, a psychological contract is a key concept that has the potential for gathering some organizational concepts and that helps to understand organizational behaviors, the structures of managers and employees, and the relationships (Roehling, 1997; Marks, 2001; DelCampo, 2007). Argyris, who first used the concept, used “psychological work contract” to define an implicit agreement between a group of employees and their

supervisor as a result of an efficient form of leadership (Roehling, 1997; Schalk and Roe, 2007).

A psychological contract is a unilateral agreement that is individually addressed but that encompasses the liabilities of both an employer and an employee. A psychological contract also contains the perceptions of mutual liabilities between an employer and an employee (Walker and Hutton, 2006; Marks, 2001). To eliminate the problems about the levels as regards the agreement between an organization and an individual, Rousseau defined a psychological contract as “a personal belief in the realization of a promise in the future, an offered (and accepted) contribution or thought and a liability of the benefits to exist in the future”. According to other authors, liabilities underlie a psychological contract, whereas Rousseau took the perceived promises as the basis (Roehling, 1997; DelCampo, 2007). Levinson et al. defined a psychological contract as “a series of mutual expectations that direct the relationships of the parties” and defined the expectations of employees and the organization as the “components” of a psychological contract. For both parties, expectations are mutual in that the other party implicitly accepts his/her expectations (or requests). Accordingly, these mutual expectations have two basic characteristics in the formation of a psychological contract. One of them is that they are mostly implicit and unspoken and the other one is that they can feel the relationship between the organization and the individual (Roehling, 1997; Schalk and Roe, 2007). In this sense, those criteria which are subjective and which are determined by the individual himself/herself constitute the most accurate source about the scope and structure of a psychological contract and the evaluations (DelCampo, 2007; Winter and Jackson, 2006).

The fact that an employer and an employee mutually enhance the value of the relationship between them and that this value is mutually positively perceived allow a psychological contract to be sounder (Clutterbuck, 2005). Proper “management” of a psychological contract both will enhance job performance and the job satisfaction of employees and can provide a reduction in employee turnover. Upon an understanding of the relationship between a manager and the employees, managers can complement their shortcomings with respect to the tasks of employees, their extra role behaviors and their expectations of relationships (DelCampo, 2007). Nevertheless, an appropriately organized contract may not always result in an increase in performance. Likewise, carelessly prepared contracts may cause low commitment, high absenteeism and quitting among employees. Psychological contracts provide employees with an opportunity to change their position within the organization and to get its return. In this sense, the fact that an employee knows he/she will get the return of the job he/she has done significantly increases the motivation of the employee. The most serious problem at this point is the attachment to past experience and resistance to changes. This resistance will prevent a psychological contract from perceiving the organizational values correctly (Maguire, 2002).

A psychological contract is mostly essential when it is breached. This happens at a point between the misuse and misunderstanding of goodwill, which shows that the concept of psychological contract is basically subjective (Carberry *et al.*, 2003). The triggers for a psychological contract breach occur when justice is not met within an organization. A breach of distributive justice emerges as a result of the idea that the acquired outputs like a financial award are not justly distributed. A breach of procedural justice occurs with the idea that processes like promotions are unjustly implemented. A

breach of interactional justice is about employees' feeling of distrust in their superiors and their organization when they feel that they are badly treated (Pate, 2006).

If distributive, procedural or interactional inequality is great and if the individual sacrifices are at a clear level, it is possible that an employee feels the emotion of "resentment". Resentment depends on the comparison of equality between what has been promised and what has been obtained. Resentment contains a strong emotional experience or "feeling of deception and deep psychological destruction" and, at its future stages, might cause individual and organizational outcomes such as a reduction in organizational commitment and in job satisfaction and an increase in employee turnover and in employees' efforts to file a lawsuit and of unionization (Roehling, 1997; Pate, 2006; Uen *et al.*, 2009). In cases of a breach, the more significant the case of a breach is, the greater the likelihood of betraying the organization becomes and this culminates in the emotions of anger, resentment, grudge, injustice and damaging (Paul *et al.*, 2000; Aselage and Eisenberger, 2003; Smithson and Lewis, 2004; Pate, 2006).

In the previous studies, the perceptions of a psychological contract varied by the demographic characteristics of the employees (Smithson and Lewis, 2004; O'Donohue *et al.*, 2007; Winter and Jackson, 2006; Gilder, 2003). Smithson and Lewis (2004) stated that young employees' perception of a contract breach was lower and that these employees had more "realistic" expectations and were open to communication. Furthermore, O'Donohue *et al.* (2007) expressed that the young employees in an establishment were interested more in the transactional dimension of a psychological contract, while the employees at advanced ages were interested more in the relational dimension of a psychological contract.

