

## **The Role of Mediation of the Organizational Cynicism the Relationship between Leader-Member Exchange and Job Performance: An Examination on the Elementary Teachers of Public Personnel in Central Anatolia Region**

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**Abstract:** Questionnaires were applied to the subjects via the face-to-face interview method. The universe of the research is composed of teachers working in Public Primary Schools affiliated to The Ministry of National Education operating in the Central Anatolia Region. 508 questionnaires were delivered to the teachers in this universe and 442 questionnaires were collected. The return rate of the questionnaire is 87%. 32 of the questionnaires were eliminated for various reasons and a total of 410 questionnaires were analyzed. After analyzing the significance and validity of the hypotheses, we have looked at the regression coefficients R which show the relationship between independent variables and dependent variables and R<sup>2</sup> which show the change between independent variables and dependent variables. For model 1, the R value is 0.372 and the R<sup>2</sup> value is 0.138, the R value for model 2 is 0.308 and the R<sup>2</sup> value is 0.095, the R value for model 3 is 0.224, and the R<sup>2</sup> value is 0.050. On the other hand, when the results of the research hypotheses are examined it was found a relationship between the variables in the hypotheses from the beta coefficients that indicate the level of relationship between independent variables and dependent variables in three hypotheses. As a result, the hypotheses H1, H2 and H3 are accepted. Previous regression analyzes have shown that the first three conditions have been provided. In order to see whether the fourth condition is also provided, a multiple regression analysis in which dependent variable was job performance, independent variables leader-member exchange and organizational cynicism was carried out.

The regression coefficients (Beta values) between the independent variable (leader-member exchange) and the dependent variable (work performance) in H1 and H4 Hypotheses were examined for the effect of the instrument variable. According to this datas, the beta coefficient of H<sub>4</sub> (313) was found to be lower than the beta coefficient of H<sub>1</sub> (, 182). This suggests that organizational cynicism assumes the role of a partial mediating role between leader-member exchange and job performance.

**Keywords:** Leader - Member Exchange, Job Performance, Cynicism, Teachers, Mediation Effect

### **I. Introduction**

It can be said that the origin of cynicism is as old as human history, as with all individual attitudes and characteristics. However, the focus of academic interest on the concept has been in the 1990s in parallel with the increase in insecurity, scandals and opportunistic behavior in business circles (Chiaburu et al., 2013: 189). Applied studies show that organizational cynicism has negative effects on a large number of positive variables such as organizational commitment to organizational citizenship behavior (Andersson and Bateman, Arabaci, 2010), participation in decision making process, motivation for change (Wanous et al., 2000), job satisfaction (Nafi, 2015), organizational identification (Bedeian, 2007). On the contrary, the researches reveal that organizational cynicism has a positive effect on negative variables such as intentional departure intention (Bedeian, 2007), deviant behavior (Shahzad and Mahmood, 2012) and burnout (Özler and Atalay, 2011). In terms of organizational functioning, it is very important to prevent the emergence of cynicism having such deep effects and to manage cynical workers regarding organizational success. In this process, one of the most effective tools available is leadership. Unlike traditional leadership approaches, the theory of leader-member exchange emerges in the foreground because it emphasizes that each member has different characteristics and therefore the leader must adopt a different leadership style for each subspecies.

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According to the leader-member exchange theory, the leaders have the opportunity to assess their abilities, skills and performances through their role-playing and fulfilling roles. Ultimately, it can establish high-quality relationships with the most talented, most capable, and best performing employees (Davis and Gardner, 2004: 449). However, according to the theory of leader-member exchange, subordinates are in the expectation that they will be responded to volunteer actions (Little et al., 2016: 88). These functions that the theory reveals in terms of both leaders and observers will result in organizational cynicism not being developed as much as possible among the employees, in the case of development, the cynics will be driven out of the organizational process and eventually the performance will increase.

