

Loneliness at Work, Organizational Trust, Support, Cynicism, and Turnover Intention: A Reciprocity Norm Approach

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Abstract

Employee turnover intention is a significant factor that reduces organizational efficiency. This intention develops when individuals feel lonely within the organization, lack a sense of trust, perceive insufficient organizational support, and consequently adopt cynical attitudes. The present study aims to explain the relationships among these concepts through the reciprocity norm approach, which forms the foundation of these interactions. A survey was conducted with 400 employees working in the food and beverage departments of hotel enterprises to determine the relationships among these variables. The findings indicate that the reciprocity norm explains loneliness at work, organizational support, and organizational trust, while organizational support and organizational trust negatively influence loneliness at work. Furthermore, organizational trust and organizational support negatively affect organizational cynicism, whereas loneliness at work triggers organizational cynicism. Finally, organizational cynicism increases employees' turnover intention.

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INTRODUCTION

Identifying the factors that lead employees to leave their jobs is particularly important for businesses in the tourism sector, where employee turnover rates are significantly higher compared to other industries (Mohsin, Lengler & Kumar, 2013). This is because turnover behavior is considered a consequence of turnover intention (Steel & Ovalle, 1984; Böckerman & Ilmakunnas, 2009) and incurs substantial costs for organizations. Lashley (2001) classifies these costs into direct and indirect categories but does not specify which is more expensive. Employees who perceive their organization as insincere, harbor negative emotions toward it, and exhibit corresponding derogatory and critical attitudes—referred to as organizational cynicism (Dean, Brandes & Dharwadkar, 1998)—are more likely to have higher turnover intentions (Güzel & Ayazlar, 2014). In this context, identifying the causes of organizational cynicism, which increases turnover intention (Çöl, 2022), is crucial (Dean et al., 1998). The literature on the tourism sector includes several comprehensive studies that explain the factors influencing employees' turnover intentions (e.g., Park & Min, 2020; Erkasap & Özkan, 2022; Han, 2022). Some of these factors include demographic characteristics (such as gender, marital status, age, and education level) (Emiroğlu, Akova & Tanrıverdi, 2015), job satisfaction (Yang, 2010), organizational justice (Ayazlar & Güzel, 2013), organizational commitment (Güzeller & Çeliker, 2020), and job stress (Akdemir, Sağbaş & Sürücü, 2022). When considered holistically, these factors stem not only from individual and external sources but also from organizational causes (Uppal, 2015). It is possible to argue that organizational causes primarily originate from managers. In this regard, Levinson (1965) asserts that, for several reasons, managers and employees are perceived as representatives of the organization and that their attitudes are regarded as the organization's own stance. Accordingly, the present study aims to contribute to the literature by explaining turnover intention arising from organizational causes through the lens of the norm of reciprocity, which has not been sufficiently explored in the context of the manager/organization-employee relationship.

Trust, support, and loneliness emerge as key factors influencing employees' cynical attitudes, which are defined as a significant negative disposition toward the organization. Identifying the relationship between the psychological structure of the work environment and loneliness is particularly important (Wright, 2005), as well as understanding how loneliness relates to organizational outcomes (Wright, Burt & Strongman, 2006). Moreover, Perlman and Peplau (1984) emphasize the importance of examining how loneliness is experienced across distinct groups. Indeed, unless the concept of loneliness is properly understood and defined as a distinct characteristic, an individual's future social relationships and satisfaction with them cannot be fully comprehended (Russell, 1982). However, research on workplace loneliness remains limited and lacks a well-established theoretical framework (Zhou, 2018).

The concept of trust, along with reciprocity, constitutes one of the fundamental components of mutual human interactions. In this sense, trust supports both competitive and cooperative behaviors, helping individuals navigate their complex social environments (Fett et al., 2012). This is as relevant to organizational life as it is to social life. Trust creates a sense of interconnectedness within an environment (Van den Bos, Van Dijk, & Crone, 2012). On the other hand, support is a crucial factor that protects individuals from stress and enhances their overall well-being (Coyne & DeLongis, 1986) and performance (Uzun, 2020). It is well known that individuals who experience supportive relationships also exhibit improved psychological well-being (Williams, Morelli, Ong & Zaki, 2018; Siedlecki, Salthouse, Oishi & Jeswani, 2014). Given that negative experiences related to these factors affecting psychological well-being play a significant role in shaping employees' negative attitudes toward their organization

and their decision to leave, the present study aims to explain the relationships among these concepts. By doing so, it is expected to contribute to improving organizational efficiency.

The present study proposes that trust, support, loneliness, and cynicism—along with their collective outcome, turnover intention—can be explained through the reciprocity theory in relationships. Indeed, trust (Kramer & Tyler, 1996), support (Eisenberger Huntington, Hutchison, and Sowa, 1986), and loneliness (Wright, 2005) are concepts that are evaluated within the framework of reciprocity. Research has similarly supported their relationship with reciprocity, however, these studies have primarily focused on relationships within society, while research on organizational relationships remains limited. Through this study, it is aimed to address this gap from an organizational perspective and contribute to the literature.

Conceptual Framework and Hypotheses

Norm of Reciprocity

Reciprocity is a widespread (Braund, 1998) and functional (Adams, 1965) phenomenon in human interactions. As a system of rights and obligations that ensures the stability of social relationships (Kujala & Danielsbacka, 2019), reciprocity is fundamentally the essence of social interaction itself (Braund, 1998). In this sense, reciprocity functions similarly to goodwill, responding to benevolent actions with kindness and to malevolent actions with hostility (Cropanzano & Mitchell, 2005; Lodewijkx, 2008). By its very nature, the norm of reciprocity regulates and supports a cycle of exchange, thereby protecting the system from exploitative relationships that could potentially disrupt an established social structure. Additionally, in newly formed relationships, reciprocity serves as a positive catalyst for fostering stable and long-term social connections. Since relationships are expected to be long-term, the norm of reciprocity prevents selfish or opportunistic behavior that lacks mutual benefit, thereby enhancing cooperation between parties (Gouldner, 1960; Lodewijkx, 2008). In the context of organizations, reciprocity in mutual assistance is highly prevalent and is essential for maintaining system functionality and ensuring efficiency (Kolm, 2006).