In a study also including hotel establishments, Tallman and Bruning (2008) determined that females had stronger attitudes towards a psychological contract than males. At this point, females have firmer attitudes. Winter and Jackson (2006) stated that employees experienced inconsistency between managers' expectations and their ways of management. The low-ranking employees and managers perceived some distance and formality when communicating with the top management. This impeded motivation and complicated communication, and thus the management style, motivation and flow of information were negatively affected.

Gilder (2003) related the psychological contract in hotel establishments to the concepts of justice and trust and stated that seasonal employees' perceptions of justice were more negative than those of the core permanent staff. As compared to the core permanent staff, seasonal employees tend to display the constructive behaviors such as loyalty and participation less but the destructive behaviors such as quitting and job negligence more. Affective commitment and team commitment as well as perceptions of organizational trust and justice are directly proportional to the constructive behaviors but inversely proportional to the destructive behaviors. Accordingly,

H1: There is a relationship between the demographic characteristics of the employees in hotel establishments and their perception of a psychological contract.

1.2. CYNICISM

The concept of cynicism, which became popular in the media with the Dilbert Principle and gained a humorous dimension, is mostly for the uninterested and/or insufficient leaders in organizations (Wanous *et al.*, 2000). Cynicism is more

elaborately defined as “an attitude of contempt, distrust, and frustration towards an object or multiple objects, subject to change by exposure to factors in the environment” (Andersson, 1996). On the other hand, organizational cynicism targets at the way in which leaders manage the organization, the procedures, the rules and the regulations and it may also be explained as the loss of esteem and respect since it contains some contemptuous distrust (Lobnikar and Pagon, 2004). Also defined as the negative attitudes of an individual towards the organization where he/she works, organizational cynicism has three dimensions, i.e. beliefs in the absence of honesty in the organization, negative feelings towards the organization, and important and insulting tendencies towards the organization that are consistent with these beliefs and feelings (Dean *et al.*, 1998). Accordingly, employees might have intensive criticisms containing expressions that the organization is not honest with, and sincere towards, its customers and its other employees (Brandes and Das, 2006). Cynicism should not be considered a personality trait only. Cynicism is rather an expression, for it may change in time and it is only towards an organization (Dean *et al.*, 1998). People do not particularly decide to be cynical, pessimistic or accusatory. These attitudes occur as a result of experiences and continue as long as they serve beneficial goals (Reichers *et al.*, 1997).

The concept of organizational cynicism has a multidimensional structure. Accordingly, it involves cognitive, affective and behavioral tendencies. The **cognitive** dimension contains the idea of absence of integrity within an organization. There is a common judgment that the implementations in an organization depend on personal interests, and it is believed that implicit causes underlie the decisions in an organization. Accordingly, it is thought that there is no justice, honesty or sincerity in the implementations. The **affective** dimension is about the target of the belief. In this sense, organizational cynicism expresses intensive emotions like furiousness and anger at the organization. In the **behavioral** dimension, the members of an organization display negative behaviors towards the organization, such as criticism, gossip and exchanges of glances with a negative meaning (Dean *et al.*, 1998).

There are some factors that influence organizational cynicism. Some of these factors include overstress and role load experienced at the workplace, unmet personal and organizational expectations, inadequate social support, an insufficient level of promotion as compared to the level of competition, a conflict of aims, increased organizational complexity, failure to have an adequate level of influence on decision-making, lack of communication, and dismissal (Andersson, 1996; Reichers *et al.*, 1997). Decreases are seen in employees’ levels of performance, organizational citizenship behaviors, morale, job commitment and motivation, whereas increases are experienced in interpersonal conflict, complaint, absenteeism and employee turnover (Andersson, 1996; Andersson and Bateman, 1997; Reichers *et al.*, 1997; Wanous *et al.*, 2000).

Organizational cynicism varies by the demographic characteristics of employees. According to Erdost *et al.* (2007), the employees at the support department as compared to the employees at the production department and the graduates of a vocational school of higher education as compared to the graduates with a Bachelor’s degree have more cynical attitudes. Tokgoz and Yilmaz (2008) stated that there was no difference according to employees’ permanent staff level, gender, age and duration of employment in the hotel establishment; however, the level of organizational cynicism was higher in the employees at resort hotels than in the employees at city hotels. The level of organizational cynicism increases as the education level increases, and

organizational cynicism is higher among those with 2-to-4-year experience in hotel management. Quoting from Niederhoffs (1967), Andersson (1996) stated that the duration of training and security service offered was associated with cynicism.