When the literature is examined (Davis ve Gardner, 2004; Çetin ve Kaptangil, 2016); It is seen that researches have been conducted to investigate the relationship between cynicism (Janssen ve Van Yperen, 2004; Aly vd., 2016) and cynicism and work performance with leader-member exchange theory (Neves, 2012; Çakıcı ve Doğan, 2014). However, there has been no study of the concept of leader-member exchange, cynicism and job performance in the literature survey. The fact that the results of the research will contribute to the gap in the literature to a certain extent gives a different significance to the study.. In this study, the concepts were taken together and the relationship between them was tried to be put forward through an applied research. The fact that the results of the research contribute to the gap in the literature, even if it is a little bit, gives a different significance to the study. The purpose of studying these evaluations is; to provide theoretical information on leader-member exchange theory, cynicism and job performance and to demonstrate the influence of cynicism on the influence of leader-member exchange on job performance through an applied study.

## **II. Conceptual Framework**

### **Cynicism**

Cynicism was born in ancient Greece as a school of thought and a way of life. Antisthenes and Diogenes of Sinop are the most important cynic; The first known 'cynical' is the student of Socrates who lived between 445-365 BC Antisthenes (Dean et al., 1998: 342). Laursen (2009: 469) argues that despite the fact that it is based on Ancient Greece, it differs from today's cynicism. In this sense, Laursen (2009: 469-470) states that we must have a picture of the original state in order to see how the concept undergoes a change in the temporal process. Antisthenes, considered as the first cynic, has no personal property other than a saddlebag, which can hold daily necessities such as a dress, a scepter and dried bread. In addition, the lifestyle far from materialism and egoism has given him a virtuous position rising on the moral base. Diogenes, another cynical, replied to Alexander the Great's offer of goodness that he did not want to give another favor. Modern cynicism, on the other hand, is seen as an innate and determined personality characteristic that reflects negative perceptions about human behavior that can generally be classified as moral, selfish, beneficent, hypocritical, and so on. Today, the cynicism characterized by hopelessness, frustration and disappointment; is considered to be an attitude that moves strong negative emotional elements such as anger, shame and distress (Abraham, 2000: 269).

The cynics believe that other individuals focus solely on their own interests, and all of them are selfish. Cynicism is the name of the system of thought that explains this situation. In cynicism, individuals believe that principles such as truth, honesty, sincerity, virtue and sincerity are sacrificed to individual interests. In this framework, it can be said that it is close to words such as sincerity, insecurity, disbelief, pessimism and negativity. According to modern interpretation, sincinism is the one who finds meaning, criticism, difficulty and flaw in the foreground (Karcıoğlu and Naktiyok, 2015: 21).

Cynicism; (Aly et al., 2016: 85) characterized by negative emotions such as personality, group, group, ideology, social contract or lay trust, frustration, frustration. Organizational cynicism is defined as the negative attitude towards knitting that occurs as an employee's despise, humiliation, and criticism (Simha et al., 2014: 483). Dean et al. (1998: 345) describe organizational cynicism as a negative attitude that the employee has developed towards the organization, and indicate that they come from three dimensions, cognitive, affective, and behavioral. The first dimension of organizational cynicism is cognitive (belief) dimension. This dimension implies the belief that managerial decisions and organizational practices lack the principles of justice, honesty and sincerity. Cynics believe that these principles are often lost and replaced by prerogative actions and non-ethical attitudes as normative. In addition, cynics also believe that people are inconsistent with the behavior they are unreliable and exhibit. The second dimension of organizational cynicism is the affective dimension. This dimension consists of strong emotional reactions to knitting, in which the cynics feel anger and disrespect towards their organization or feel discomfort, hate or even embarrassment when they think of their organization. The final dimension of organizational cynicism is the behavioral dimension, which expresses negative tendencies and derogatory attitudes. The most obvious behavioral tendencies are strong critical expressions towards knitting (Aly et al., 2016: 85). In this dimension, cynics are in pessimistic estimates for the future, using elements such as sarcastic humor, and they can use scornful and infertile sentiments (Tayfun and Çatır, 2014: 350).

