

The impact of perceived work overload on organizational cynicism and its relationship with demographic variables in sports enterprises

Spor işletmelerinde algılanan iş yükü fazlalığının örgütsel sinizm üzerindeki etkisi ve örgütsel sinizmin demografik değişkenlerle ilişkisi

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Rıza Tuğhan Günay¹ 

Mehmet Anıl Sayiner² 

¹ Lecturer, Istanbul Nişantaşı University, Istanbul, Turkey, tughan.gunay@nisantasi.edu.tr
ORCID: 0009-0008-0267-1103

² Asst. Prof. Dr., Istanbul Nişantaşı University, Istanbul, Turkey, mehmet.sayiner@nisantasi.edu.tr
ORCID: 0009-0007-1995-1665

Corresponding Author:

Rıza Tuğhan Günay,

Istanbul Nişantaşı University, Istanbul, Turkey, tughan.gunay@nisantasi.edu.tr

Abstract

This study examined the impact of perceived work overload on organizational cynicism of employees that are employed by sports enterprises. In addition to the exploration of the relationship between perceived work overload and organizational cynicism, the impacts on cognitive, affective, as well as behavioral cynicism was also assessed. The correlational analysis was performed for examining the relationships between the perceived work overload and both organizational cynicism as well as its subdimensions. To analyze the differences in terms of demographic variables with regard to organizational cynicism, we applied the methods of independent samples t-test and one-way ANOVA. Organizational cynicism and all its sub-dimensions were significantly and positively predicted by perceived work overload. Among the sub-dimensions, behavioral cynicism showed the strongest association, followed by affective and cognitive cynicism. No significant differences were found in perceived work overload or organizational cynicism by gender or marital status. However, significant differences in organizational cynicism were identified across age, education level, organizational tenure, and professional experience groups. Therefore, the study recommends considering perceived work overload as an important factor in managing organizational cynicism in sports enterprises and in future academic research.

Keywords: Work Overload, Organizational Cynicism, Sports Management

JEL Codes: M10, M12

Öz

Bu çalışma, spor işletmelerinde çalışanlar arasında algılanan iş yükünün örgütsel sinizm ile ilişkisini incelemektedir. Örgütsel sinizmin yanı sıra, algılanan iş yükü ile bilişsel, duygusal ve davranışsal sinizm arasındaki ilişkiler de değerlendirilmiştir. Algılanan iş yükü, örgütsel sinizm ve alt boyutları arasındaki ilişkileri incelemek amacıyla korelasyon analizleri yapılırken, örgütsel sinizmin demografik gruplara göre farklılaşp farklılaşmadığı bağımsız örneklem t-testi ve tek yönlü ANOVA kullanılarak incelenmiştir. Örgütsel sinizm ve tüm alt boyutlarının algılanan iş yükü tarafından anlamlı ve pozitif yönde yordandığı belirlenmiştir. Alt boyutlar arasında en güçlü ilişki davranışsal sinizmde görülürken, bunu duygusal ve bilişsel sinizm izlemiştir. Cinsiyet ve medeni durum açısından algılanan iş yükü veya örgütsel sinizm düzeylerinde anlamlı bir farklılık bulunmamıştır. Bununla birlikte, yaş, eğitim düzeyi, kurumdaki kıdem ve toplam mesleki deneyim grupları arasında örgütsel sinizm düzeyleri açısından anlamlı farklılıklar tespit edilmiştir. Bu doğrultuda çalışma, spor işletmelerinde örgütsel sinizmin yönetiminde ve gelecekteki akademik araştırmalarda algılanan iş yükünün dikkate alınması gereken önemli bir faktör olduğunu önermektedir.

Anahtar Kelimeler: İş Yükü Fazlalığı, Örgütsel Sinizm, Spor Yönetimi

JEL Kodları: M10, M12

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Introduction

A sports enterprise can be considered as performance-oriented and service-intensive organization where people work at high job demands and perform emotional labor involving frequent interpersonal interactions. As a result, sport industry employees often have to meet high levels of job demands when providing services within particular organizational settings. Therefore, they are regularly faced with the necessity to act under time pressure, adapt to fast-changing circumstances, fulfill certain requirements for service quality and comply with organizational performance goals. In this regard, given high job demands along with constrained organizational resources, employees should operate under stress conditions which lead to their reduced opportunities to relax and face intensified interpersonal contact (Altaf & Awan, 2011, p. 93). Such negative effects on employee wellbeing might influence overall effectiveness of an enterprise itself (Wallace, 1999, p. 800).

According to Dewi and Riana (2019, p. 2), Workload can be described as the perception held by employees about the level of quantity and intensity of tasks they must perform over a particular duration. Holden et al (2011, p. 16) explain how the concept of workload goes beyond just the amount of work one is involved in and includes job-level attention demands alongside task-level workload. Excessive workload arises when employees are tasked with completing several tasks over an extended period while having insufficient support (Ashfaq et al. 2013). Previous research has established a relationship between heavy workload, stress, burnout, absenteeism, and job dissatisfaction (Mazloun et al. 2008, p. 269; van den Oetelaar 2021, p. 2)

In sports enterprises, these pressures may become more intense due to the dynamic nature of service delivery, performance expectations, and ongoing interaction with customers and stakeholders. Excessive workload may arise when employees face intensive job demands under limited time and insufficient resources (Bakker et al., 2005, p. 170–171). Such conditions may create stress and pressure for employees and contribute to negative attitudes toward the organization (Demerouti et al., 2001, p. 501). One important manifestation of such negative organizational attitudes is organizational cynicism (Dean et al., 1998, p. 345).

Organizational cynicism refers to employees' negative beliefs, emotions, and behavioral tendencies toward the organization. According to Bernerth et al. (2007, p. 311), cynicism emerges when employees believe that organizations lack honesty, fairness, and ethical integrity. Brandes et al. (1999) define organizational cynicism as a negative attitude characterized by distrust toward organizational intentions and skepticism regarding organizational practices. Employees with cynical attitudes often believe that organizational decisions primarily serve managerial self-interest rather than employee well-being. Such attitudes may reduce organizational commitment and increase negative workplace behaviors.

Although previous studies have examined workload and organizational cynicism in various organizational settings, research conducted specifically within sports enterprises remains limited. Sports organizations possess unique organizational characteristics, including intensive face-to-face interactions, which may contribute to the development of negative employee attitudes (Ceyhun et al., 2017, p. 14). Gender, marital status, age, educational level, organizational tenure and their total professional experiences could influence how the employees perceived work load and organizational cynicism. However, the role of these demographic variables has not been sufficiently examined in the sports management literature.