Kalagan and Guzeller (2010) detected that those with shorter durations of professional seniority and those with a high education level had higher perceptions of cynicism. Mirvis and Kanter (1991) noted that those aged between 18 and 24 years as compared to older employees, those with a lower annual income level than that of the other employees, those with a lower education level than that of the others, those who were in a minority position within the establishment, males, the blue-collar employees as compared to the white-collar employees and the employees lacking the title ‘establishment or department manager’ as compared to managers had a higher level of cynicism. Accordingly,

H2: There is a relationship between the demographic characteristics of the employees in hotel establishments and their levels of cynicism.

1.3 LITERATURE REVIEW

Several studies on the psychological contract breach and cynicism have been performed in the national and international literature within the scope of organizational behavior. While some of these studies are about defining the concepts (Mirvis and Kanter, 1991; Berman, 1997; Dean *et al.*, 1998; Abraham, 2000; Tokgoz and Yilmaz, 2008; Polat *et al.*, 2010; Kalagan and Guzeller, 2010), some of them are about examining the behaviors of cynicism towards organizational change (Reichers *et al.*, 1997; Thompson *et al.*, 1999; Thompson *et al.*, 2000; Wanous *et al.*, 2000; Brown and Cregan, 2008) and the relationships of organizational cynicism with the other intraorganizational behaviors (Andersson, 1996; Atwater *et al.*, 2000; Johnson and O’Leary-Kelly, 2003; Davis and Gardner, 2004; Brandes and Das, 2006; Ozler *et al.*, 2010).

In their study, Berman and West (2003) listed the important issues within the concept of psychological contract as the workload-related issues, working relationships with a higher-ranking manager, working hours, job security, awards, promotions, responsibility – authority, feedback time and job quality.

Tever (2006) noted in the study that the disagreement between individual and corporate values (the values of “being person-oriented” and “risk taking”) had a positive relationship with the increase in employees’ feeling of a psychological contract breach. The perception of a psychological contract breach moderates the relationship between value agreement and the feeling of a breach. Furthermore, the perception of a breach also moderates the relationship between the disagreement of values and the job quit intention.

In a study with hotel managers by Garavan *et al.* (2006), the perception of a psychological contract is directly proportional to administrative job mobility, the highest permanent staff rank reached and the salary increase rates. It was also determined that the contentment of hotel managers with their psychological contracts had positive impacts on their career development. In the study, the issue of harmony between a manager and an organization is mentioned and in this sense, when the harmony is high, the manager displays a more innovative behavior and begins to make an effort to acquire a better career within the hotel. The quality of a psychological contract might influence many dimensions of the career of an employee, develop

his/her career loyalty, provide opportunities of development and create some commitment to development. Carberry et al. (2003) stated that the perceptions by the managers in hotel establishments of a psychological contract breach had no impact on employee turnover.

In a study by Lester et al. (2007), the employees rethink the job-related decisions in the same period when they perceive a shortcoming in the psychological contract and tend to show a decline in their perception of social responsibility for the establishment. When employees perceive an adequate level of social responsibilities, they display an increase in satisfaction with the psychological contract 6 months after this period.

Mirvis and Kanter (1991) studied the impacts of job-related and job-unrelated factors on attitudes and the impacts of these factors on cynicism as well as the relationships of demographic variables with cynical attitudes and they stated that those aged between 18 and 24 years, the minorities in terms of race, males, the blue-collar employees and the employees in for-profit establishments displayed more cynical attitudes than others.

Berman (1997) considered cynicism at the macro level and examined the relationship between the cynical attitudes of citizens and the local authorities. Accordingly, he stated that cynicism was influenced by the economic and social statuses of individuals and noted that the citizens with high education and income levels had a lower level of cynicism as compared to others, whereas the cynicism levels of local people increased when the regional media and the councils in the region were cynical.

Dean et al. (1998) formed the conceptual framework of cynicism and, in this sense, stated that cynicism had been considered in five different concepts within the framework of the studies performed until that date. They were conceptualizations of (1) personality approaches, (2) social/institutional focus, (3) employee cynicism, (4) organizational change focus and (5) occupational cynicism. As a result of these approaches, Dean et al. (1998) explained that cynicism, which had previously been defined as an attitude depending only on reaction and evaluation, had cognitive, affective and behavioral dimensions.

In the study, Abraham (2000) clarified the five forms of cynicism, also stated by Dean et al. (1998), and tried to relate these forms to job satisfaction, organizational commitment, alienation and organizational citizenship. Accordingly, it was revealed that personality cynicism and cynicism about organizational change enhanced job satisfaction, that personality cynicism and employee cynicism reduced organizational commitment, that all forms of cynicism increased the feeling of alienation, but that none of the forms of cynicism had any relationship with the feeling of organizational citizenship.