There are numerous factors such as the development of organizational cynicism among employees, psychological contract violations, fake (non-intimacy) behaviors, lack of trust in management, misappropriation decisions, organizational change, perceived organizational injustice, disappointment from work and burnout, negative working environment and high managerial salaries (Bashir and Nasir, 2013: 62). Besides organizational factors, it is said that the levels of individual characteristics such as self-esteem, control focus and self-efficacy are influential on the development of cynicism (Scoot and Zweig, 2016: 553).

### **Leader-Member Exchange Theory**

Leadership also includes others and is influenced by it. Leadership is the whole dynamic relationship. For this reason, you need to understand your pursuit to understand leadership. Leadership is built on links established with followers. Relations between the leader and followers were first investigated by the Vertical Binary Link Model (Martin et al., 2016: 3), which was proposed by Dansereau, Graen and Haga in the 1970s and based on binary interactions. Later on, the "Leader-Member Exchange Theory" (LMX) was started to be taken from this model-based theoretical ground (Kanbur and Kanbur, 2015: 194).

Many studies examining the influence of the leader on his subordinates revealed an approach that the leader should behave in a similar way to his subordinates because of the similarity of all subordinates (Kanbur and Kanbur, 2015: 195). The leader-member exchange theory, on the contrary of traditional theories, emphasizes that all subordinates have different characteristics and that different leadership styles should be developed for each of the leader followers (focus on the interrelationship between leader and follower) (Dulebohn et al., 2012: 1716; Winkler, 2010 : 47). Leader-member exchange model suggests that leaders can not have exactly the same level of interaction because their subordinates have different characteristics. According to this theory, the leader evaluates his followers in two groups as 'in group' and 'out of group'. Additional prizes, responsibilities and trust are given to the intra-group members for their commitment and performance. This structure of intra-group relations transforms the group into a perfectly functioning team, where the leader takes the lead. Relations between out-group and team leaders have a much more formal structure and the probability of forming a good team out-of-group members is quite low (DuBrin, 2013: 291). Therefore, intra-group relations are called high-quality LMX relations, out-group relations are low-quality LMX relations. High-quality LMX associations are characterized by multiple positive outputs such as mutual trust, respect, mutual appreciation, extra role behaviors, job satisfaction, organizational citizenship behavior, intent to divorce, higher emotional support, and higher job performance (Hanse et al. 2015: 2; Wang et al., 2005: 422; Moss et al., 2009: 654). However, poor quality LMX associations are based on rigid role definitions and hierarchical relationships (Kunze and Gower, 2012: 84). The subordinates are receiving less support and resources than their leaders (Chow et al., 2015: 364). Such relationships are characterized by elements such as lower trust, less communication, more control and authority (Abe and Mason, 2016: 196). Low-quality LMX associations lead to numerous negative reflections such as discrimination, violence, stress, and negative affect (Furunes, 2015: 81).

There are four dimensions of leader-member exchange; perceived contribution, interaction, commitment and professional respect (Maslyn and Uhl-Bien, 2001: 699). The perceived contribution dimension is expressed as perceptions of the amount, direction and quality of the activities that are focused on the business that each member presents for common purposes in the bilateral interaction with the leader. The dimension of interaction is defined as the love that leads and abstains from each other's personal attractiveness than their business or professional values. The dimension of commitment refers to the measure of loyalty to the leader and the member. Commitment is also assessed in the sense that the leader and the member clearly support each other's actions and personalities. The dimension of professional respect is the degree of perception that the leader and the member form outside the organization and outside the organization as a reflection of their efforts to perfect their work (Liden and Maslyn, 1998: 50, Duncan and Herrera, 2014: 13).

### **Job Performance**

Organizations are structured to achieve a number of economic and social goals. Above all, the achievement of these structures depends on the performance of the employees. Suliman (2001: 1049) emphasized this fact by saying that "the performance of employees is determinative of the extent to which organizations can achieve their goals and their activities can be improved."