Addressing this gap holds significance at both theoretical and practical levels. Theoretically, investigating the association between perceived work overload and organizational cynicism advances the organizational behavior literature by situating cynicism research within the context of sports enterprises—an area that remains comparatively underexplored. The extension of existing conceptual frameworks into this domain further contributes to our understanding of workplace stressors in these specialized organizational settings. Identifying the degree to which demographic characteristics shape individuals' perceptions and attitudes towards such stressors can provide insights into the development of targeted managerial strategies, organizational policies and other supportive measures. In that view, the purpose of this study was to explore the effect of perceived work overload on organizational cynicism among sports enterprises' personnel as well as to find out if there were differences in terms of perceived work overload and organizational cynicism with regard to some selected demographics. Based on extant literature, we constructed a conceptual research model and accordingly formulate our hypotheses as presented below.

Literature review

Perceived work overload

The concept of workload is multi-faceted and dynamic construct emanating out of an interaction between heterogeneous task-related demands and various contextual factors in the work environment (Demerouti et al., 2001, p. 501). Therefore, workload is not just about quantity of tasks but also influenced by the organizational milieu where employees operate. Employees experiencing mental overload resulting due to insufficiencies of resources when faced with enhanced demand at workplace are likely to suffer negative effects towards their health and organizational outcomes (Bouzgarrou et al., 2017, p. 1145). From conceptually speaking, the term workload defines how employees perceive work demands such as physical and cognitive needs involved in fulfilling job roles within some timeframe. These perceptions are impacted by different aspects of jobs including job characteristic, pressure for performance, and organizational expectation (Dewi & Riana, 2019, p. 2). According to Holden et al. (2011), there is an understanding that workload includes several factors which encompasses volume of day-to-day activities undertaken, the level of complexities in completing them, requirement of sustained attention while accomplishing, duration allocated towards specific tasks and also the amount of time available between tasks, availability of technological support, presence of well-trained staffs and quantity of tasks being performed concurrently. Increased workload occurs when workers have to accomplish multiple tasks during limited periods using few resources (Ashfaq et al., 2013).

Accordingly, the situation compels workers to devote reduced amounts of time to rest periods such as taking breaks, leave, or holidays while contending with unnecessary information flows and operating in workplaces demanding extensive forms of interpersonal communication (Altaf & Awan, 2011, p. 93; Wallace, 1999, p. 800). In other words, according to Sutrisno (2015), 'workload' defines all tasks one has to complete in a specified period. Workload can therefore be described as "a responsibility/task to be fulfilled at a particular period, where each ability/potential of employees are used" (Mayora & Sihombing, 2023). For instance, Kahn (1991) describes total workload as involving a comprehensive range of productive activities ranging from remunerated to non-remunerated labor. Moreover, Krantz et al. (2005) assert that individuals' total workload includes not only their paid employment and overtime hours but also unpaid duties related to household chores, child/elder/ill care, and voluntary/union related activities. Empirically, several studies reveal that although excessive workload impacts both genders equally, its implications differ between them. Elloy and Smith (2003) report that women who aspire to preserve professionalism, especially, experience some negative effects of overwork compared to their male counterparts. Careers are often combined with a primary duty of taking care of children and managing home responsibilities, leading to much greater rates of dissatisfaction among those who hold such positions.

As Bittman (1992) defined it, "excessive household workload can occur as an individual's domestic demands outweighs his/her temporal resources available to complete them". The psychological consequences of having too much at home have been found to affect women more than men (Rapoport & Rapoport, 1971), which shows how gender inequalities are evident within the distribution of unpaid labor. Together these findings reinforce what previous literature suggests about the gender differences involved in terms of overall workload and the situations where they may be exacerbated.

Workload was conceptualized by Dewi & Riana (2019, p. 2), as "employees' perceptions towards the amounts and intensity of tasks which they are required to complete during a specific time." Within the context of an eight-hour workday, prolonged hours spent at work can enhance employees' perception on their workload (Keser 2006, p. 105). According to Demerouti et al. (2001, p. 501), "perceived workload refers to the sum of the different types of demand put on the individual". From a performance orientation standpoint, workload has been regarded as a factor that induces pressure and hence affects the level of effectiveness among employees (Weiner 1982, p. 953). Spector & Jex (1998, p. 358) also conceptualized workload as "the amount of work, the working hour and the mental demands associated with job tasks". An excessive workload results from confronting individuals with volumes or intensities of demands that are too much. There are several reasons why this might occur, such as when there is no reasonable possibility for employees to be satisfied with their workload within set time frames (Phillips et al., 2020, p. 266), or if they cannot refuse additional work due to internal factors. In addition, some causes of job overload result from external factors, which could involve work imposed on staff by supervisors (Altaf & Awan, 2011, p. 93).

As noted by Mazloun et al. (2008), this excess is usually caused by an individual's perception that he/she has inadequate work time coupled with the weighty nature of his/her duties. A high workload

is also associated with indicators such as job dissatisfaction, stress, burnout, and absenteeism, and it generally has a negative impact on job-related outcomes (Van den Oetelaar, 2021, p. 2).

Organizational cynicism

According to Bernerth et al. (2007, p. 313), cynicism refers to the belief that organizations lack ethical integrity and that values such as fairness and trust are disregarded for organizational interests. Vance et al. (1996) define cynicism as the existence of a belief that organizations have the potential for improvement, but the likelihood of this happening is perceived as very low. Recent studies indicate that cynicism is associated with dissatisfaction arising from the inability of institutions to meet the high expectations imposed by modern life (Efeoğlu & İplik, 2011, p. 348).

Five approaches are presented to tackle cynism namely personality cynicism, social cynicism, occupational cynicism, employee cynicism and organizational change cynicism. Personality Cynicism is thought as an innate and stable trait of an individual (Abrahm, 2000, p. 271). According to Evans et al. (2010, p. 83), organizational cynicism is defined as the negative attitudes and evaluations that employees develop toward their organization, its structure, and its functioning. Reichers et al. (1997, p. 52) define organizational cynicism as a negative attitude developed by an individual toward the organization in which they work. According to Brandes et al. (1999), organizational cynicism involves negative attitudes toward work relationships, a belief that the organization lacks honesty and integrity, and distrust toward organizational practices and leaders, including the perception that employers may prioritize their own interests over those of employees.

Hypotheses development

Relationship between perceived work overload and organizational cynicism

Perceived work overload is regarded as one of the most important organizational stressors influencing employees' attitudes and behaviors in the workplace. Excessive workload creates physical and psychological pressure on employees and may result in emotional exhaustion, stress, dissatisfaction, burnout, and reduced organizational commitment (Demerouti et al., 2001; Greenberg, 2011; Van den Oetelaar, 2021). If an employee believes that organizational demands exceed the availability of resources and time, this could result in the formation of negative evaluations and attitudes towards one's organization.

Employees exposed to heavy workloads often interpret organizational practices as unjust, uncaring or exploitative. Negative evaluations such as these lead to reduced trust levels about the organization's integrity, resulting in the creation of cynical attitudes towards manager actions, institutional policies and workplace processes (Reichers et al., 1997, p. 52).