In the concept where humans are defined as ‘Homo Reciprocus’ (Gouldner, 1960), there exists an obligation for individuals to provide an equivalent positive response to what they have received (Adams, 1965). Gouldner (1960) explains this through two interconnected principles: (1) individuals should help those who have helped them, and (2) individuals should not harm those who have helped them. The exchanges between parties may not always be equal, they can involve goods and/or services and may occur over short or long periods (Braund, 1998). The exchanged items may be structurally different or similar. In this sense, what is traded may be entirely different yet of equal value, or it may be similar or even identical (Gouldner, 1960). Importantly, in such exchanges, the act of giving occurs without knowing exactly what the other party will provide in return, this is determined over time (Molm, 1997). Reciprocity does not only involve the exchange of tangible objects but also emotions, which significantly influence trust and commitment (Lawler & Thye, 1999). Although the concept of reciprocity is considered universal (Gouldner, 1960), the perception of fairness in exchanges between social groups and their members varies across cultures and historical periods (Kujala & Danielsbacka, 2019).

Explaining Organizational Trust through the Norm of Reciprocity

Reciprocity facilitates the establishment of better workplace relationships and fosters mutual trust between parties (Cropanzano & Mitchell, 2005). Barney and Hansen (1994) define trust as mutual belief in one another. According

to Kramer and Tyler (1996), trust is a function of reciprocal experiences (Mühl, 2014). In this sense, trust is bidirectional, involves reciprocity (Fulmer & Ostroff, 2021; Rotenberg, Macdonald & King, 2004), and is a dynamic and continuous process (Idemudia & Olawa, 2021). Therefore, maintaining trust requires ongoing attention and effort. Once trust is established in a relationship, it cannot be sustained without continued effort (Seppänen, Blomqvist & Sundqvist, 2007). Consequently, immediate reciprocity in relationship-building plays a crucial role in establishing trust (Kwantes & McMurphy, 2021). This is achieved in two ways: (1) behavioral reciprocity, where trust-related behaviors are matched between parties, or (2) verbal reciprocity, where verbal expressions of trust are reciprocated (Rotenberg, 1994). In an environment of trust, parties engage in information sharing, relinquish control over one another, and accept mutual influence. As a result, relationships deepen, and trust develops through reciprocity. However, in the absence of reciprocity, trust deteriorates, leading to distrust (Dietz, Gillespie, & Chao, 2010). Based on these considerations, the following hypothesis has been developed:

H1: The norm of reciprocity has a positive effect on organizational trust.

Explaining the Concept of Organizational Support through the Norm of Reciprocity

In response to the organization valuing its employees, employees feel a sense of obligation to contribute to the organization's achievement of its goals (Eisenberger, Armeli, Rexwinkel, Lynch, & Rhoades, 2001). This obligation fosters a sense of reciprocity toward organizational support (Eisenberger et al., 1986; Sungu, Weng & Kitule, 2019; Thompson, Bergeron & Bolino, 2020; Rockstuhl et al., 2020). Eisenberger et al. (1986) argue that organizational support is based on employees' expectations of reciprocity, stating that employees who receive support from their organization tend to reciprocate through performance and attendance behaviors. Thus, organizational support and employees' commitment to their work can be seen as reciprocations of organizational support (Eisenberger et al., 2001). Given that organizations initiate the exchange in a reciprocity relationship, their positive attitudes toward employees contribute to the development of high-quality relationships, which in turn foster positive employee attitudes (Wikhamn & Hall, 2012). Employees are likely to reciprocate positively toward an organization that cares about their well-being (Eisenberger, Fasolo & Davis-LaMastro, 1990). Based on this reasoning, the following hypothesis has been developed:

H2: The norm of reciprocity has a positive effect on organizational support.

Organizational Trust and Organizational Support as Antecedents of Loneliness at Work

In an environment lacking trust, employees' sense of belonging is compromised, leading to feelings of loneliness (Seidenberg, 1980; Rotenberg, 1994; Rotenberg et al., 2004; Wright, 2005; Wright, 2009; Stoica, Brate, Bucuta, Dura & Morar, 2014). Therefore, organizations must create an appropriate organizational climate. Employees with low levels of trust are more likely to experience loneliness within the organization. Based on Rotenberg's (1994) suggestion that this relationship should be examined causally, the following hypothesis has been developed:

H3: Organizational trust has a negative effect on loneliness at work.

Providing organizational support to employees within a suitable organizational climate is crucial, as it helps reduce feelings of loneliness (Duru, 2008; Wright, 2009). While Firoz, Chaudhary and Khan (2021) suggest that organizational support may influence organizational loneliness, research indicates that low levels of organizational support—particularly in remote work settings (Hoak, 2021)—increase employees' feelings of loneliness (Mäkineniemi,

Oksanen & Mäkikangas, 2021). Indeed, receiving support from colleagues and management enhances an individual's sense of trust and belonging (Wright, 2005). Conversely, a lack of support within the organization fosters feelings of loneliness, making employees more reliant on themselves for problem-solving and limiting their experiences of support from others. This, in turn, hinders their ability to form close relationships and develop a sense of belonging to the organization (Zhou, 2018). In extreme cases, employees who do not receive adequate support may experience suicidal thoughts and even attempt suicide because of loneliness (Ayalon & Shiovitz-Ezra, 2010). Based on this reasoning, the following hypothesis has been developed:

H4: Organizational support has a negative effect on loneliness at work.

Organizational Trust, Organizational Support, and Loneliness at Work as Antecedents of Organizational Cynicism

Trust and cynicism are distinct concepts. While organizational trust explains and supports the existence of reliability, cynicism reflects the level of this concept (Chiaburu, Peng, Oh, Banks & Lomeli, 2013). Moreover, trust is a belief, whereas cynicism is an attitude that encompasses both belief and a sense of distrust (Andersson, 1996; Andersson & Bateman, 1997). When managers fail to serve as trustworthy role models and cannot establish trust, employees develop negative attitudes toward the organization (Andersson, 1996; Andersson & Bateman, 1997). In this sense, organizational trust influences employees' levels of cynicism (Akar, 2019; Polat, 2013; Chiaburu et al., 2013). Polat (2013) even states that organizational trust particularly affects the cognitive and emotional dimensions of organizational cynicism. However, Kim, Jung, Noh, & Kang, (2019) suggest that in the relationship between management and employees, trust leads employees to perceive challenges not as obstacles or injustices but as issues to be overcome. Nevertheless, the role of trust in influencing cynicism remains insufficiently understood (Bedeian, 2007). Based on this, the following hypothesis has been developed:

H5: Organizational trust has a negative effect on organizational cynicism.