It is important to understand what the performance criteria is, when understanding the performance concept and measuring the performance level. The importance and priority order of performance criteria can vary depending on the type of motive (economic, social, etc.), the changes in managerial approaches, and conjunctural differentiation. For example, while "vulnerability" and "productivity" are important performance criteria during periods when resource shortages are experienced, the criteria that come to the forefront in times of crisis can be "efficiency". In organizations where approaches to human rights are important, "perception of

institutional democracy", "transparency", "institutional trust", "legality" or "human centered management" can be considered as important performance measures (Tutar and Altınöz, 2010: 202).

The concept of performance is a concept that describes how employees can achieve results in terms of behaviors they have demonstrated in order to reach individual and / or organizational goals. From this point, it can be said that organizations can only succeed in proportion to the performance they show. In this sense, Karanja (2015: 232) states that organizations are interested in what they should do in order to get the highest possible performance from their employees. In the light of these disclosures, job performance can be defined as "the level of achievement of the task requirements specified in the job descriptions" (Saeed et al., 2013: 1200) or "the result obtained from activities undertaken to perform the activities specified as a requirement" (Atmajo, 2015: 116).

Job performance is shaped by three main factors. The first of these is the inherent traits of interest, talent, personality traits, psychological factors, and the like that are required to accomplish the task. The second is the level of employee effort involving motivation, work ethic, work attendance, and job planning. The third is the support provided to the workforce such as education, resources, productive colleagues, and clearly stated expectations (Atmajo, 2015: 117).

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#### **The Purpose and Hypotheses of Research**

The purpose of this study is to examine the relationship between the leader-member exchange and the performance of the worker and to reveal the role of organizational cynicism when examining this relationship. The hypothesis of research in this framework is as follows.

H1: Leader-member exchange has an impact on job performance.

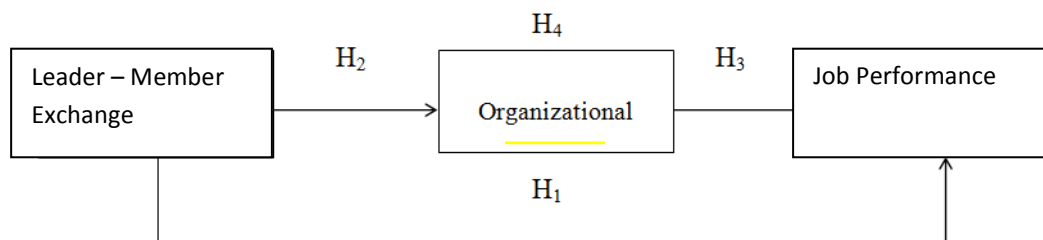
H2: Leader-member exchange has an impact on organizational cynicism.

H3: Organizational cynicism has an impact on job performance.

H4: The influence of leader-member exchange on job performance has an intermediary role in organizational cynicism.

#### **Research Model**

The research model structured within the framework of hypotheses designed to examine the role of leader-member exchange on organizational cynicism influences on organizational performance is as shown in Figure 1.



**Figure1:Research Model**

#### **Method and Sample of Research**

The research consists of two phases; theoretical and practical. At the theoretical level, the concepts of leader-member exchange, organizational cynicism and job performance have been examined based on secondary source data. In the application phase, the questionnaire form prepared from the theoretical information was applied to the primary school teachers who are working in the Central Anatolia Region.

The "Leader-Member Exchange Scale" developed by Liden and Maslyn (1998) was used in order to measure the quality of the relationships between the workers and the superiors in the preparation of the questionnaire form. The scale consists of 12 words. In order to determine the performances of the employees, the business performance scale developed by Mahoney, Jerdee and Carroll (1965), which is composed of 4 words, was utilized. In order to measure organizational cynicism, 13 dimensions "Organizational Cynicism Scale" developed by Brandes, Dharwadkar and Dean (1999) were used. For the questionnaire study, the five-point Likert Scale (1: Absolutely not, 2: Not agreeable, 3: Neither agree nor disagree, 4: Agree, 5: Absolutely agree) was used. It was tried to measure the degree of participation of the participants in each expression with the prepared questionnaire.