As part of sporting organizations' operations, employees constantly confront challenging working conditions characterized by high-pressure performance environments, considerable emotional labor requirements, unpredictable scheduling patterns and elevated standards of success. These types of organizational structures and occupational characteristics reinforce perceptions of workload strains, which ultimately promote organizational cynicism. With increased workloads, employees demonstrate emotional detachment from organizational activities, engage in undesirable work related behaviors, and begin questioning the authenticity, fairness and ethics of organizational practices (Gül & Agiröz, 2011, p. 35-36).

Based on the theoretical framework outlined above, the following hypotheses are proposed.

H1: Perceived work overload of employees in sports enterprises has a significant effect on organizational cynicism.

H1a: Perceived work overload of employees in sports enterprises has a significant effect on affective organizational cynicism.

H1b: Perceived work overload of employees in sports enterprises has a significant effect on behavioral organizational cynicism.

H1c: Perceived work overload of employees in sports enterprises has a significant effect on cognitive organizational cynicism.

Differences in perceived work overload across demographic variables

The demographic variables are considered an important group of variables which influence perception of workload by employees. A number of studies have demonstrated the influence of different types of demographic features on the way people perceive their own workload and deal with the stress related

to work (Elloy & Smith, 2003; Krantz et al., 2005). Therefore, one could suppose that the diversity of different aspects of social roles might lead to some systematic variations in the evaluation of workload.

To examine differences in perceived work overload and organizational cynicism across demographic groups, parametric tests were employed, as the data demonstrated normal distribution. Independent samples t-test has been used in order to analyze the difference base on gender and marital status, whereas one way analysis of variance has been performed in case of comparing the variable according to age, educational attainment, organizational tenures, and total works experience group. Statistical significance was assessed using the 95% confidence interval ($p < 0.05$) with statistical significance being considered when there was a p value less than 0.05. A p-value below 0.05 indicated that there were statistical significant differences between different groups (Field, 2018; Pallant, 2020).

Female employees might be experiencing enhanced perception towards workloads because they are burdened by both their career roles and excessive participation in home duties and child care (Krantz et al., 2005, p. 211-213). Employees with little experiences in their professional careers could feel that organizational demands are much heavier compared to those who have gained some experiences through time and thus established adequate ways of coping up with various challenges arising from their job positions (Simanjuntak, 2021, p. 38-40). Moreover, educational background and organizational duration may influence one's capability of handling high workload intensities, understanding differentials between what has been expected concerning his/her position and managing the stresses resulting from these roles (Koca et al., 2024; Bozkurt & Elmaoğlu, 2021).

Based on the above discussion, the following hypotheses were formulated:

H2: There is a significant difference in perceived work overload across gender groups.

H3: There is a significant difference in perceived work overload according to marital status.

H4: There is a significant difference in perceived work overload according to age.

H5: There is a significant difference in perceived work overload according to education level.

H6: There is a significant difference in perceived work overload according to organizational tenure.

H7: There is a significant difference in perceived work overload according to total professional experience.

Relationship between demographic variables and organizational cynicism

It seems logical that this heterogeneity would also manifest itself on the level of individual employee demographic characteristics such as gender, marital status, age, educational attainment, and professional tenure, because they determine different ways in which individuals cognitively interpret organizational events, emotionally react towards organizational experiences, and behaviorally translate their disenchantment with organizational life.

Existing literature provides several clues about possible relationships between demographic variables and organizational cynicism related constructs, such as organizational trust (e.g. Brandes et al., 1999), perceptions of organizational distributive/procedural justice (Reichers et al., 1997) and organizational attitude dimensions like job satisfaction (see e.g. Liden & Maslach, 2006).

Previously conducted research has also indicated some difference in organizational cynicism related to the demographic characteristic of employees. For instance, Tokgöz and Yılmaz (2008) found that “younger and less-tenured” employees had high levels of organizational cynicism while this trend decreased with an increase in the level of education and organizational tenure among others. Similarly, Akar (2018) in his content analysis of studies about organizational cynicism in educational organizations in Türkiye came up with various findings on the association between organizational cynicism and demographic attributes such as age, gender, organizational tenure, and marital status among others. From these findings, it can be seen that demographic attributes are associated with variation in cynical attitude by employees towards their organization.

Drawing upon both foundational and contemporary empirical findings, the present study advances the following hypotheses:

H8: There is a significant difference in organizational cynicism according to gender.

H8a: There is a significant difference in affective organizational cynicism according to gender.

H8b: There is a significant difference in behavioral organizational cynicism according to gender.

H8c: There is a significant difference in cognitive organizational cynicism according to gender.

H9: There is a significant difference in organizational cynicism according to marital status.

H9a: There is a significant difference in affective organizational cynicism according to marital status.

H9b: There is a significant difference in behavioral organizational cynicism according to marital status.

H9c: There is a significant difference in cognitive organizational cynicism according to marital status.

H10: There is a significant difference in organizational cynicism according to age.

H10a: There is a significant difference in affective organizational cynicism according to age.

H10b: There is a significant difference in behavioral organizational cynicism according to age.

H10c: There is a significant difference in cognitive organizational cynicism according to age.

H11: There is a significant difference in organizational cynicism according to education level.

H11a: There is a significant difference in affective organizational cynicism according to education level.

H11b: There is a significant difference in behavioral organizational cynicism according to education level.

H11c: There is a significant difference in cognitive organizational cynicism according to education level.

H12: There is a significant difference in organizational cynicism according to organizational tenure.

H12a: There is a significant difference in affective organizational cynicism according to organizational tenure.

H12b: There is a significant difference in behavioral organizational cynicism according to organizational tenure.

H12c: There is a significant difference in cognitive organizational cynicism according to organizational tenure.

H13: There is a significant difference in organizational cynicism according to total professional experience.

H13a: There is a significant difference in affective organizational cynicism according to total professional experience.

H13b: There is a significant difference in behavioral organizational cynicism according to total professional experience.

H13c: There is a significant difference in cognitive organizational cynicism according to total professional experience.

Research model

Drawing upon previous studies on organizational behavior, the current study examines the relationship between perceived work overload and organizational cynicism among employees working in sports enterprises. The model also considers the potential differences in organizational cynicism based on several demographic characteristics.

In the proposed model, perceived work overload is conceptualized as the independent variable, while organizational cynicism functions as the dependent variable, operationalized through its cognitive, affective, and behavioral dimensions. Demographic variables are incorporated as control factors to assess potential variations in employees' perceptions and attitudinal responses across different socio-demographic groups.