Andersson (1996) examined the concept of cynicism together with the psychological contract breach and noted that a psychological contract breach might have impacts on cynicism. Accordingly, she made various conceptual propositions which were about the relationship between cynicism and a psychological contract breach as well as about the impacts moderating this relationship, i.e. (1) demographic and group characteristics, (2) workplace features such as pay, dismissal and corporate social responsibility, (3) organizational features such as lack of communication, not having the right to speak, lack of management and the techniques in use and (4) job/role features such as role conflict, role complexity and workload.

Similar to the study by Andersson (1996), Johnson and O’Leary-Kelly (2003) also examined the relationship between cynicism and a psychological contract breach. In the study, it was stated that cynicism had a moderating position as regards the impacts of a psychological contract breach on job-based attitudes (such as organizational commitment and job satisfaction), that a psychological contract breach caused an increase in absenteeism and poor performance and that especially the affective dimension of cynicism was significantly influential on the relationship between a psychological contract breach and emotional exhaustion.

H3: There is a positive relationship between the perception by the employees in hotel establishments of the breach of their psychological contracts and employees’ levels of cynicism.

Brandes and Das (2006) concentrated on the behavioral dimension of cynicism and intended to reveal its relationships with burnout and stress. The authors made various conceptual propositions owing to the scarcity of the studies on the behavioral dimension of cynicism and by thinking that a concept continually with negative outcomes in organizational sense might also have positive outcomes because it was one of the coping methods for employees. Brandes and Das (2006) stated that cynical behavior had two forms, i.e. cynical humor and cynical criticism. The conceptual propositions they made in the study are briefly that the impacts of cynical humor and criticism on performance will be at decreasing rates and indirect and that both forms will moderate the negative relationship between stress and performance.

Ozler et al. (2010) addressed the concept of cynicism together with organizational trust and conceptually revealed the relationship between cynicism and trust. They finally expressed that cynicism would increase in those organizations where no trust existed.

Polat et al. (2010) examined the moderating impact of organizational identification on the relationship between employee empowerment and organizational cynicism at public universities. As a result of the research, it was revealed that (1) personnel empowerment negatively affected organizational cynicism, (2) personnel empowerment positively affected organizational identification, (3) organizational identification negatively affected cynicism, (4) personnel empowerment and organizational identification together negatively affected organizational cynicism, but this was basically due to personnel empowerment and (5) organizational identification had no impact on the relationship between personnel empowerment and organizational cynicism.

2. OBJECTIVES

When the studies on cynicism are examined, it is seen that the concept of cynicism and its dimensions are defined and that they mostly concentrate on the form of cynicism about organizational change and its consequences. The relationships between cynicism and psychological contract breaches in the present studies are stated in the international literature, and the relationship between them does not exist within the national framework. The fundamental aim of the study is to suggest the perceptions by the employees in the hotel establishments operating in Turkey of a psychological contract breach and their levels of cynicism and state the level of the relationship between both variables.

Owing to its subject, the study is about a previously investigated relationship. Nevertheless, when the studies by Andersson (1996) and Johnson and O'Leary-Kelly (2003) are taken into consideration, conceptual propositions were made in the former study, while the moderating level of cynicism in the relationship between a psychological contract breach and job-based attitudes was examined in the latter study. At this point, the present study puts forward its originality in that it examines the direct impact of a psychological contract breach on cynical attitudes. In addition, similar to the study by Brandes and Das (2006), the present study addresses each of the three dimensions of the concept of cynicism but not just one dimension of it.

Another issue with respect to the significance of the study is that it was carried out in tourism establishments. At this point, even though the studies performed so far have mostly encompassed the service sectors (education, security forces, trade union services, etc.), they have been carried out outside the tourism sector. When the hotels are examined within the scope of tourism establishments, it is seen that they have a labor-intensive structure. In this sense, automation and machine power, which can be widely used in other sectors, cannot be much used at hotels, which requires that a high amount of workforce be employed within the establishments concerned (Usta, 2002). The other features of the sector might include long and tiring working hours of the employees in the sector and the requirement of non-stop working (Birdir and Tepeci, 2003). At this point, attention should be paid to the large number of relationships among the employees in an establishment and the requirement that these relationships not impair the functioning of hotels (Sezgin, 2001). Likewise, lower pay, scarcity of motivating factors and high stress at hotels as compared to other occupations might influence employees' possession of negative views about the sector and the establishments (Unguren *et al.*, 2010), which is thought to be a serious problem in the sector. In this sense, it is important to investigate the causes of negative cases experienced by those employees who are employed under the conditions of long and tiring working hours, the dimensions of these causes and their possible outcomes in the studies performed. The only study in the national literature on hotel establishments is about measuring the level of perceptions of cynicism (Tokgoz and Yilmaz, 2008). In this sense, an important point emphasizing the need for the study is that the study is the first study to put forward the relationship between the concepts of psychological contract breach and cynicism within the national scope.