The negative emotions caused by loneliness lead individuals to perceive both themselves and others from a negative perspective (Gardner, Pickett, Jefferis & Knowles, 2005). This prevents employees from displaying positive attitudes and causes those who feel lonely to develop cynical behaviors (Alper Ay, 2015; Ece & Gültekin, 2019; Angın, 2019; Hoşgör & Cin, 2020; Özdemir, 2021). Özdemir (2021) found that the emotional dimension of workplace loneliness positively influences organizational cynicism, while social loneliness negatively affects it. In this regard, emotional loneliness drives individuals toward cynical attitudes, whereas social loneliness is more acceptable. Similarly, Alper Ay (2015) stated that social loneliness does not influence cynicism, whereas emotional loneliness does, which aligns with Özdemir's (2021) findings. On the other hand, Angın (2019) determined that the social dimension of loneliness impacts organizational cynicism and its components, whereas its emotional dimension does not. Given these contradictory findings in the literature, the following hypothesis has been developed:

H6: Loneliness at work has a positive effect on organizational cynicism.

When employees perceive that they are supported by their organization, they tend to exhibit positive attitudes and behaviors in return (Blau, 1964; Eisenberger et al., 2001; Kurtessis, Eisenberger, Ford, Buffardi, Stewart, & Adis, 2015; Wen, Huang & Hou, 2019). However, organizational cynicism refers to negative attitudes toward the organization, where individuals believe that the organization is deceptive, harbor negative emotions, and display

tendencies toward negative behaviors (Dean et al., 1998). Therefore, there is an inverse relationship between organizational support and cynicism (Akın, 2015; Biswas & Kapil, 2017; Akar, 2019; Zan & Altuntaş, 2019; Şen, Mert & Abubakar, 2022; Smith, Han, Dupré, & Sears, 2022). When employees perceive a lack of support or a low level of organizational support, their sense of trust diminishes, leading to cynical attitudes (Eisenberger, Rhoades Shanock & Wen, 2020). Based on this, the following hypothesis has been developed:

H7: Organizational support has a negative effect on organizational cynicism.

The Relationship between Turnover Intention and Organizational Cynicism

The intention to leave a job is a complex concept, as employees go through multiple stages in this process. The phase defined as turnover cognition refers to the period in which thoughts of leaving the job emerge and are planned. The intention to leave is a part of this process (Manzoor, Manzoor & Khan, 2020). Abugre and Acquaaah (2022) describe cynicism as an attitude that reduces job satisfaction and undermines an employee's commitment to the organization. Indeed, employees who exhibit negative attitudes toward their organization tend to develop an intention to leave (Güzel & Ayazlar, 2014; Schmitz, Froese & Bader, 2018; Çınar, Karcıoğlu & Aslan, 2014; Sungur, Özer, Saygılı & Uğurluoğlu, 2019; Khan, 2014; Öztürk, Eryeşil & Bedük, 2016; Sezgili & Yılmaz, 2023). Sungur et al. (2019) indicate that the cognitive and, particularly, the behavioral dimensions of organizational cynicism support the intention to leave, whereas the emotional dimension does not have a significant effect. Çınar et al. (2014) state that employees with low morale levels exhibit higher absenteeism and a greater intention to leave. Çöl (2022) explains that the behavioral and, especially, the emotional dimensions of cynicism influence the intention to leave, whereas the cognitive dimension remains ineffective. Furthermore, behavioral cynicism does not fully translate into the intention to leave, and the cognitive dimension becomes influential when it overlaps with the emotional dimension. Considering the differing findings on the relationship between cynicism dimensions and the intention to leave, the following hypothesis has been developed:

H8: Organizational cynicism has a positive effect on job quit intention.

Based on the hypotheses mentioned above, a research model has been developed. Accordingly, the norm of reciprocity influences organizational trust, organizational trust affects workplace loneliness, and workplace loneliness impacts the intention to leave. The hypothesized research model is presented in Figure 1.

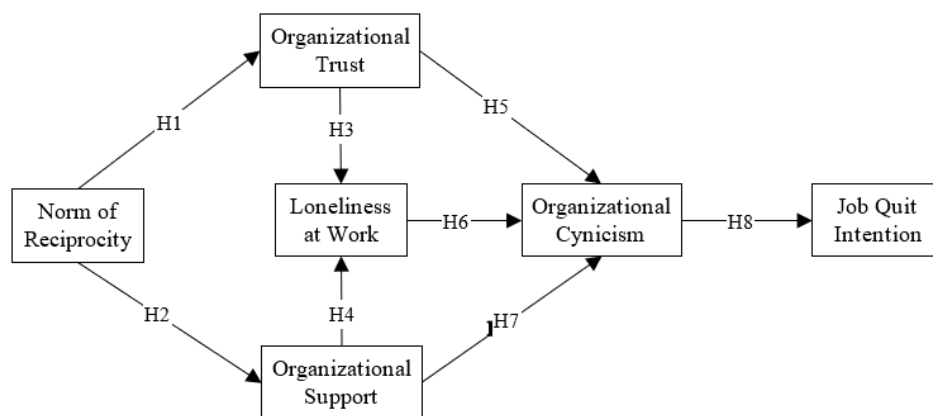


Figure 1. Hypothesized Research Model

Methodology

The survey technique was used to collect data for the study. Data were gathered from food and beverage department employees in hotel enterprises across different provinces (Antalya, İzmir, Muğla, and Istanbul) between February 1 and June 30, 2023, using a convenience sampling method. These provinces were selected because they are leading destinations for international tourists in terms of arrivals, accommodation capacity, and the number of hotels. Antalya and Muğla are prominent coastal mass tourism destinations with high seasonal intensity, İzmir has a diversified tourism structure, combining coastal, cultural, and urban tourism, and Istanbul is a metropolitan destination with year-round tourism demand and a strong business and international tourism profile. Therefore, selecting these provinces enabled the study to capture employee perspectives from regions with different tourism structures and operational dynamics, thereby increasing the representativeness and contextual diversity of the sample.