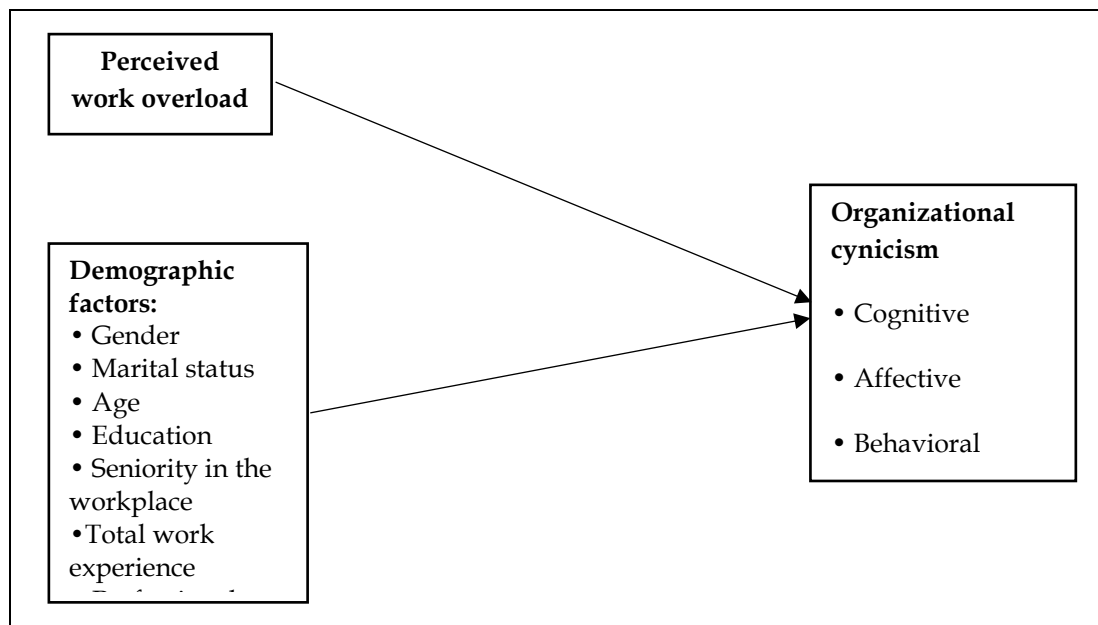


Figure 1: Conceptual Research Model

Methodology

Ethical approval for this study was obtained from the Ethics Committee of Istanbul Nişantaşı University on January 3, 2025 (Decision No. SOSETKK2025-01). Data collection was conducted between January 10 and March 10, 2025. Participants were informed about the purpose of the study and their voluntary participation, and written informed consent was obtained from all participants prior to participation.

A quantitative, cross-sectional, and correlational research design has been used as a methodology in this investigation in order to evaluate the proposed relationships among variables. A research model that will provide an assessment about the influence of the perceived work overload on organizational cynicism and if there are differences in organizational cynicism regarding some demographic factors among sports professionals has been designed.

Perceived work overload has been operationalized as the primary independent variable within the proposed conceptual framework. In turn, organizational cynicism (as a multi-dimensional construct incorporating cognitive, affective and behavioral dimensions) will be indicated as the dependent variable. Participants' demographic attributes of gender, marital status, age, educational attainment, organizational tenure and total professional experience have also been included as the grouping variables for enabling comparative analysis on levels of organizational cynicism in relation to these characteristics.

The purpose of the research was to establish whether perceived work overload significantly influences organizational cynicism and to establish whether sports professionals' demographic characteristics significantly influence their perceptions of workload and organizational cynicism. The design of the study was explanatory in nature giving out not only the strength but the direction of the relationships of variables under investigation.

The target population of this study consisted of coaches and administrative staff employed in sports enterprises in Istanbul, Turkey. Data were collected through a self-administered questionnaire distributed on a voluntary basis. A total of 532 participants completed the survey; questionnaires with missing or inconsistent responses were excluded prior to analysis, and all 532 returned questionnaires were deemed valid for use.

The adequacy of the sample size was evaluated using multiple criteria. Following the item-to-participant ratio recommended in the methodological literature, a minimum of five respondents per questionnaire item is considered sufficient for structural analyses (Brown, 2015; Tabachnick & Fidell, 2013). The present study's instrument comprised 17 items in total (5 items for the work overload scale and 12 items for the organizational cynicism scale), yielding a minimum threshold of 85 participants - far exceeded by the obtained sample of 532. Additionally, based on simple random sampling at a 95% confidence level with a 5% margin of error, the minimum required sample for a large and indefinite population is 384 (Kılıç, 2012). The obtained sample of 532 accordingly surpasses this threshold, confirming the statistical representativeness and adequacy of the sample.

The perceived work overload scale, originally developed by Imoisili (1985) and adapted by Alam (2016), consists of 5 items measuring a single dimension. The organizational cynicism scale, developed by Nafei and Kaifi (2013), consists of 12 items across three subdimensions: affective cynicism (4 items), behavioral cynicism (4 items), and cognitive cynicism (4 items). Both scales were administered using a 5-point Likert format (1 = Strongly Disagree, 5 = Strongly Agree), with no reverse-coded items. The scales were adapted into Turkish through a back-translation procedure and reviewed by linguists to ensure linguistic equivalence and clarity.

The demographic characteristics of the participants are presented in Table 1. The sample comprised 251 female (47.2%) and 281 male (52.8%) participants. Regarding age, the largest group was aged 24–29 years ($n = 128$; 24.1%), followed by 18–23 years ($n = 104$; 19.5%) and 30–35 years ($n = 100$; 18.8%). In terms of educational background, the majority held a bachelor's degree ($n = 271$; 51.0%), followed by below-bachelor's degree ($n = 193$; 36.3%) and postgraduate degree ($n = 68$; 12.8%). Concerning organizational tenure, 30.1% had worked at their current enterprise for less than one year and 37.2% for 1–5 years. The full demographic distribution is presented in Table 1.

Table 1: Sample Characteristics (N = 532)

Variable	Category	n	%
Gender	Female	251	47.2
	Male	281	52.8
Marital Status	Married	142	26.7
	Single	269	50.6
	Divorced	121	22.7
Age	18–23	104	19.5
	24–29	128	24.1
	30–35	100	18.8
	36–41	60	11.3
	42–47	81	15.2
	48–53	34	6.4
	54–59	9	1.7
	60 and above	16	3.0
Educational Background	Below bachelor's degree	193	36.3
	Bachelor's degree	271	51.0
	Postgraduate degree	68	12.8
Organizational Tenure	Less than 1 year	160	30.1
	1–5 years	198	37.2
	5–10 years	64	12.0
	10–15 years	43	8.1
	15–20 years	32	6.0
	20–25 years	13	2.4
	25–30 years	2	0.4
	30–35 years	2	0.4
	More than 40 years	18	3.4
Professional Experience	Less than 1 year	62	11.7
	1–5 years	129	24.3
	5–10 years	71	13.3
	10–15 years	88	16.5
	15–20 years	88	16.5
	20–25 years	62	11.7
	25–30 years	12	2.3
	30–35 years	5	0.9
	35–40 years	2	0.4
	More than 40 years	13	2.4

Source: Produced by the author.

