
FACTORS AFFECTING MANAGEMENT PERFORMANCE: SURVEY ON COMMUNITY EMPOWERMENT MANAGERS IN BEKASI REGENCY

Rudy Rosdiana

PNPM, Kabupaten Bekasi

E-mail: rudyrosdiana@gmail.com

ABSTRACT

Community empowerment is one of the government's programs in alleviating poverty in Indonesia. The success of implementing community empowerment cannot be separated from the program's role. This study aims to determine what factors affect the performance of the empowerment program implementers. The research method uses a descriptive approach to obtain an overview of the facts in the field and path analysis to determine the effect of research variables. The research respondents were the implementers of the community empowerment program in Bekasi Regency as many as 48 people. The results showed that there was a significant effect of Work Attitude (X1), Work Climate (X2), and Work Motivation (X3) on Performance (Y) of 0.815, and the remaining 0.185 or 18.5% influence by other variables not included in this study. The study results recommend improving performance through training and coaching on an ongoing basis to improve implementing empowerment programs.

Keywords: work attitude, work climate, work motivation, performance.

INTRODUCTION

Poverty defines as a condition in which a person or group of people are unable to fulfill their fundamental rights to maintain and develop a dignified life. These fundamental rights include unfulfilled needs for food, clothing, and housing, limited access to health services, low access to formal and non-formal education, limited access to work and business opportunities, due to backwardness and isolation in the area of residence, clean water that is not meet health requirements, lack of access to land, natural resources, and the environment, a sense of security from treatment or threats of violence and the right to participate in socio-political life.

The factors that cause poverty are very diverse and interrelated. Therefore, the analysis of the causes of poverty can be seen from the factor of low people's income and is also characterized by various multidimensional problems. National development, which

considers being more oriented towards urban areas and the island of Java, causes the equitable distribution of development not to run proportionally. This condition causes rural areas and outside Java increasingly lag development. As a result, the opportunity for the poor to access productive resources and employment opportunities is decreasing.

With its broad and complex dimensions, poverty needs to address comprehensively and systemically. The factors that cause poverty are influenced by so many variables, both internal and global, and dynamic so that poverty alleviation efforts are continuously updated. Government policies in accelerating poverty reduction carry out by harmonization and consolidation of various poverty reduction programs spread across various ministries and institutions, coordinated directly under the control of the Vice President, under the name National Program for Independent Community Empowerment (PNPM Mandiri).

The empowerment approach places the community no longer as an object of development but as a subject or actor of development, which determines their life to be people-centered. The empowerment process will lead the community in the process to analyze existing problems and opportunities and find alternative solutions to problems based on the resources they have. The community makes decisions and plans, implements, and evaluates the results of its activities. The main inputs are developing human resources, increasing knowledge and skills, and reducing assistance from outside resources, both from the Government or Non-Governmental Organizations.

Liebenberg (2018) argues that Empowerment encourages a process of social change that allows helpless, marginalized people to exert more significant influence on the political arena locally and nationally. Therefore, individual self-empowerment and collective self-empowerment. Empowerment involves changing power/power relationships between individuals, groups, and social institutions. (Stephan, Patterson, Kelly & Mair, 2016)

Besides that, Empowerment is also a process of personal change because each individual takes action on their behalf and then reaffirms their understanding of the world they live in. (Christens, Winn & Duke, 2016)

Self-perception develops from Victim to Agent because people can act in the socio-political area and fulfill their interests.

The community's participatory development planning, based on the DOUM principle, has succeeded in regenerating the nature of community cooperation, caring for the regional development process, and increasing a sense of self of belonging to development outcomes. In the end, the community expected to transform the PNPM Mandiri Rural paradigm from a "Project Scheme" to a sustainable "Program Scheme."

PNPM Mandiri in Rural Areas requires the community to hold deliberation meetings independently and provide community cadres who work voluntarily. These cadres are often called actors who are domiciled and play a role in implementing PNPM Mandiri in Rural Areas.

The Activity Management Unit (UPK) is an institution formed by the Inter-Village Deliberation to manage revolving fund activities. To preserve the revolving fund following the principles, objectives, and mechanisms. Revolving funds are all program

funds and loans that the community uses to finance community economic activities, channeling through community groups.

The management comes from and is directly elected by the community through the MAD Forum and is directly responsible to the BKAD. The management consists of at least three people, namely the Chair, Secretary, and Treasurer, with a tenure of 1-3 years depending on the BKAD decision outlined in the UPK Operational Standards and Procedures. The mechanism for selecting the UPK Management, Job Specifications, Job Description, Working Hours, Rights and Responsibilities, reporting, and accountability mechanisms have been regulated in the AD/ART and SOPs and are obliged to implement them.

Suppose we examine the duties and responsibilities of the PNPM Mandiri. UPK quite a lot, and strategically, it is necessary to have a manager who has good enough competence, especially competence in mastering the concepts and mechanisms of PNPM Mandiri. Financial management, administration, accounting, community facilitation techniques, community empowerment concepts, and other competencies. So that before and during their duties in PNPM Mandiri in Rural Areas, each management must be equipped and trained in various knowledge and skills in facilitating the community through Bookkeeping and Administration Training, debriefing through In-Service Training, and On Job Training.