The food and beverage department is the second most significant service offered by hotel enterprises (Davras & Davras, 2018), and the number of employees in this department is higher compared to other departments, with a higher turnover rate (Güzel & İşçi, 2019). For this reason, the present study focuses on employees in the food and beverage department of hotel enterprises. Out of the 500 distributed survey forms, 406 were returned, and 400 were deemed suitable for data analysis. In addition to the variables under investigation, five questions were included in the survey to determine the demographic characteristics of the sample: gender, age, length of service in the industry, length of service in the current organization, and employment status. The survey scales were structured using a five-point Likert scale, ranging from 1-Strongly Disagree to 5—Strongly Agree.

The norm of reciprocity scale used in the study was developed by Wu et al. (2006) and originally consisted of three dimensions: general reciprocity, balanced reciprocity, and negative reciprocity. However, due to its relevance to other concepts in the study, only the general reciprocity dimension was selected. This dimension was measured using four statements. Organizational trust was measured using a 12-item scale developed by Cook and Wall (1980). This scale includes two dimensions: trust in intentions and trust in beliefs, each of which is further divided into two sub-dimensions—trust in managers and trust in coworkers. The loneliness at work scale was developed by Wright et al. (2006) and later adapted into Turkish by Doğan, Çetin, and Sungur (2009). This scale consists of two dimensions: emotional deprivation and social companionship. The perceived organizational support scale was originally developed by Eisenberger et al. (1986). While the original scale contained 36 items, Eisenberger et al. (1986) also created an abbreviated version with eight items within the same study. The present study utilized this single-dimensional, eight-item version. The organizational cynicism scale used in this study is the Turkish adaptation of the scale developed by Brandes, Dharwadkar, and Dean (1999) by Karacaoğlu and İnce (2012). The scale comprises three dimensions, with six items in each, totaling 18 items. Turnover intention was measured using the scale developed by Donnelly and Ivancevich (1975) and later used by Singh, Verbeke and Rhoads (1996). This scale consists of three items.

Ethical approval for the data collection in this study was obtained from the Tokat Gaziosmanpaşa University Social and Human Sciences Research Ethics Committee on January 26, 2023, with document number 2023-02/03.

Findings

In the study, an analysis of the demographic data revealed that 59.8% of the participants were between the ages of 18 and 28, 54.3% were male, and 70% were employed on a contractual basis. Additionally, 47.5% had been working at the same establishment for less than three years, while 44.0% had been employed in the tourism sector for less than five years (Table 1).

Table 1. Demographic Characteristics

		N	%			N	%	
Gender	Female	183	45,8	Age	18-28 years old	239	59,8	
	Male	217	54,3		29-39 years old	128	32,0	
	Total	400	100		40-50 years old	30	7,5	
Tenure in the Organization	Less than 1 year	92	24,5		More than 51 years	3	0,8	
	1-2 years	98	23,0		Total	400	100	
	3-4 years	74	18,5		Tenure in the Tourism Sector	Less than 1 year	52	13,0
	5-6 years	65	16,3			1-2 years	56	14,0
	More than 7 years	71	17,8			3-4 years	68	17,0
	Total	400	100			5-6 years	53	13,3
	Employment Status	Permanent Staff	120			30	7-8 years	47
Contracted Staff		280	70	9 -10 years		36	9,0	
Total		400	100	More than 11 years		88	22,0	
				Total	400	100		

In the study, Confirmatory Factor Analysis (CFA) was first conducted for the scales used. CFA is employed to test a previously established model or hypothesis. In other words, it is performed to examine whether the scales exhibit similar structures within the sample used in the study (Meydan & Şeşen, 2015). The CFA results for the norm of reciprocity are presented in Table 2.

Table 2. Confirmatory Factor Analysis of the Norm of Reciprocity

Factors and Items	Factor Loadings	Indicator Reliability	α	AVE	Composite Reliability
Factor 1: Norm of Reciprocity			0,829	0,663	0,839
My organization cares about me more than what I contribute to them.	0,692	0,479			
My organization does things for me without expecting anything in return.	0,831	0,691			
My organization invests in my personal development even if it does not benefit them.	0,849	0,721			
My organization helps me improve myself.	0,872	0,760			
Total					0,839
Kaiser-Meyer-Olkin (KMO) Measure of Sampling Adequacy: 0,785					
Degrees of Freedom (df): 6					
Bartlett's Test of Sphericity Chi-Square: 618,617422					
p-value 0,000					
Total Explained Variance: %66,24					

The norm of reciprocity consists of four statements. These statements were loaded onto the factor with factor loadings ranging from 0.692 to 0.872. The composite reliability of the four statements measuring reliability was determined to be 0.839.

Table 3. Confirmatory Factor Analysis of Organizational Trust

Factors and Items	Factor Loadings	Indicator Reliability	α	AVE	Composite Reliability
Factor 1: Faith in Management			0,846	0,621	0,753
My organization is sincere in its efforts to meet employees' expectations.	0,765	0,585			
I trust that my organization will always treat me fairly.	0,796	0,634			
My organization is willing to deceive employees to get work done.	0,802	0,643			
Factor 2: Faith in Peers			0,877	0,667	0,800
I know that my colleagues will help me when I encounter difficulties at work.	0,841	0,707			
I trust that my colleagues will assist me when I need help.	0,833	0,694			
I believe that my colleagues will do what they say they will do.	0,774	0,599			
Factor 3: Confidence in Management			0,829	0,617	0,749
If my organization does not find a better manager, its future will not be very bright.	0,757	0,573			
I can believe that my managers will act responsibly for the future of the hotel.	0,781	0,610			
My managers seem to perform their jobs effectively	0,818	0,669			
Factor 4: Confidence in Peers			0,804	0,571	0,696
I trust my colleagues' job-related skills.	0,672	0,452			
Many of my colleagues perform their tasks even in the absence of the department manager.	0,744	0,554			
I believe that other employees in my organization will not act carelessly and make my job more difficult.	0,842	0,709			
Total					0,923