Data collection was through two standardized measurement instruments. Perceived work overload was measured using the Work Overload Scale developed by Imoisili (1985).

To assess validity of Work Overload Scale, Factor Analysis was performed. The Kaiser-Meyer-Olkin (KMO) Measure of Sampling Adequacy was found as 0.908 and Bartlett's Test Of Sphericity was also significant ($p < .001$). As can be seen from table all factors were loading above .90. Factor Loadings of Both Scales Are Given In Table 2

Table 2: Factor Loadings for the Work Overload Scale and Organizational Cynicism Scale

Work Overload Scale	—	Item 1	.936
		Item 2	.933
		Item 3	.910
		Item 4	.927
		Item 5	.942
Organizational Cynicism Scale	Affective	Item 1	.817
		Item 2	.932
		Item 3	.919
		Item 4	.920
	Cognitive	Item 1	.882
		Item 2	.939
		Item 3	.950
		Item 4	.859
	Behavioral	Item 1	.937
		Item 2	.938
		Item 3	.887
		Item 4	.918

Source: Produced by the author.

For the Organizational Cynicism Scale, the KMO value was 0.965, and Bartlett's Test of Sphericity was significant ($p < .001$), indicating that the factor analysis was appropriate for the data. The factor analysis conducted for the three sub-dimensions (affective, behavioral, and cognitive) indicated strong factor structures, with all item loadings being above 0.80. These results demonstrate that the scale's previously established validity was strongly supported within the context of the present study.

The reliability of each instrument was measured by computing Cronbach's alpha coefficient. Results indicated an excellent degree of internal consistency for the items on the work overload Scale (Cronbach's $\alpha = 0.961$), and the organizational cynicism Scale showed a high level of overall reliability ($\alpha = 0.972$). In addition to testing reliability on an overall basis, we tested it with respect to each of the dimensions as well. On the one hand, the affective cynicism subscale had a good value of internal consistency ($\alpha = 0.926$); while, on the other hand, the cognitive ($\alpha = 0.919$) and behavioral ($\alpha = 0.939$) subscales obtained acceptable values. Overall, these findings suggest that the two measurement instruments have been developed very well in terms of their psychometric properties and that each of the sub-dimensions is reliable. Participation in this research was completely voluntary. All participants received information about the purpose of the study before they completed the questionnaire. The questionnaire consisted of three parts including a demographic information form, work overload scale and organizational cynicism scale.

The participants completed all the questionnaires on an individual basis. The responses were then analyzed to ensure that the data collected made sense for the study. Questionnaires with missing, inconsistent, or invalid data were excluded from the dataset to ensure accuracy and reliability of analyses.

For this purpose we applied simple linear regression for examining the predictive impact of perceived work overload on organizational cynicism as well as sub-dimensions of organizational cynicism (cognitive, affective and behavioral).

The differences in organizational cynicism related to demographical variables such as gender, marital status, age, education background, organizational tenure and professional experiences were tested through independent-samples T-Test and One-way Analysis of Variance (ANOVA), respectively. All statistical tests were analyzed keeping in mind the 95 percent confident level. The level of statistical significance will be considered as $p < .05$

The independent variables included in the research are divided into two: perceived work overload and demographic variables. The demographic variables included in the research are gender, marital status, age, education, company seniority, total company seniority, and position within the company. The dependent variables included in the research are the sub-dimensions of organizational cynicism: cognitive, affective, and behavioral variables.

Results

The results of the study are described below in two separate subsections. In the first part we report our findings with regard to the relationships between the study's variables – that is, the associations between perceived work overload and organizational cynicism and its sub-dimensions. To test these relationships, a simple linear regression analysis has been performed, which examines the predictive effect of one continuous variable over another (Field, 2018; Pallant, 2020). In the next subsection we describe the results obtained when analysing potential differences in organizational cynicism depending on participants' selected demographic characteristics. When comparing two independent groups (e.g. gender), an independent samples t-test has been performed, which tests if the means of two different groups vary significantly (Field, 2018). For comparison across three or more groups (e.g. marital status, age, education level, organizational tenure and total professional experience) ANOVA has been carried out. Effect sizes in ANOVA analyses have been expressed in terms of η^2 - 'eta-squared'.

Regression results for perceived work overload and organizational cynicism

Simple linear regression analyses were carried out to examine the predictive effects of perceived work overload on overall organizational cynicism and their subscales namely affective, cognitive, and behavioral. The standardized regression coefficients (β), coefficient of determination R^2 and F- statistic along with the corresponding P value will be reported and discussed after we analyze our results. A p-value < 0.05 was considered to be statistically significant (Pallant, 2020). Table 3 shows results from regression analysis.

Table 3: Perceived Work Overload and Organizational Cynicism Regression Results

Dependent Variable	β	t	p	R^2	F	SE
Overall Organizational Cynicism	.768	27.569	$< .001$	.589	760.056	0.64383
Behavioral Cynicism	.746	25.819	$< .001$	.557	666.624	0.70406
Affective Cynicism	.742	25.518	$< .001$	.551	651.159	0.68924
Cognitive Cynicism	.726	24.320	$< .001$	.527	591.480	0.71745

Source: Produced by the author. Note. Predictor variable = Perceived Work Overload.

Perceived work overload explains a substantial proportion of variance in overall organizational cynicism ($R^2 = .589$) as well as in its behavioral ($R^2 = .557$), affective ($R^2 = .551$), and cognitive ($R^2 = .527$) sub-dimensions. Overall, perceived work overload exhibits a strong and statistically significant association with organizational cynicism and all of its sub-dimensions. Perceived work overload positively and significantly predicted overall organizational cynicism ($\beta = .768$, $t = 27.569$, $p < .001$), explaining 58.9% of the variance ($R^2 = .589$). Similarly, perceived work overload significantly predicted affective cynicism ($\beta = .742$, $t = 25.518$, $p < .001$, $R^2 = .551$), cognitive cynicism ($\beta = .726$, $t = 24.320$, $p < .001$, $R^2 = .527$), and behavioral cynicism ($\beta = .746$, $t = 25.819$, $p < .001$, $R^2 = .557$). The regression models were statistically significant (all $p < .001$), indicating that perceived work overload significantly predicted organizational cynicism and all of its sub-dimensions. Accordingly, H1, H1a, H1b, and H1c were supported.

Table 4: Hypothesis Test Results for Perceived Work Overload and Organizational Cynicism

No.	Hypothesis Statement	Results
H1	Perceived work overload among sports professionals in sports enterprises has a significant effect on organizational cynicism.	Supported
H1a	Perceived work overload among sports professionals in sports enterprises has a significant effect on affective organizational cynicism.	Supported
H1b	Perceived work overload among sports professionals in sports enterprises has a significant effect on behavioral organizational cynicism.	Supported
H1c	Perceived work overload among sports professionals in sports enterprises has a significant effect on cognitive organizational cynicism.	Supported

Source: Produced by the author.