3. METHODOLOGY

The universe of the research is comprised of all five-star hotel establishments in Istanbul in the HotelGuide's list. In this sense, it was determined that there were totally 18 five-star hotel establishments and it was aimed to reach all of these hotels. However, only 12 hotel establishments agreed to participate in the research since neither the establishment policies nor the managers approved of having a questionnaire carried out about the hotel employees. Some 222 employees at various departments at the hotels concerned participated in the research. The data required for the research were obtained by means of the questionnaire technique and analyzed by means of SPSS 16.0 program.

The scale developed by Robinson and Morrison (2000) was used to measure employees' perceptions of a psychological contract breach and their emotions about the violation of a psychological contract in the questionnaire used in the research. In this scale, the perception of a breach is measured with 5 expressions. The scale developed by Dean, Brandes and Dharwadkar (1998) was used for organizational cynicism – the

other variable of the study. In the scale, the three dimensions of organizational cynicism were measured with 13 expressions. The 5-point Likert scale was used in the questionnaire (1=Strongly disagree, 3=Neither agree nor disagree, and 5=Strongly agree).

The reliability analyses of the scales used in the research were made. Accordingly, the Cronbach Alpha Coefficients (α) for organizational cynicism are .915 for its cognitive subdimension, .885 for its affective subdimension and .760 for its behavioral subdimension. The Cronbach Alpha Coefficient (α) for the perception of a psychological contract breach is .927.

The study also included hypothesis tests. The Mann-Whitney U test, the Kruskal-Wallis test and the Spearman's correlation test were utilized to test the hypotheses.

Of the employees who participated in the questionnaire, 50% are female, 55.4% are aged between 19 and 29 years, 53.2% are single, 47.3% are graduates with a Bachelor's degree, 61.7% have received tourism education, 33.3% work at the food and beverage department, 53.6% work as the permanent staff in the establishment, 30.6% have been working in the tourism sector for 2 to 5 years and 41.9% have been working in the same establishment.

4. ANALYSES

The descriptive statistics with respect to the organizational cynicism dimensions of the respondents and with respect to the psychological contract breach are seen in Table 1.

Table no. 1 Descriptive Statistics of Variables

Variables	Dimensions of Variables	Mean	SD
Organizational Cynicism			
	Cognitive	2,30	1,19041
	Affective	2,70	1,07422
	Behavioral	3,08	,99217
Perception of Psychological Contract Breach		2,23	1,14035

Upon the examination of Table 1 that shows the descriptive statistics about the dimensions of the variables in the research, it is seen that the employees have perceptions of a psychological contract breach. In this sense, the employees think that the establishment has not fully kept its promises for the employees and deceived them and thus they feel anger at, and disappointment about, the establishment.

When the arithmetic means regarding organizational cynicism are examined, it is seen that the employees have developed some cynical attitudes towards the establishment. When cynicism is considered with its cognitive dimension, it is seen that the employees may get annoyed and feel anger when they think about the establishment. In the case of its affective dimension, it cannot be thought that trust in the implementations has occurred. In this sense, the employees see very low similarity between the objectives and the practices of the hotel establishment, think that there are unjust treatments about awarding and have suspicions of the realization of promises. When the behavioral dimension – the last dimension of cynicism – is addressed, it is seen that the employees have a more moderate thought as compared to the other dimensions of cynicism. Accordingly, as to the practices in the hotel establishment, the

employees may abstain from having a discussion about both their colleagues and their friends outside the establishment and from displaying cynical behaviors with their colleagues.

The differences among the demographic variables, the subdimensions of cynicism and the perception of a psychological contract breach were investigated in the study and statistically significant findings were encountered between some variables. Accordingly, the differing variables are marital status, whether one has received tourism education, age, education level, the department where one works, and the permanent staff status.

There are significant differences between marital status as the independent variable and the cognitive, affective and behavioral dimensions of cynicism ($p < 0.05$). The rankings as to these differences are shown in Table 2.

Table no. 2 Marital Status

	Marital Status	N	Mean Rank	Sum of Ranks	Mann Whitney U
Cynicism-Cognitive	Married	91	92,95	8458,50	4272,500
	Single	117	113,48	13277,50	
Cynicism-Affective	Married	89	93,47	8318,50	41313,500
	Single	118	111,94	13209,50	
Cynicism Behavioral	Married	91	91,16	8296,00	4110,000
	Single	115	113,26	13025,00	

$p < 0.05$

It is seen that the single employees in the hotel establishments have more cynical attitudes than the married employees. It is seen that the working married couples are more resistant to the negative cases taking place in the establishment than the single employees and that they have less cynical reactions to the unfulfillment of promises in the hotel establishments.