Kaiser-Meyer-Olkin (KMO) Measure of Sampling Adequacy: 0,895
 Degrees of Freedom (df): 66
 Bartlett's Test of Sphericity Chi-Square: 2803,655
 p-value 0,000
 Total Explained Variance: 77,178%

Table 4. Confirmatory Factor Analysis of Loneliness at Work

Factors and Items	Factor Loadings	Indicator Reliability	α	AVE	Composite Reliability
Factor 1: Emotional Deprivation			0,932	0,580	0,878
I feel abandoned by my colleagues when under pressure in the workplace.	0,809	0,655			
I often feel that my colleagues keep their distance from me.	0,856	0,732			
I feel that I create distance between myself and the people I work with.	0,843	0,710			
I feel emotionally detached from my colleagues.	0,744	0,553			
I am satisfied with my relationships at work.	0,645	0,417			
A sense of friendship prevails in my workplace.	0,599	0,359			
I often feel excluded when I am with my colleagues.	0,750	0,563			
I frequently feel disconnect between myself and other employees at work.	0,789	0,622			
While at work, I feel a general sense of emptiness.	0,782	0,611			

Table 4. Confirmatory Factor Analysis of Loneliness at Work (cont.)

Factor 2: Social Companionship			0,908	0,773	0,861
I have social relationships in the workplace.	0,791	0,625			
I participate in social events at work (picnics, parties, dinners, etc.).	0,795	0,631			
There is someone at work with whom I can discuss daily work-related issues when needed.	0,790	0,624			
There is no one at work with whom I can share my personal thoughts when I want to.	0,649	0,421			
There is someone at work with whom I can spend time during breaks.	0,810	0,656			
I feel like a part of the friend group at my workplace.	0,793	0,629			
There are people at work who take the time to listen to me.	0,771	0,594			
Total					0,931
Kaiser-Meyer-Olkin (KMO) Measure of Sampling Adequacy: 0,925					
Degrees of Freedom (df): 120					
Bartlett's Test of Sphericity Chi-Square: 4597,920					
p-value 0,000					
Total Explained Variance: 65,971%					

The Emotional Deprivation dimension of the organizational loneliness scale consists of nine items, while the Social Companionship dimension includes seven items. The factors were loaded with factor loadings ranging between 0.599 and 0.856. The total composite reliability is 0.931.

Table 5. Confirmatory Factor Analysis of Organizational Cynicism

Factors and Items	Factor Loadings	Indicator Reliability	α	AVE	Composite Reliability
Factor 1: Affective Cynicism			0,916	0,657	0,883
I feel a profound sense of anger towards my organization.	0,786	0,617			
I believe that my organization has deceived me.	0,861	0,741			
I feel that my organization has violated our agreement.	0,878	0,771			
I feel disappointed by my organization.	0,808	0,653			
I believe that my organization says one thing but does another.	0,779	0,607			
There is a discrepancy between what my organization has promised and what it has actually delivered.	0,745	0,555			
Factor 2: Cognitive Cynicism			0,926	0,584	0,831
If my organization claims it will do something, I am doubtful that it will actually happen.	0,686	0,471			
There is a discrepancy between my organization's policies, objectives, and practices.	0,674	0,454			
The organization management rewards behaviors that differ from what should be encouraged.	0,830	0,690			
When I think about my organization, I feel anxious.	0,820	0,672			
When I think about my organization, I feel tense.	0,785	0,616			
I make fun of my organization's slogans and practices.	0,777	0,604			
Factor 3: Behavioral Cynicism			0,931	0,647	0,877
When I think about my organization, I become angry.	0,747	0,558			
The relationships at my organization frustrate me.	0,790	0,624			
I complain to my friends outside of work about what happens at the organization.	0,795	0,632			
I discuss how things are managed at the organization with my colleagues.	0,845	0,715			
I criticize my organization's practices and policies with other employees.	0,836	0,699			
Whenever a topic related to organization management comes up, we exchange glances with each other.	0,811	0,657			
Total					0,951
Kaiser-Meyer-Olkin (KMO) Measure of Sampling Adequacy: 0,925					
Degrees of Freedom (df): 153					
Bartlett's Test of Sphericity Chi-Square: 6334,272					
p-value 0,000 Total Explained Variance: 74,635%					

Each dimension of the organizational cynicism scale consists of six items, with factor loadings ranging between 0.674 and 0.878. The total composite reliability is 0.951.

Table 6. Confirmatory Factor Analysis of Organizational Support

Factors and Items	Factor Loadings	Indicator Reliability	α	AVE	Composite Reliability
Factor 1: Organizational Support			0,854	0,532	0,829
My organization values my efforts when they serve its interests.	0,673	0,453			
My organization does not appreciate my extra work.	0,835	0,698			
My organization ignores my complaints.	0,832	0,692			
My organization genuinely considers my interests.	0,630	0,397			
Even if I do my best, my organization does not recognize it.	0,815	0,665			
My organization cares about my job satisfaction.	0,682	0,465			
My organization shows little interest in matters concerning me.	0,686	0,470			
My organization takes pride in my efforts at work.	0,645	0,416			
Total					0,829
Kaiser-Meyer-Olkin (KMO) Measure of Sampling Adequacy: 0,851 Degrees of Freedom (df): 28 Bartlett's Test of Sphericity Chi-Square: 1349,343 p-value 0,000 Total Explained Variance: 49,403%					

Organizational support consists of eight items, which were loaded onto the factor with factor loadings ranging from 0.630 to 0.835. The composite reliability of the eight items measuring reliability was determined to be 0.829.

The job quit intention scale consists of three statements, with factor loadings ranging from 0.630 to 0.835. The composite reliability for measuring reliability was determined to be 0.957.