In this section, the hypotheses developed regarding the relationship between the demographic variables examined within the scope of the research (gender, marital status, age, educational background, tenure at the current organization, and total professional experience) and perceived work overload, as well as the results of the hypothesis tests, are presented.

Table 5: Differences in Perceived Work Overload by Demographic Variables

No.	Hypothesis Statement	<i>p</i>	Results
H2	There is a significant difference in perceived work overload according to gender.	.342	Not supported
H3	There is a significant difference in perceived work overload according to marital status.	.319	Not supported
H4	There is a significant difference in perceived work overload according to age.	.005	Supported
H5	There is a significant difference in perceived work overload according to education level.	< .001	Supported
H6	There is a significant difference in perceived work overload according to organizational tenure.	< .001	Supported
H7	There is a significant difference in perceived work overload according to total professional experience.	< .001	Supported

According to the independent-samples t-test results, no statistically significant relationship was found between gender and perceived work overload ($p = .342$). One-way ANOVA results indicated no statistically significant difference across marital status groups in perceived work overload ($p = .319$). Accordingly, hypotheses H2 and H3 were not supported. According to the One-way ANOVA analysis results, statistically significant relationships were found between age ($p = .005$), educational background, tenure at the current organization, total professional experience ($p < .001$) and perceived work overload. Therefore, hypothesis H4, H5, H6, and H7 were supported.

In this section, the hypotheses developed regarding the relationship between the demographic variables examined within the scope of the research (gender, marital status, age, educational background, tenure at the current organization, and total professional experience) and organizational cynicism and its sub-dimensions, as well as the results of the hypothesis tests, are presented.

Table 6: Differences in Organizational Cynicism by Gender

No.	Hypothesis Statement	<i>p</i>	Results
H8	There is a significant difference in organizational cynicism according to gender.	.532	Not supported
H8a	There is a significant difference in affective organizational cynicism according to gender.	.734	Not supported
H8b	There is a significant difference in behavioral organizational cynicism according to gender.	.559	Not supported
H8c	There is a significant difference in cognitive organizational cynicism according to gender.	.290	Not supported

Source: Produced by the author.

According to the independent-samples t-test results, no statistically significant relationship was found between gender and overall organizational cynicism ($t(530) = -0.625$, $p = .532$) or its sub-dimensions— affective cynicism ($t(530) = -0.341$, $p = .734$), behavioral cynicism ($t(530) = -0.584$, $p = .559$), and cognitive cynicism ($t(530) = -1.058$, $p = .290$). All p -values exceeded the .05 significance threshold ($p > .05$). As a result, hypotheses H8, H8a, H8b, and H8c were not supported.

Table 7: One-way ANOVA Results for Differences in Organizational Cynicism by Marital Status

No.	Hypothesis Statement	<i>p</i>	Results
H9	There is a significant difference in organizational cynicism according to marital status.	.102	Not supported
H9a	There is a significant difference in affective organizational cynicism according to marital status.	.104	Not supported
H9b	There is a significant difference in behavioral organizational cynicism according to marital status.	.086	Not supported
H9c	There is a significant difference in cognitive organizational cynicism according to marital status.	.194	Not supported

Source: Produced by the author.

One-way ANOVA results indicated no statistically significant difference across marital status groups in overall organizational cynicism ($F(2, 529) = 2.289$, $p = .102$, $\eta^2 = .009$), affective cynicism ($F(2, 529) = 2.275$, $p = .104$, $\eta^2 = .009$), behavioral cynicism ($F(2, 529) = 2.454$, $p = .086$, $\eta^2 = .009$), or cognitive cynicism ($F(2, 529) = 1.648$, $p = .194$, $\eta^2 = .006$). All p -values exceeded the .05 significance threshold. The small eta-squared values indicate negligible effect sizes, suggesting that marital status has practically no influence on organizational cynicism levels among sports professionals. Accordingly, hypotheses H9,

H9a, H9b, and H9c were not supported. The analyses regarding the relationship between age and organizational cynicism are presented below.

Table 8: Relationship between Age and Organizational Cynicism

No.	Hypothesis Statement	<i>p</i>	Results
H10	There is a significant difference in organizational cynicism according to age.	< .001	Supported
H10a	There is a significant difference in affective organizational cynicism according to age.	< .001	Supported
H10b	There is a significant difference in behavioral organizational cynicism according to age.	< .001	Supported
H10c	There is a significant difference in cognitive organizational cynicism according to age.	< .001	Supported

Source: Produced by the author.

According to the analysis results, statistically significant relationships were found between the age and overall organizational cynicism and sub-dimensions of organizational cynicism—namely, affective, behavioral, and cognitive cynicism ($p < .05$). Therefore, the main hypothesis H10 and its sub-hypotheses H10a, H10b, and H10c were supported. The scores for overall organizational cynicism across age categories are presented in the table below.

Table 9: Overall Organizational Cynicism across Age Levels

Age Level	Mean	Std. Deviation
18-23	2.7355	1.03547
24-29	2.8204	0.99211
30-35	2.2699	0.85428
36-41	2.2345	0.85955
42-47	2.2470	0.90484
48-53	2.2871	0.93546
54-59	1.6122	0.47581
Over 60 years	3.3169	1.51392
Total	2.5073	1.00352

Source: Produced by the author.

When examining overall organizational cynicism levels across age groups, no linear increasing or decreasing trend is observed. Levels are relatively higher in the 18–23 and 24–29 age groups, decline thereafter, remain relatively stable between the ages of 30 and 53, decrease to their lowest level in the 54–59 age group, and reach the highest level in the over-60 age group.

The analyses regarding the relationship between educational background and organizational cynicism are presented below.

Table 10: Relationship between Educational Background and Organizational Cynicism

No.	Hypothesis Statement	<i>p</i>	Results
H11	There is a significant difference in organizational cynicism according to education level.	< .001	Supported
H11a	There is a significant difference in affective organizational cynicism according to education level.	< .001	Supported
H11b	There is a significant difference in behavioral organizational cynicism according to education level.	< .001	Supported
H11c	There is a significant difference in cognitive organizational cynicism according to education level.	< .001	Supported

Source: Produced by the author.

According to the analysis results, statistically significant relationships were found between educational background and the sub-dimensions of organizational cynicism—namely, affective, behavioral, and cognitive cynicism ($p < .05$). Therefore, the main hypothesis H11 and its sub-hypotheses H11a, H11b, and H11c were supported. The scores for overall organizational cynicism across educational background categories are presented in the table below.