The universe of the research is composed of teachers working in Public Primary Schools affiliated to the Ministry of National Education operating in the Central Anatolia Region. 508 questionnaires were delivered to the teachers in this universe and 442 questionnaires were collected. The return rate of the questionnaire is 87%. 32 of the questionnaires were eliminated for various reasons and a total of 410 questionnaires were analyzed.

In terms of statistics, Cronbach's Alpha coefficients of variables were examined to test whether the data to be used in the study were reliable. To be able to talk about the reliability of the scale used in the research, the alpha coefficient should be 0.70 or higher (Hair et al., 1998: 118). The Cronbach's Alpha coefficients for the scales were calculated as 849 for the leader-member exchange scale, 897 for the organizational cynicism scale, and 749 for the performance performance scale. These results indicate that the data used in the research are reliable.

**Findings Regarding Research Variables**

After determining that the scales used in the study were reliable, the means, standard deviations of the scales were calculated and the correlation values between the variables were examined. Correlations between variables, mean, standard deviation regarding variables are given in Table 1.

**Table 1:** The Mean, Standard Deviation Regarding Variables and Variables Between Correlations

Variables	Mean	Standard Deviation	1	2	3
1- Leader-Member Exchange	3,11	,93077	1		
2- Organizational Cynicism	2,91	,76846	-,308**	1	
3-Job Performance	3,28	,78490	,372**	-,224**	1

\*\*p<0.01

When the answers given by participants were examined, it was determined that the highest mean belonged to job performance (3,28), but the mean values of the other variables were close to each other. Correlation analysis was used when the relations between the variables were determined in the study. Correlation analysis is widely used in marketing research of related analyzes. This analysis coefficient, which is used to reveal linear relationships, represents a value ranging from -1 to +1 (Nakip, 2003: 244). When the results of the correlation analysis are examined; Negative (-, 224 \*\*) between leader-member exchange and organizational cynicism, negative (-, 224 \*\*) between organizational cynicism and organizational cynicism and organizational cynicism with positive significant relationships were found.

**Testing Hypotheses**

Regression analysis has been used to test research hypotheses at this stage of the research. Regression analysis is a statistical technique that tests the relationship between a dependent variable and one or more independent variables (Nakip, 2003: 227). Regression models for the Beta coefficients showing the relationship between independent variables and dependent variables and accepted hypotheses are given in Table 2 when the results of the hypotheses are examined.

**Table2:** Regression Analysis Results Regarding Hypotheses

Variables	Beta	t	Sig.	R	R <sup>2</sup>	F	Sig.F	Result
<b>H<sub>1</sub>: Leader-member exchange has an impact on job performance.</b>								
Constant	2,307	18,752	,000					
Leader-Member Exchange	,313	8,278	,000					
				,372	,138	68,530	,000	<b>Acceptance</b>
Regression ModelY= 2,307+ ,313(Leader-Member Exchange)								
<b>H<sub>2</sub>: Leader-member exchange has an impact on organizational cynicism.</b>								
Constant	3,710	30,063	,000					
Leader-Member Exchange	-,254	-6,694	,000					
				,308	,095	44,812	,000	<b>Acceptance</b>
Regression ModelY= 3,710-,254(Leader-Member Exchange)								
<b>H<sub>3</sub>: Organizational cynicism has an impact on job performance.</b>								
Constant	3,940	27,195	,000					
Organizational Cynicism	-,228	-4,748	,000					
				,224	,050	22,540	,000	<b>Acceptance</b>
Regression ModelY= 3,940-,228(Organizational Cynicism)								

Firstly, the statistical validity and significance of hypotheses established in regression analysis were tested. When the results of the ANOVA analysis that tests the validity and significance of the hypotheses are examined, the F values are 68,530 for the first model; 44,812 for the second model and 22,540 for the third model. It is seen that p values of significance values are p = 0,000 for all models. As the result of the ANOVA analysis showed that the F value, which measures the validity of the models, is greater than ± 1.96 in all models

and the p value, which measures the meaning of the models, is less than 0.05 in all three hypotheses. Therefore, the models established for the purposes of the research are statistically significant and valid hypotheses .