Table 7. Confirmatory Factor Analysis of Job Quit Intention

Factors and Items	Factor Loadings	Indicator Reliability	α	AVE	Composite Reliability
Factor 1: Job Quit Intention			0,940	0,892	0,957
I will most likely look for a new job next year.	0,957	0,916			
I often think about leaving my job.	0,936	0,876			
I will probably seek a new job next year.	0,941	0,885			
Total					0,957
Kaiser-Meyer-Olkin (KMO) Measure of Sampling Adequacy: 0,865 Degrees of Freedom (df): 3 Bartlett's Test of Sphericity Chi-Square: 1068,327 p-value 0,000 Total Explained Variance: 89,219%					

To assess the reliability and internal consistency of the constructed dimensions, Cronbach's alpha coefficient, Composite Reliability (CR), and Average Variance Extracted (AVE) were calculated. For each latent variable, a CR value of at least 0.70 is required, however, values between 0.60 and 0.70 are also considered acceptable. Additionally, for each latent variable, the expected AVE value should be at least 0.50 (Hair, Black, Babin, & Anderson, 2010). A final condition for ensuring convergent validity is that AVE values must be lower than CR values (Yaşlıoğlu, 2017). As shown in tables 2-3-4-5-6-7 above, when examined at the dimension level, Cronbach's alpha values range from 0.804 to 0.940. The CR value is close to 0.70 and acceptable only in one subdimension of the organizational trust scale (trust in coworkers' intentions). In all other scales, the CR values exceed 0.70, and the AVE values are above 0.50. Furthermore, all AVE values are lower than the CR values. Based on these results, the scale is reliable and demonstrates internal consistency. The goodness-of-fit indices for the constructed model are presented in Table 8.

Table 8. Fit Index Values of Confirmatory Factor Analysis

	PRE-MODIFICATION	POST-MODIFICATION	RESULTS
X²	8584,982	3779,294	
X²/S.D.	8584,982/1761=4,875	3779,294/1668=2,266	Good Fit
NFI	0,582	0,816	Acceptable Fit
TLI (NNFI)	0,621	0,876	Acceptable Fit
IFI	0,636	0,888	Acceptable Fit
CFI	0,635	0,887	Acceptable Fit
RMSEA	0,99	0,056	Good Fit
RMR	0,163	0,074	Good Fit
PGFI	0,443	0,672	Acceptable Fit

After making the necessary modifications based on the fit index values for all 61 statements, the model was reanalyzed. According to the Confirmatory Factor Analysis (CFA) results, the overall model demonstrated good fit based on the X² goodness-of-fit test. Additionally, the comparative fit indices (NFI, NNFI, IFI, CFI, RMSEA) were found to be at an acceptable level or close to acceptable, while the residual-based fit index (RMR) indicated a good fit (Table 8) (see Meydan & Şeşen, 2015; Yaşlıoğlu, 2017).

Table 9. Means and Standard Deviations

	Mean	Standard Deviation
Norm of Reciprocity	3,47	,980
Faith in Management	3,46	1,018
Faith in Peers	3,58	1,092
Confidence in Management	3,38	,985
Confidence in Peers	3,52	,987
Emotional Deprivation	2,32	,936
Social Companionship	2,24	,930
Affective Cynicism	2,04	1,002
Cognitive Cynicism	2,11	,948
Behavioral Cynicism	2,71	1,08
Organizational Support	3,56	,781
Job Quit Intention	2,57	1,319

The arithmetic means and standard deviations of the scales and the dimensions obtained from factor analyses were determined (Table 9). Accordingly, the emotional dimension of the cynicism scale had the lowest mean at 2,03, while the organizational support scale had the highest mean at 3,55. In other words, employees do not experience organizational cynicism and perceive that their organization supports them.

Path analysis, compared to other analyses (e.g., multiple regression), allows a variable to be used as both a dependent and an independent variable simultaneously within the analysis and enables the definition of multiple dependent variables (Meydan & Şeşen, 2015: 27-28). The path analysis for the model developed to determine the relationships between variables is presented in Figure 2.

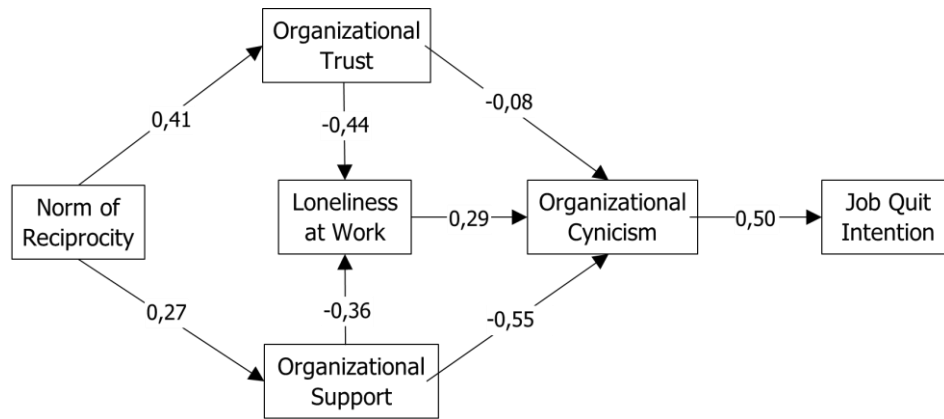


Figure 2. Path Analysis Impact Values of the Structural Model

The path analysis indicates that all hypotheses have been accepted. It is observed that the norm of reciprocity positively influences organizational trust (+0,41) (H1 Supported) and perceived organizational support (+0,27) (H2 Supported). Organizational trust negatively affects workplace loneliness (-0,44) (H3 Supported), while perceived organizational support also negatively affects workplace loneliness (-0,36) (H4 Supported). The effect of organizational trust on organizational cynicism is negative (-0,08) (H5 Supported), albeit at a lower level compared to the relationships among other variables. Examining the impact of workplace loneliness on organizational cynicism, it is found to have a positive effect (+0,29) (H6 Supported), whereas the effect of perceived organizational support on organizational cynicism is negative (-0,55) (H7 Supported). Finally, it is concluded that organizational cynicism positively influences turnover intention (+0,50) (H8 Supported).