Table 11: Overall Organizational Cynicism across Educational Background Levels

Educational Background Level	Mean	Std. Deviation
Below bachelor's degree	2.8742	1.02662
Bachelor's degree	2.3110	0.87177
Postgraduate degree	2.2488	1.13440
Total	2.5073	1.00352

Source: Produced by the author.

Overall organizational cynicism levels are highest among individuals with below-bachelor's degrees and decrease across bachelor's and postgraduate education levels. A negative linear relationship is observed. The analyses regarding the relationship between tenure at the current organization and organizational cynicism are presented below.

Table 12: Relationship between Tenure at the Current Organization and Organizational Cynicism

No.	Hypothesis Statement	<i>p</i>	Results
H12	There is a significant difference in organizational cynicism according to organizational tenure.	< .001	Supported
H12a	There is a significant difference in affective organizational cynicism according to organizational tenure.	< .001	Supported
H12b	There is a significant difference in behavioral organizational cynicism according to organizational tenure.	< .001	Supported
H12c	There is a significant difference in cognitive organizational cynicism according to organizational tenure.	< .001	Supported

Source: Produced by the author.

The results of the study revealed statistically significant relationships between tenure at the current organization and overall organizational cynicism, as well as its sub-dimensions – affective, behavioral, and cognitive cynicism ($p < .05$). Accordingly, the main hypothesis H12 and its sub-hypotheses H12a, H12b, and H12c were supported. The scores for overall organizational cynicism across tenure at the current organization categories are presented in the table below.

Table 13: Overall Organizational Cynicism across Tenure at the Current Organization Levels

Tenure Level	Mean	Std. Deviation
Less than 1 year	2.8002	1.02898
1 to 5 years	2.4266	0.93650
5 to 10 years	2.3111	0.90759
10 to 15 years	2.3665	0.82519
15 to 20 years	1.9425	0.71629
20 to 25 years	1.9038	0.54336
25 to 30 years	1.7900	0.29698
30 to 35 years	1.0850	0.12021
More than 40 years	3.5044	1.48188
Total	2.5073	1.00352

Source: Produced by the author.

Across tenure at the current organization categories, the second-highest overall organizational cynicism score is observed in the 'less than 1 year' group. Levels subsequently fluctuate across tenure categories and reach the highest value in the 'more than 40 years' group. An overall fluctuating pattern is observed, with no clear linear increase or decrease.

The analyses regarding the relationship between total professional experience and organizational cynicism are presented below.

Table 14: Relationship between Total Professional Experience and Organizational Cynicism

No.	Hypothesis Statement	<i>p</i>	Results
H13	There is a significant difference in organizational cynicism according to total professional experience.	< .001	Supported
H13a	There is a significant difference in affective organizational cynicism according to total professional experience.	< .001	Supported
H13b	There is a significant difference in behavioral organizational cynicism according to total professional experience.	< .001	Supported
H13c	There is a significant difference in cognitive organizational cynicism according to total professional experience.	< .001	Supported

Source: Produced by the author.

The results of the study revealed statistically significant relationships between total professional experience and overall organizational cynicism, as well as its sub-dimensions – affective, behavioral, and cognitive cynicism ($p < .05$). Accordingly, the main hypothesis H13 and its sub-hypotheses H13a, H13b, and H13c were supported.

Table 15: Overall Organizational Cynicism across Total Professional Experience Levels

Professional Experience Level	N	Mean	Std. Deviation
Less than 1 year	62	3.0242	0.99608
1 to 5 years	129	2.7922	0.99711
5 to 10 years	71	2.3517	0.94841
10 to 15 years	88	2.1360	0.72930
15 to 20 years	88	2.3088	0.92018
20 to 25 years	62	2.3979	0.91861
25 to 30 years	12	1.7367	0.47254
30 to 35 years	5	1.8020	1.16012
35 to 40 years	2	1.5000	0.11314
More than 40 years	13	3.5831	1.65692
Total	532	2.5073	1.00352

Source: Produced by the author

Across total professional experience categories, the second-highest overall organizational cynicism score is observed in the 'less than 1 year' group. Levels subsequently fluctuate across experience categories and reach the highest value in the 'more than 40 years' group. An overall fluctuating pattern is observed, with no clear linear increase or decrease.

Discussion

Findings of this study provide some important insights into the relationships between perceived work overload and organizational cynicism among sports enterprise employees. Results indicate that perceived work overload can be considered a critical factor that predicts both behavioral and affective and cognitive aspects of organizational cynicism. Prior studies suggest that an excessive amount of workload may lead to experiencing various forms of stress, such as burnout and emotional exhaustion, and ultimately negatively influence overall satisfaction towards one's job as well as develop negative organizational attitudes (Demerouti et al. 2001; Greenberg 2011; Mazloun et al. 2008; Van den Oetelaar 2021). Further, Brandes et al. (1999) and Bernerth et al. (2007) argue that unsatisfactory working conditions often encourage employees' mistrust, which further reinforces their cynical tendencies regarding their organizations. Therefore, our findings support previous studies on the role of workload in fostering organizational cynicism among sports enterprise employees.

In addition to providing support for previously documented relationships between work overload and cynicism, our study adds to existing literature by exploring the nexus between these two constructs specifically within the domain of sports enterprises. This particular setting stands out because it involves intensive interpersonal interaction, higher levels of emotional labor, as well as greater pressure to perform. Therefore, we argue that compared with other studies carried out on a more 'conventional' basis, there could be stronger emotional/behavioral responses elicited from workload perception experiences in the sports enterprise environment, given its dynamics and high intensity level. Contextualizing the construct of organizational cynicism within sports organizations therefore serves both to enrich the general organizational behavior literature, as well as underline the importance of carrying out such sector-specific investigations.

With regard to demographics, there was no statistically significant association found for gender and organizational cynicism. Partially contradicting previous studies which suggest women could suffer higher levels of stress and dissatisfaction due to trying to balance their careers with family life (Elloy & Smith, 2003; Rapoport & Rapoport, 1971), these findings support other works which state organizational cynicism can emerge independent of gender when exposed to similar work situations and expectations (Rapoport & Rapoport, 1971). No significant relation has been found between the variable of marital status and organizational cynicism either. This indicates that factors relating to organizational dynamics and working environment have a greater impact on development of cynical tendencies than do personal demographics.

A further analysis was conducted based on employee's age. Findings from this analysis show that employees who are aged 60 years and above report the highest levels of organizational cynicism in each dimension. Although results do not provide evidence for a strictly linear relationship between age and organizational cynicism, differences by age suggest an influence of age on organizational cynicism. These findings partially confirm previous studies which emphasize how prolonged exposure to various kinds of organizational stressors combined with unmet expectations can contribute to the development of cynical attitudes (Reichers et al. 1997). It might be argued that due to their extensive professional experience, older employees develop a critical view towards different aspects of organizational

functioning resulting from repeated experiences of certain characteristics of organization such as structural or managerial deficiencies.