For model 1, the R value is 0.372 and the R<sup>2</sup> value is 0.138, the R value for model 2 is 0.308 and the R<sup>2</sup> value is 0.095, the R value for model 3 is 0.224, and the R<sup>2</sup> value is 0.050. After analyzing the significance and validity of the hypotheses, we have looked at the regression coefficients R which show the relationship between independent variables and dependent variables and R<sup>2</sup> which show the change between independent variables and dependent variables.

On the other hand, when the results of the research hypotheses are examined, there is a relation between the independent variables in the three hypotheses and the variables in the hypotheses from the beta coefficients indicating the relation level between the dependent variables and H1, H2 and H3 hypotheses were accepted.

A four-step regression analysis proposed by Baron and Kenny (1986) was conducted to explain the role of organizational cynicism in the influence of leader-member exchange on organizational performance. According to this method, there are four conditions for the mediation effect to be mentioned (Baron and Kenny 1986: 1173-1182):

1. The independent variable must be an effect on the intermediate variable.
2. The independent variable must be effective on the dependent variable.
3. The intermediate variable must be a significant influence on the dependent variable
4. The regression coefficient on the dependent variable (Beta value) decreases as compared to the first equation, while the agent variable (organizational commitment) must also have a significant effect on the dependent variable (corporate reputation) when the agent is put into regression with the variable controlled by controlling the effect of the variable.

Previous regression analyzes have shown that the first three conditions are met. In order to see whether the fourth condition is also provided, a multiple regression analysis was carried out in which dependent variable was job performance, independent variables were leader-member exchange and organizational cynicism. The results of the analysis are as shown in Table 3.

**Table 3: The Regression Analysis Results Regarding Hypotheses**

Variables	Beta	t	Sig.	R	R <sup>2</sup>	F	Sig.F	Result
<b>H4: The influence of leader-member exchange on organizational performance has a role of organizational cynicism.</b>								
Constant	2,764	12,823	,000					
Leader-Member Exchange	,182	7,135	,000					
Organizational Cynicism	-,123	-2,577	,010					
				,389	,151	38,036	,000	<b>Acceptance</b>
<b>Regression Model Y= 2,764+,182(Leader-Member Exchange)-,123(Organizational Cynicism)</b>								

Firstly, the hypothesis established in regression analysis was tested for statistical validity and significance. When the results of the ANOVA analysis which tests the validity and the significance of the hypothesis are examined, it is seen that F value is 38,036 and p value of significance value is p = 0,000. The hypothesis established for the purposes of the study appears to be a statistically significant and valid hypothesis, as the ANOVA analysis showed that the F value, which measures the validity of the hypotheses, is greater than ± 1.96 and the p value, which measures the significance of the hypothesis, is less than 0.05.

After analyzing the significance and validity of the hypotheses, it has been looked at the R<sup>2</sup> values, which indicate the change between the independent variables and the dependent variable. and the regression coefficient R which indicate the relationship between the independent variables and the dependent variable. For the hypothesis, the R value was calculated as 0.389 and the R<sup>2</sup> value was calculated as 0.115.

The regression coefficients (Beta values) between the independent variable (leader-member interaction) and the dependent variable (work performance) in H1 and H4 Hypotheses were examined for the effect of the instrument variable. According to this, the beta coefficient of H4 (313) was found to be lower than the beta coefficient of H1 (, 182). This points to the fact that organizational cynicism assumes a partial mediating role between leader-member exchange and job performance.

### III. Result

In this research, it is aimed to show the effect of the level of interaction between leaders and members on the level of employees' cynicism and their performance. The hypotheses of the research have been tested with the data collected from 410 teachers working in the state primary schools in the Central Anatolia Region.