Discussion and Conclusion

The purpose of the present study is to determine whether the concepts of organizational trust and perceived organizational support can be explained through the norm of reciprocity. Another objective is to examine the effects of organizational trust, workplace loneliness, and perceived organizational support on organizational cynicism and turnover intention. Both organizational trust (Swärd, 2016) and perceived organizational support (Eisenberger et al., 1986) are explained through social exchange theory, which itself is based on the norm of reciprocity. The idea that reciprocity influences organizational trust (H1) is supported by existing literature. Specifically, one of the fundamental elements of trust is the mutuality of effort and interest (Seppänen et al., 2007), which inherently implies reciprocity (Kwantes & McMurphy, 2021). In this sense, employees in organizations that contribute to their well-being tend to develop both trust and a sense of sincerity toward their managers and colleagues in response to their efforts.

Eisenberger et al. (1986) state that the concept of perceived organizational support is based on the norm of reciprocity. Similarly, this finding has been supported in the present study (H2). Employees perceive organizational investments in them as support, which, in turn, translates into a positive attitude toward the organization (Sungu et al., 2019). At the core of this dynamic is the notion that employees, in response to the support they perceive, feel a sense of obligation to contribute to the achievement of the organization's goals (Eisenberger et al., 2001).

The concept of organizational trust is one of the factors influencing workplace loneliness (Seidenberg, 1980; Güripek & Güzel, 2020). Wright (2005, 2009) and Stoica et al. (2014) state that in environments where the sense of

belonging is diminished, employees' sense of trust also declines. Similarly, the present study reached a comparable conclusion, indicating that a decrease in trust leads to an increase in workplace loneliness (H3). Wright et al. (2006) define workplace loneliness as an employee's dissatisfaction with the quality of relationships with coworkers. Considering that organizational trust is one of the key components of relationship quality (Seppanen et al., 2007), dissatisfaction with trust in the workplace may indeed trigger feelings of loneliness. Moreover, a lack of organizational trust may also contribute to cynical attitudes toward the organization. Trust is a mutual exchange of belief, based on good intentions and rational expectations of fair competition, as well as the belief that neither party will exploit the other's vulnerabilities (Kartola & Kuo, 2021). In this dynamic, the trusting party willingly accepts their vulnerability and chooses to remain in such a position (Kwantes & McMurphy, 2021). In Rhetoric, Aristotle discusses ethos as perceived by an audience through three key elements. Similarly, Mayer, Davis and Schoorman (1995) define the concept of trust in terms of benevolence, competence, and integrity, while Shockley-Zalabak and Morreale (2011) describe it in terms of competence, openness-honesty, concern for employees and stakeholders, reliability, and identification. Since trust fundamentally involves belief, whereas cynicism incorporates both belief and distrust, it is natural for trust to contribute to cynical attitudes (Andersson, 1996; Andersson & Bateman, 1997). This relationship has also been supported in the present study (H5).

Another factor contributing to workplace loneliness is employees' perception of organizational support. Employees who do not feel supported by their organization tend to experience a sense of loneliness (Duru, 2008). The present study also supports this finding (H4). Eisenberger et al. (1986, 2001) define organizational support as employees' belief that the organization values their contributions and well-being. Levinson (1965) explains this belief through the tendency to attribute human-like personality traits to organizations, making the organization a living entity with intentions and purposes. This, in turn, gives meaning to the organization's responses to both desirable and undesirable situations (Eisenberger et al., 2020). In a holistic evaluation of organizations, organizational support plays a crucial role in fulfilling employees' socio-emotional needs for recognition and care (Randall, Cropanzano, Bormann, & Birjulin, 1999). Employees, in turn, perceive social validation through this support (Armeli, Eisenberger, Fasolo, & Lynch, 1998). It has also been concluded that organizational support negatively affects employees' cynical attitudes (H7). This finding is consistent with the existing literature. Numerous studies indicate that individuals who do not feel supported tend to exhibit more cynical attitudes along with a sense of alienation (Coyne & DeLongis, 1986). Employees who perceive a lack of organizational support develop cynical attitudes due to the belief that the organization is not being honest with them (Dean et al., 1998; Smith et al., 2022; Şen et al., 2022).

One of the findings obtained in the present study is that workplace loneliness triggers organizational cynicism (H6). The concept, defined as a unique condition in which an individual perceives themselves as socially isolated even when surrounded by others (Cacioppo & Cacioppo, 2018), has also been described by Peplau (1955), Fromm-Reichmann (1959), and Perlman & Peplau (1984). In organizations that possess characteristics that may lead employees to experience social and emotional isolation (Wright, 2009), employees are less likely to develop positive emotions (Gardner et al., 2005) and tend to exhibit cynical attitudes (Ece & Gültekin, 2019). Although Özdemir (2021) and Alper Ay (2015) examined the concept of loneliness in relation to different dimensions of cynicism, the present study did not assess the relationship between loneliness and cynicism at a dimensional level due to its specific research focus. However, future studies that analyses these concepts at a dimensional level could contribute to a deeper understanding of their relationship.

The final finding of the present study is that employees' cynical attitudes increase their intention to leave (H8). Güzel and Ayazlar (2014) found that cynical attitudes positively influence turnover intention in hotel businesses, while Güzel and Güripek (2020) reported a similar effect in food and beverage enterprises. When evaluated in terms of dimensional aspects, the literature presents varied findings. For instance, Sungur et al. (2019) suggested that the cognitive and behavioral dimensions of organizational cynicism are influential, whereas Çöl (2022) argued that the behavioral and emotional dimensions contribute to increased turnover intention. However, in the present study, the findings were not assessed at a dimensional level.

Since the late 1950s, numerous models have been developed to explain employee turnover. The first study to model turnover was conducted by March and Simon (1958), who explained it based on the inducement (e.g., salary)–contribution (in response to inducement) framework. Subsequently, various scholars have introduced alternative models: Porter and Steers (1973) focused on expectation fulfillment, Mobley (1977) examined the decision-making process, Mobley et al. (1978) proposed a conceptual model, Price and Mueller (1981) introduced a structural model, and Lee and Mitchell (1994) developed the unfolding model. Over time, several of these models have been revised (Purl, Hall & Griffeth, 2016). In the turnover process initiated by these models, turnover intention is considered a cognitive process and a precursor to actual turnover behavior, as stated by Lambert (2006) (You, 1996). Turnover is a costly phenomenon, as it can amount to 1.5 to 2 times an employee's annual salary (McFeely & Wigert, 2019), in addition to expenses related to recruitment, training, productivity loss, and other efficiency-related costs (Bliss, 2004). Therefore, as a key antecedent of turnover behavior, turnover intention is a critical issue that requires attention and preventive measures (Benson & Taylor, 2025).