The facts on the ground show that the quality of the management is still far from expectations. This condition can be seen from the monthly and quarterly evaluations conducted by the Financial Facilitator. If we examine further, it can be seen that: most of the institutional aspects are still weak, the Health aspect is on average in the Healthy category, the Quantitative aspect (Collectibility and Productivity) is in category A and 4 in Category B, the qualitative aspect is vital, while the performance is only 3 points. Good and 13 performs Enough.

Aspects of the ability to understand the concepts, mechanisms, and stages of the process are lacking. The primary duties of the administrators have not been carried out properly; attendance discipline is still lacking. The accuracy of monthly reports still needs to be improved, bookkeeping and administrative skills still need to be improved, the preparation of monthly reports is still late, coaching groups are still less intensive. As a result, the outputs of the activity stages have not been appropriately achieved.

The weaknesses and shortcomings of the management's performance are influenced by various factors, including the level of education, work experience, work attitude, work motivation, work climate, work discipline, and work culture in the local community. These factors will directly influence the performance of the management and institutional performance and will have an impact on the success of PNPM implementation in general. Therefore, the success of PNPM implementation is strongly influenced by the active participation and performance of the management, not only in terms of cognitive and practical aspects but also emotional involvement.

Based on the background, it turns out that community empowerment is not easy to achieve in a short time. The direct involvement of community cadres in planning, implementing, and preserving development is a determinant of the success of program

activities. The formulation of the problem in this study is how much influence work attitudes, work climate and work motivation have on performance. The study aims to determine the effect of work attitudes, work climate, and work motivation on performance.

METHOD

This study uses a quantitative method with a survey approach. This research was conducted in Bekasi Regency. Respondents in this study amounted to 48 people, spread over 16 sub-districts in Bekasi Regency.

Following the results of the study of concepts, theories, and the results of previous studies, in this study, it is determined:

Work Attitude functions as an Independent Variable which is then given the notation X1, with Conceptual, Emotional, and Behavioral dimensions

Work climate functions as an Independent Variable which is then given the notation X2, with the dimensions of Flexibility, Conformity, Responsibility, Standards, Rewards, Clarity, and Commitment.

Work Motivation functions as an Independent Variable which is then given the notation X3, with the dimensions of Physiological Needs, Safety Needs, Social Needs or Affiliation, Esteem Needs, Self Actualization Needs

Management performance functions as a Dependent Variable which is then given the notation Y, with the dimensions of Quality of work, Quantity of work, Length of working hours, Cooperation, Supervision

The data collection technique used is through a survey, namely by using a questionnaire, which is intended to obtain primary data from respondents in this study.

After the data is collected, it is then analyzed. This stage is the most essential and very decisive. At the analysis stage, the data is processed and processed into groups, classified, categorized, and utilized to obtain the truth as an answer to the problem in the hypothesis proposed in the study.

To analyze the effect of work attitude on the performance of the management, the effect of the work climate on the performance of the management, and the influence of the work motivation of the management, using path analysis technique.

RESULTS AND DISCUSSION

Based on the study results, it knows that the Work Attitude (X1) obtained the following values: 1). They believe that the institution has goals, principles, and working mechanisms (4,65); 2). Feeling that every work assignment contributes to achieving the institution's goals (4,29); 3). Feeling that their work is appreciated by superiors, peers, and subordinates (3.90); 4). Feeling that they have succeeded in carrying out their work

(3.71); 5). Feel proud to join and work (4.38); 6). Will carry out tasks according to the institution's vision, mission, and strategy (4,35); 7). Will carry out agency policies with full responsibility (4,33); 8). Will carry out trust and delegation of authority with discipline in work (4,10); 9). Feel happy when always involved in every institution's activity (4,25); 10). Will make every effort to stay with the institution (4.04); 11). Will work hard to better the institution (4,17); 12). Feeling the need for workspace arrangement (4,29); 13). Feeling the need to improve employee competence (4.40) continuously; 14). Satisfied with the facilities and work system (3,58), and 15). Excellent service to the community is the primary commitment (4,33). Thus, respondents' responses to the level of Work Attitudes obtained an average score (mean) of 4.18, so it can say that the level of Work Attitudes of Management in Bekasi Regency can be categorized as good.

Attitudes are closely related to behavior at work, such as job satisfaction (Sanjeev, 2017), employee commitment, and performance (Babalola, 2016). For example, job satisfaction occurs when what is expected by employees is fulfilled, while job dissatisfaction is the opposite phenomenon. Therefore, organizations need to identify the motives that encourage each individual to work and obtain job satisfaction (Tolga, 2020).

According to Foss, Pedersen, Reinholt, Fosgaard & Stea (2015), the work climate is the internal environment or organizational psychology. Organizational work climate influences HR practices and policies accepted by members of the organization. An open organizational work climate encourages employees to express interests and dissatisfaction without fear of reprisal and attention.