Whether one has received tourism education - as the independent variable - shows significant differences only according to the behavioral dimension of cynicism ($p < 0.05$). The ranking as to these differences is shown in Table 3.

Table 3: Have Tourism Education

	Have Tourism Education	N	Mean Rank	Sum of Ranks	Mann Whitney U
Org. Cynicism-Behavioral	Yes	136	91,26	12411,50	3095,500
	No	56	109,22	6116,50	

$p < 0.05$

When the behavioral dimension of cynicism is considered, it is seen that those who have not received any tourism education have more cynical attitudes than those who have received tourism education. In this sense, it might be considered natural that those with no required knowledge of the needs of the sector and of the way in which hotel establishments – one of the elements of the sector – operate have cynical attitudes.

Age, as the independent variable, shows significant differences only according to the affective dimension of cynicism ($p < 0.05$). The ranking as to these differences is shown in Table 4.

Table no. 4 Age

	Age	N	Mean Rank	df	Chi-Square
Org. Cynicism-Affective	Under 18	2	12,00	4	9,642
	19-29	121	115,52		
	30-39	53	98,04		
	40-49	34	99,13		
	50 +	3	74,00		

p<.05

When the variable of age and cynicism are examined together, the employees aged between 19 and 29 years most display an affective cynical attitude towards the case of a difference between the promises by the hotel establishment and the activities it has performed. They are followed by those aged between 40 and 49 years and between 30 and 39 years, respectively. Nevertheless, the group of employees aged 50 years and over and especially 18 years and below comprised those who least displayed an affective cynical attitude towards the different practices in the hotel establishments.

The education levels - as the independent variable - show significant differences according to the cognitive, affective and behavioral dimensions of cynicism and the psychological contract breach (p<.05). The ranking as to these differences is shown in Table 5.

Table no. 5 Education Level

	Education Level	N	Mean Rank	df	Chi-Square
Org. Cynicism-Cognitive	Primary School	5	69,60	4	17,344
	High School and Equivalent	58	123,03		
	Associates's Degree	40	102,32		
	Bachelor's Degree	104	110,71		
	Master's Degree	9	38,39		
Org. Cynicism-Affective	Primary School	5	95,90	4	15,969
	High School and Equivalent	58	123,44		
	Associates's Degree	38	84,43		
	Bachelor's Degree	103	111,03		
	Master's Degree	9	56,33		
Org. Cynicism-Behavioral	Primary School	5	85,10	4	19,861
	High School and Equivalent	55	120,79		
	Associates's Degree	40	85,11		
	Bachelor's Degree	105	115,60		
	Master's Degree	9	43,78		
Perception of Psychological Contract Breach	Primary School	5	102,10	4	24,645
	High School and Equivalent	56	130,20		
	Associates's Degree	40	92,72		
	Bachelor's Degree	103	106,96		
	Master's Degree	9	29,28		

p<.05

When the cognitive dimension of cynicism is addressed, the graduates of a high school and equivalent, the graduates with a Bachelor's degree and the graduates with an Associate's degree are mostly at the top ranks. It is seen that the primary school graduates and the graduates with a Master's degree have not shown any cynical

attitudes in cognitive sense. It appears that the graduates of a high school and equivalent are also the highest in number in the affective dimension of cynicism, followed by the graduates with a Bachelor's degree and the primary school graduates. However, the graduates with a Master's degree and the graduates with an Associate's degree are at the lowest level as to the affective dimension of cynicism. The behavioral dimension of cynicism is most intensive among the graduates of a high school and equivalent and the graduates with a Bachelor's degree, respectively. The behavioral dimension of cynicism is least seen among the graduates with a Master's degree and among the primary school graduates and the graduates with an Associate's degree.

A psychological contract breach is most intensively perceived by the graduates of a high school and equivalent, followed by the graduates with a Bachelor's degree and the primary school graduates, respectively. The education levels, at which a psychological contract breach is least perceived, are the Master's degree and the Associate's degree.

The department where they are employed - as an independent variable - shows significant differences according to the cognitive and affective dimensions of cynicism ($p < 0.05$). The ranking as to these differences is shown in Table 6.