Organizations play a crucial role in employees' social lives. The fulfillment of socio-emotional needs such as respect, recognition, and care has a positive impact on employees. When these needs are met, employees tend to reciprocate by giving back in return (Armeli et al., 1998). The present study is significant in that it explains the relationships between organizational support, workplace loneliness, organizational trust, organizational cynicism, and turnover intention within the framework of the reciprocity norm. Social exchange theory, which is widely used in organizational behavior research, is fundamentally based on the reciprocity norm (Blau, 1964). Although trust (Kramer & Tyler, 1996) and support (Williams, 1995), as well as organizational trust (Swärd, 2016; Cox, 2012) and organizational support (Eisenberger et al., 1986), have been explained through reciprocity theory, their interrelations had not been empirically tested in detail. The findings of this study confirm these relationships, thereby making a significant theoretical contribution to literature.

The present study has several limitations. The first is the potential influence of cultural differences. Indeed, Rockstuhl et al. (2020) suggest that perceptions of organizational support vary across cultures. Specifically, they argue that organizational support perceptions tend to be higher in vertically individualistic societies compared to horizontally collectivistic ones. Future research on organizational support should consider cultural structure as a variable, as it may significantly impact findings. Additionally, trust, which in this study is considered a result of the reciprocity norm, could also be a cause of reciprocity, as suggested by Seppanen et al. (2007). However, in contrast, Schoorman, Mayer and Davis (2007) argue that trust does not necessarily have to be reciprocal, implying that one party's trust in another does not obligate the other party to reciprocate that trust. Given these conflicting perspectives, a more comprehensive evaluation of the relationship between trust and reciprocity is warranted. Finally, workplace

loneliness, as described by Russell (1982) and Wright et al. (2006), is a multidimensional construct. However, in this study, its impact on organizational cynicism was not assessed at a dimensional level. Future research should explore workplace loneliness by considering its distinct dimensions, as this may provide a deeper understanding of its effects.

In addition to the limitations, the findings of this study should be interpreted in terms of methodological constraints. First, the data was collected using a convenience sampling method, which may limit the generalizability of the results. Second, the study was conducted only with employees working in the food and beverage departments of hotels. Therefore, the findings cannot be generalized to other departments or other types of tourism establishments.

From a practical perspective, the findings provide several implications for hotel managers and human resource practitioners. Since perceived organizational support has a strong negative effect on organizational cynicism and workplace loneliness, hotels should develop formal support mechanisms that enhance employees' perceptions of being valued and cared for. These mechanisms may include fair reward systems, transparent communication practices, managerial accessibility, and employee recognition programs. Furthermore, strengthening organizational trust appears to be critical in reducing workplace loneliness and cynical attitudes. Managers should therefore adopt leadership behaviors characterized by integrity, consistency, and openness to foster a trustworthy organizational climate.

Given that organizational cynicism significantly increases turnover intention, managers in the hospitality sector—where turnover rates are traditionally high—should proactively monitor early signs of cynical attitudes among employees. Implementing regular feedback systems, improving participative decision-making processes, and addressing perceived injustices promptly may help prevent the development of cynicism and reduce employees' intention to leave. Particularly in labor-intensive departments such as food and beverage, maintaining socio-emotional support structures and reinforcing reciprocity-based relationships may contribute to employee retention and long-term organizational sustainability.

Declaration

All authors have contributed equally to the article process. The authors declare that there are no conflicts of interest to report. Ethical approval for the data collection in this study was obtained from the Tokat Gaziosmanpaşa University Social and Human Sciences Research Ethics Committee on January 26, 2023, with document number 2023-02/03.

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Appendix 1. Ethics Committee Permission

T.C.
TOKAT GAZİOSMANPAŞA ÜNİVERSİTESİ
SOSYAL VE BEŞERİ BİLİMLER ARAŞTIRMALARI
ETİK KURULU KARARLARI

KARAR TARİHİ	OTURUM NO	KARAR SAYISI
26.01.2023	02	01-26

Üniversitemiz Sosyal ve Beşerî Bilimler Araştırmaları Etik Kurulu Başkanı Prof. Dr. Eren YÜRÜDÜR Başkanlığında toplandı.

KARAR 02.03- Zile Dinçerler Turizm İşletmeciliği ve Otelcilik Yüksekokulu Müdürlüğünün 23.12.2022 tarih ve 242908 sayılı yazısı görüşüldü.

Aşağıda bilgileri yer alan araştırmacıların yapmak istediği uygulamaların ve kullanacağı veri toplama araçlarının etik açıdan uygunluğuna oy birliği ile karar verildi.

ÇALIŞMANIN TÜRÜ	Öğretim Üyesi Araştırması
BAŞLIK	İşyerinde Yalnızlık, Örgütsel Güven, Örgütsel Destek, Örgütsel Sinizm ve İşten Ayrılma Niyeti İlişkisi: Karşılıklı Normu Yaklaşımı
TEZ YÜRÜTÜCÜSÜ/ YAZARI	Doç. Dr. Ediz GÜRİPEK
RAPORTÖR GÖRÜŞÜ	OLUMLU

KARAR 02.26- Gündemde görüşülecek başka madde olmadığından oturuma son verildi.

Prof. Dr. Eren YÜRÜDÜR
Etik Kurul Başkanı
(İmza)

Doç. Dr. Mehmet KARGÜN
Başkan Yardımcısı
(İmza)

Prof. Dr. Mehmet Serkan UMUZDAŞ
Üye
(İmza)

Doç. Dr. Emine ÖĞÜK
Üye
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Doç. Dr. Yücel EROL
Üye
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Doç. Dr. Fatih YAZICI
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Dr. Öğr. Üyesi Şevki BABACAN
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