Within the findings obtained, the first hypothesis (H1) was that the increase in the quality of interaction with employees' managers, that is, the quality of interaction between employees and managers, positively affects the performances of employees. This finding implies that perceived contributions to interaction with managers,

employees with high levels of engagement, commitment, and professional respect are performing better depending on their desire to be more appreciated by their leaders. Employees may have a tendency to perform effectively in the past with more effort to maintain what they have developed with their managers, to benefit more as a result of their interactions and to feel more important than others. These findings are similar to the results previously reported in the literature (Janssen and Van Yperen, 2004; Aly et al., 2016).

Secondly, the findings of the research have showed that the leader-member exchange negatively affects the negative feelings of the workers at the level (H2). According to this result, the possibility of negative emotional reactions to the employees' organizations will decrease due to a manager who has the necessary knowledge and ability about the work he has done, adopting different management style for each employee, trying to meet employees' expectation by behaving fairly, honestly and sincerely against all employees. The results of our research are consistent with the findings of previous studies in this area (Davis and Gardner, 2004, Cetin and Kaptangil, 2016).

Another important finding of our work is that it affects the performance of employees' organizational cynicism negatively. This result has supported the third hypothesis (H3) of the research. This finding implies that employees who have negative feelings towards their organizations perform poorly. These results of the study also show consistency with previous studies between two variables (Neves, 2012, Çakıcı and Doğan, 2014).

The most important finding in our study is that organizational cynics played a role in the relationship between leader-member exchange level and organizational performance (H4). According to this result, the level of perceived leader-member exchange has a direct effect on the performance of the employees, while the organizational cynicism is related, partly mediated. This result indicates two points. First, organizational cynicism is an important variable in relation to the performance of employee-member exchange levels that employees perceive. Second, other variables besides organizational cynicism are also influential between leader-member exchange and organizational performance.

Findings that our work reveals provide some contributions to the literature from the theoretical point of view. Firstly, the effects on the job performance of the various leadership styles are one of the frequently discussed topics in the organizational behavior literature. There is also a literature issue about how variables that express negativity such as organizational cynicism affect the performance of workshops. The findings of our research show that a quality interaction between the leader and his members reduces cynicism and improves job performance. It is obvious that employees who do not have negative feelings towards knitting and exhibit high performance will provide positively multiples output. For this reason, the results of our study show that a high-quality leader-member exchange will reduce organizational cynicism and increase job performance and contribute to organizational success.

On the other hand, organizational behavior will also provide the reader with an idea of how organizational cynics play a role in the relationship between leader-member exchange and organizational performance. In addition, the addition of negative variables such as organizational cynicism as model tools and / or regulatory variables will allow the literature to enrich itself.

The results obtained in the work bring some suggestions in terms of implementation. Especially teachers working at primary education level are extremely important for educating children and designing their future. The school administrators need to be sensitive about leadership in order to ensure that primary school teachers, among the role models of children who meet for the first time in the school with new people besides their families and their immediate surroundings, show high performance during educational activities. As a result, it can be said that teachers with high quality interaction with their managers may not have negative feelings towards the institution they are working with and they will show high performance. It can be made the following suggestions to school administrators; (1) the ideas and thoughts of teachers to be given a two-way and continuous communication should be taken and their participation in decisions should be made possible; (2) active participation of all teachers should be attempted in school assignments; (3) provide a system that reveals teachers who demonstrate high performance; (4) a fair and equal management approach should be adopted against everyone.

There are some limitations of this work. First of all, it is limited to 410 teachers working in public primary schools operating in Central Anatolia Region because of the factors such as time and cost of sampling of our research. This situation makes it difficult to generalize the results of the research. In subsequent research, it may be more useful for workers in different sectors and industries to construct the mainstream of research, in terms of generalization of relevant results.

In conclusion, the findings of this study has showed that the level of leader-member exchange that teachers perceive is effective in decreasing organizational cynicism and increasing job performance. Organizational cynicism has a mediating role between leader-member exchange level and job performance. From this, it can be said that the perceived level of leader-member exchange is indirectly contributed to organizational success.

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