Results show there was an inverse relationship between educational attainment and organizational cynicism where high levels of educational attainment correlated with low levels of cynicism. This observation aligns with previous research demonstrating that increased education leads to improved professional competencies, enhanced problem-solving abilities, and greater coping mechanisms (Dewi & Riana, 2019). It appears that increased levels of education could promote employee self-efficacy and adaptability within organizational contexts resulting in decreased levels of negative perceptions and cynical attitudes (Chiaburu et al., 2013; Stanley et al., 2005). Employees with increased levels of education tend to have enhanced organizational awareness along with improved cognitive resources capable of buffering against the onset of cynical attitudes (Dean et al., 1998; Nair & Kamalanabhan, 2010). Given the nature of organizations operating within sporting environments wherein specialized knowledge, communications skills, and professional expertise play key roles, increased educational attainment seems likely to serve as a protective mechanism against organizational cynicism.

Levels of cynicism were relatively elevated at earlier stages of an employee's organizational tenure before declining over time. In addition, these results show higher rates of cynicism for those employees with more than 40 years' tenure. These findings are consistent with previous evidence suggesting that organizational cynicism could emerge at different points in the employment trajectory – both when an individual first joins an organization and subsequent to lengthened periods of occupational stress (Brandes et al., 1999; Evans et al., 2010). Employees within the early stage of their organizational tenure are likely to experience high levels of organizational uncertainty and role ambiguity while being subject to unrealized organizational expectations, which may drive them towards cynical attitudes. Conversely, organizational cynicism experienced by those who have spent lengthy periods of time employed by a company may be associated with issues such as career stagnation, organizational fatigue or exposure to negative organizational experiences throughout their careers.

Similarly, our analysis indicated that total professional experience followed a similar fluctuation pattern, as well. Employees with less than one year of experience showed comparatively higher levels of cynicism, which dropped off during their mid-career stages, but started increasing again for people who had over 40 years of professional experience. These results corroborate certain theoretical assumptions about the impact of prolonged exposure to occupational stress and professional fatigue on development of negative organizational attitudes (Kahn, 1973; Mazloum et al., 2008). They also indicate that organizational cynicism may differ depending on specific career stages. Thus, we can conclude that early-career workers might face some issues related to employee adjustment and role ambiguity, while seniority employees could suffer emotional exhaustion and disillusionment associated with lengthy involvement within an organization.

Findings show that perceived work overload stands out as an important antecedent of organizational cynicism among employees working in sports enterprises. Furthermore, demographic and career-related factors such as age, education level, organizational tenure and total professional experience seem to play a role in shaping cynical attitudes. Taken together, our findings underline the importance of developing organizational strategies aiming at mitigating excessive workload, improving employee well-being and providing support according to different career stages in sports enterprises.

Conclusion

The current research also aimed at establishing whether organizational cynicism differs by demographics among sports professionals. In line with the hypothesis set forth in the introduction, the findings reveal that perceived work overload constitutes a pivotal antecedent for organizational cynicism, while the importance of demographical factors on attitude responses among sports professionals has been shown to be significant in sports enterprises.

As can be seen from the above discussion, perceived work overload exerts a strong influence upon organizational cynicism – the impact being both statistical and significant. This occurs through the combined influences exerted on all three dimensions of organizational cynicism (affective, behavioral and cognitive). Excessive job demands are often experienced in performance driven and service intensive sport environments, leading to negative organizational attitudes. All these have supported arguments put forward in the introduction regarding the effect of work overload on strains among sports professionals.

Additionally, this study highlights the high variability of organizational cynicism among different levels of age, educational attainment, organizational tenure and overall professional experience, relative

to the negligible variations witnessed among genders and marital statuses. Generally speaking, these findings imply that even though an overwhelming sense of work overload represents a universal organizational stressor, the pattern of cynicism expression and the specific manifestations of such feelings depend on the demographics of sports professionals. In other words, while an appreciable amount of overwork exists universally, the impact of this phenomenon varies with the diverse attributes of employees such as age, tenure, professional roles, and career stages. Therefore, based on our analysis, one can argue that an adequate theoretical conceptualization and empirical investigation of organizational cynicism in sports enterprises must consider both structural job requirements and the heterogeneity of the demography of sports professionals.

Taken together, these results emphasize the importance of considering perceived work overload as a strategic organizational issue. To tackle workload concerns from the top down requires re-evaluation of resource allocation strategies, performance expectations and organizational designs rather than focusing exclusively on operational responses. Through clarification of interrelationships between workload, demographic variables, and organizational cynicism, our research contributes to an enhanced comprehension of integrative approaches towards characterising attitudinal orientations of sport professionals operating under performance driven contexts.

Findings provide a basis upon which further investigations could be undertaken to identify the specific psychological/organizational mechanisms through which workload related stressors impact on employee attitudes. Future research endeavours would benefit from adopting more comprehensive (and possibly multi-level) analytical paradigms with which to investigate both mediating/moderating influences and targeted interventions. Such studies will be crucial if we are to facilitate the continued well-being of sports professionals and promote organizational effectiveness in high performance / competitively structured environments.

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Author Contributions:

Idea/Concept/Design: **R.T.G.- M.A.S.** | Data Collection and/or Processing: **R.T.G.** | Analysis and/or Interpretation: **M.A.S-R.T.G.** | Literature Review: **R.T.G.** | Writing the Article: **R.T.G.** | Critical Review: **M.A.S.** | Approval: **M.A.S.**

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Appendix

Appendix 1: Measurement Items

Construct	Code	Item
Organizational Cynicism	OC1	The management in this institution does not practice what it preaches.
	OC2	I feel anxious when I think about the institution I work for.
	OC3	The behaviors employees are asked to perform at this institution are not consistent with the behaviors that are rewarded.
	OC4	I start to get angry when I think about the institution I work for.
	OC5	When the institution I work for and its employees come up in conversation, I find myself exchanging meaningful glances with my colleagues.
	OC6	I feel tense when I think about the institution I work for.
	OC7	I feel irritated whenever I think about anything related to the institution I work for.
	OC8	I engage in critical conversations with people outside the organization about the practices and policies of the institution I work for.
	OC9	I see very little similarity between what should be done and what is actually being done at the institution I work for.
	OC10	There is very little common ground between the policies, goals, and practices of the institution I work for.
	OC11	I share with people outside the organization how things are done at the institution I work for.
	OC12	When I am told that a new practice will be implemented, I doubt whether it will be carried out properly.
Perceived Work Overload	PWO1	In this institution, I frequently have to handle more workload than I can manage.
	PWO2	In this institution, I am often asked to perform tasks that are very difficult to accomplish.
	PWO3	In this institution, I often have to work overtime.
	PWO4	In this institution, I am asked to perform multiple tasks simultaneously or solve different problems at the same time.
	PWO5	In this institution, I can never find sufficient time to complete the tasks within my job description.