Table no. 6 Employees' Department

	Department	N	Mean Rank	df.	Chi-Square
Org. Cynicism-Cognitive	Front Office	46	97,41	6	15,476
	House-keeping	26	98,81		
	Food&Beverage	74	120,94		
	Public Relations	21	124,07		
	Accounting	5	125,90		
	Human Resources	21	71,19		
	Other	24	121,81		
Org. Cynicism-Affective	Front Office	47	102,32	6	24,404
	House-keeping	26	101,25		
	Food&Beverage	72	119,33		
	Public Relations	21	139,26		
	Accounting	5	85,80		
	Human Resources	21	55,43		
	Other	22	111,55		

$p < 0.05$

When the table is examined, it is seen that the cognitive dimension of cynicism is at the most intensive level at the accounting department, the public relations department and the other departments. On the other hand, the cognitive dimension of cynicism is at the lowest level at the human resources, front office and housekeeping departments. The affective dimension of cynicism is at the highest level at the public relations and food and beverage departments, whereas it is at the lowest level at the human resources and accounting departments.

The permanent staff levels - as the independent variable - show significant differences according to the cognitive dimension of cynicism and the psychological contract breach ($p < 0.05$). The ranking as to these differences is shown in Table 7.

Table no. 7 Permanent Staff Level

	Permanent Staff Level	N	Mean Rank	df	Chi-Square
Org. Cynicism-Cognitive	Permanent	119	87,29	2	6,795
	Contract	48	102,91		
	Part-Time	21	116,17		
Perception of Psychological Contract Breach	Permanent	119	85,46	2	6,210
	Contract	44	103,07		
	Part-Time	21	110,24		

p<.05

When the differences in the cognitive dimension of cynicism according to the permanent staff levels of the hotel employees are considered, they are at the maximum level among the part-time employees but at the minimum level among the permanent employees. The perception of a psychological contract breach is again at the maximum level among the part-time employees but at the minimum level among the permanent employees.

In the study, it is one of the basic hypotheses that the perceptions by the employees of the hotel establishments of a psychological contract breach will cause cynical attitudes among employees. The relationship between the perception by the hotel employees of a psychological contract breach and their cynical attitudes was determined with the Spearman’s correlation. The obtained relationships are in Table 8.

Table no. 8 Correlation Analysis of Variables

Variables	1	2	3
Org. Cynicism-Cognitive	-	-	-
Org. Cynicism-Affective	,660	-	-
Org. Cynicism-Behavioral	,525	,549	-
Perception of Psychological Contract Breach	,694	,693	,579

p<.01

As a result of the Spearman’s correlation analysis, it is seen that the variables have statistically significant relationships with each other. Nevertheless, it is seen among these relationships that the cognitive dimension of cynicism has a moderate relationship with its affective dimension and a weak relationship with its behavioral dimension. It might be stated that the cognitive dimension of cynicism has an almost strong relationship with the perception of a psychological contract breach. It was determined that the affective dimension of cynicism had a weak relationship with the behavioral dimension and again an almost strong relationship with the perception of a psychological contract breach. Finally, a weak relationship is seen between the behavioral dimension of cynicism and the perception of a psychological contract breach.

5. RESULT

A psychological contract is addressed as a concept with a changing and dynamic structure in the literature. Many studies on the breach of a contract focus only on a specific subject at a specific time and thus one cannot obtain detailed information about the long-term impacts of a psychological contract breach on employees.

Moreover, only the perspective of the employees has been considered in contract breaches, and contract breaches have not been widely examined in terms of the employers (Smithson and Lewis, 2004).

A psychological contract breach is a perceptual obligation that forms the relationships of employees with their employers. It encompasses the mutual unwritten promises by an employer and the employees to each other. A breach might be defined as the perception of the failure of the parties to keep the promises concerned. As a different concept, cynicism can be expressed as employees' distrust in their colleagues, institution or organization and as an attitude covering contempt and disappointment. Both there may be some factors that cause employees to perceive that their psychological contracts have been breached and some factors cause them to have cynical attitudes towards the organization.

There may be some reasons why each of the three dimensions of cynicism is at high levels in single employees than in married employees. In this sense, married employees do not consider some negative cases in working life and some different practices in the hotel establishment important as much as single employees do and they prefer not to share the developments at the workplace with anyone either inside or outside the workplace.

It was determined that those who did not receive any tourism education among the hotel employees displayed affective cynical attitudes towards the establishment. Accordingly, those employees who have not received any tourism education or who have not had any knowledge, or any adequate level of knowledge, about the sector are unable to be understanding against the different practices that might occur in the establishment and might react more emotionally to this case than the employees with sectorial education and knowledge about the features of the sector. In this sense, having knowledge of the sector might also prevent overreaction to different developments.

The age of hotel employees is another demographic variable that varies by the independent variables in the research. Accordingly, the age of employees may influence the affective cynical attitudes towards the practices in the hotel establishment. In this sense, those hotel employees who have just completed their undergraduate education may have more affective cynical reactions to the differences in the practices in the hotel establishment. This was determined to be the opposite in the employees aged 50 years and over and the employees aged 18 years and below. Accordingly, it may be stated that of the employees at both age intervals, those in the first group are more experienced in the differences in the practices of the sector and of the establishments in the sector and, in this sense, can consider these differences more natural. On the other hand, those in the second group are not experienced in, and lack knowledge of, considering these differences natural or unusual as they do not have enough knowledge about the sector and the hotel establishment. This might cause them to display a lower level of affective cynical attitudes.

The education levels of hotel employees might cause variations in all dimensions of cynicism and the psychological contract breach. The graduates of a high school and equivalent have the highest value with respect to each of the three dimensions of cynicism. Accordingly, the feeling the establishment has caused in the employees with this education level contains negative cases; the employees may have affective cynical reactions to the differences in the practices of the establishment; and, behaviorally, they prefer to share the negative cases they have experienced with the people around them. Nonetheless, the primary school graduates mostly have a low level of cynical attitudes

towards the establishment. The low education level of the hotel employees as compared to that of the other employees and the idea that they might therefore have fewer job opportunities might be regarded as the basic causes of this.

The perception of a psychological contract breach is at the highest level among the graduates of a high school and equivalent. In this sense, school graduates think that the establishment has not kept its promises to them and therefore feel anger at, and disappointment towards, the establishment. Accordingly, they think that the establishment has deceived them, that there is a difference between those offered during the recruitment interviews and those offered after they had started working and that the establishment has not kept its promises. This leads to the opinions that the mutual expectations were not clearly stated during the recruitment interviews and that not all the issues were fully stated in the work contracts concluded by and between the employer and the employee. Furthermore, in the event of labor perceived to be with no payment for its return, the employees in the hotel establishments feel anger together with disappointment with respect to their career.

The department where the hotel employees are employed also affects the cognitive and affective dimensions of the cynical attitudes by the employees. In this sense, the cognitive cynical attitudes by the employees at the accounting and public relations departments are at the highest level. Accounting and public relations should be regarded as two different departments within the scope of the opportunities of one-to-one interaction with the customer. The accounting department is not in one-to-one interaction with the customer within the hotel establishment, whereas the public relations department is in close interaction with the customers. At this point, it is not probable to suggest a common reason for both departments. When the affective dimension of cynicism is considered, again the public relations department stands out unlikely together with the food and beverage department. In this sense, it might be thought that the public relations department, as a department established on the concepts of relationship and communication, cannot communicate efficiently with its own employer and that a two-way communication channel – as sine qua non - does not operate efficiently.

The permanent staff levels of the hotel employees might cause differences in the cognitive dimension of cynicism and in the perception of a psychological contract breach. Accordingly, the part-time employees have the highest level of cognitive cynical attitudes towards the hotel establishment. In other words, the employees concerned cannot have any positive opinions about the hotel establishment. The fact that the part-time employees also have high perceptions of a psychological contract breach might be considered natural at this point. Likewise, it is essential that the promises of a hotel establishment for the part-time employees it has employed apart from the permanent staff or seasonal employees it has employed are not kept and that the promises concerned should not merely be thought as pay. However, when it is taken into consideration that the part-time employees are mostly those employees whom hotel establishments prefer to employ during their busy periods, pay stands out as compared to the other benefits. However, when the permanent employees evaluate the hotel establishment as not only pay but also the other benefits, they should be expected to develop lower levels of cognitive cynical attitudes and perceptions of a psychological contract breach, as compared to contract and part-time employees, as long as they provide the other benefits, although they receive low pay.

The relationship between cynicism and the perception of a psychological contract breach was investigated in the study and a moderate level of relationship was found between both variables in the research. Accordingly, the perception by the employees in the 5-star hotel establishments in Istanbul, where the research was carried out, of a breach of their psychological contracts is partially associated with an increase in their cynical attitudes towards the establishment. When the interrelationships of the dimensions of cynicism are also examined, cognitive cynicism is associated more with affective cynicism than with behavioral cynicism. In this sense, cognitively experienced cynical attitudes might affect its affective dimension more than its behavioral dimension. In other words, having cognitive cynical attitudes indicates a moderate level of relationship as regards the possession of behavioral cynical attitudes.

The moderate level of relationship between the perception of a psychological contract breach and cynicism - the basic hypothesis of the study - shows that the cynical attitudes by the employees are not entirely due to the breach of a psychological contract concluded by and between their employers and them. Accordingly, it is necessary to examine the working conditions of the employees. At this point, not only the working conditions and the above-mentioned concepts such as pay and benefits but also the practices of hotel establishments about human resources – their basic asset – should be revised. Accordingly, it is recommended to address the attitudes of hotel establishments towards them and their values in future studies, along with the written agreements the employees in hotel establishments conclude about the employer.

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