According to Lau, Tong, Lien, Hsu & Chong (2017), organizational work climate can define in the organizational work climate dimensions. Several factors that can use as indicators are:

1. Flexibility conformity. Flexibility and conformity are organizational conditions that allow employees to act and make adjustments to the assigned tasks. This condition relates to the rules set by the organization, existing policies, and procedures. In addition, acceptance of new ideas is a supporting value in developing a conducive organizational work climate to achieve organizational goals.

2. Responsibilities. This condition relates to employees' feelings about implementing organizational tasks carried out with a sense of responsibility for the results achieved because they are involved in the ongoing process.

3. Standards. Employees' feelings about organizational conditions where management pays attention to carrying out tasks properly, predetermined goals, and tolerance for errors or things that are not suitable or not good.

4. Rewards. This condition relates to employees' appreciation and recognition for good work.

5. Clarity. They are associated with employees' feeling that they know what they expect concerning work, roles, and organizational goals.

6. Commitment Theme. Relates to how employees feel about their sense of pride in belonging to the organization and a willingness to put in more effort when needed.

Based on the results of the calculation of the Work Climate (X2), the results obtained are as follows: 1). The flexibility of working time and use of resources (4.04); 2). Complete trust from the leadership (3.94); 3). Opinions and initiatives approved by the leadership and colleagues (3,73); 4). Feel free to discuss with leaders and co-workers (3,98); 5). Feeling cared for by the leadership when there is a problem (3,77); 6). Feeling the solidarity of co-workers (4,10); 7). They feel that their work contribution appreciates by the institution (4,15); 8). Feeling that good work needs to be recognized and rewarded by the institution (4,15); 9). Work objectives and outputs are clearly defined (4,10); 10). Understanding each work activity impacts the achievement of institutional goals (4,21); 11). Feel free and not afraid of a different opinion with the leader (3,83); 12). Feeling given the freedom to innovate and be creative (3.90); 13). New ideas are continuously assessed for their strengths and weaknesses (4,19); 14). Feeling that the workspace, work facilities, and relations between workers will support the achievement of tasks (3,96); and 15). Emphasis on achieving institutional goals (3,83). Thus, respondents' responses to the level of Work Climate obtained an average score (mean) of 4.01; it can say that the level of Work Climate of Management in Bekasi Regency can categorize as good.

Organizational work climate is essential to create because it is a person's perception of what the organization provides and uses as the basis for determining the behavior of subsequent members. The work climate is determined by how well members are direct, built, and rewarded. Lau, Tong, Lien, Hsu & Chong (2017) mention that the characteristics or dimensions of an organization's work climate can affect the motivation of members to behave in a certain way.

Motivation defines as a condition that moves people towards a particular goal. Some state that works motivation is a condition that affects generating, directing, and maintaining behavior related to the work environment.

According to Robescu & Iancu (2016), motivation in terms of its purpose and use is to observe, seek, and take into account the behavior of subordinates. Personal motivation to act results from the interaction of three things, namely; a). Strengths themselves or their needs, b). Desire to succeed, and c). Incentive value is attached to the goal.

According to Abraham Maslow's hierarchy of needs theory, people or individuals are motivated to behave in their work to meet their needs which consist of 5 levels of needs, namely: a). Physical Needs are the most basic needs of humans, namely food, sex, and other biological needs; b). Safety and Security Needs, not only to feel safe from various physical and mental disorders but also to feel safe from uncertainty in the future; c). Belongingness Needs, namely the need to interact and be accepted by the social environment; d). Esteem Needs can be in the form of appreciation from the surrounding environment, superiors, and clarity on awards for outstanding employees; and e). Finally, self-Actualization Needs can be in the form of demands for career development that are clear, challenging work.

Based on the calculations on Work Motivation (X3), the results obtained are as follows: 1). Trying to mobilize the ability to achieve optimal performance (4,35); 2). Optimal work performance will provide job satisfaction (4,35); 3). Feeling happy when recognized for its existence (4.35); 4). Feeling comfortable in the work environment makes morale (4,25); 5). Without being supervised by the leader, keep working with enthusiasm (4.08); 6). Feeling motivated if the salary is commensurate with the workload and responsibilities (4.50); 7). The institution strives to improve employee competence (4,13); 8). Feel motivated if the institution gives bonuses somewhat (4.46); 9). The institution always awards outstanding employees (3.71); 10). Morale will increase if the relationship with co-workers goes well (4,29); 11). Comfortable and conducive working conditions will increase morale (4,35); 12). Flexible policies will increase work motivation (4.04); 13). Feeling that there is justice in all areas (3,83); 14). Coaching and supervision from superiors will increase work motivation (4,21), and 15). Feeling satisfied with the current job (3.92). Thus, the respondent's response to the level of work motivation obtained an average score (mean) of 4.12, so it can say that administrators' level of work motivation in the Bekasi district can categorize as good.

Motivating workers is necessary so that the behavior and habits of different workers in its implementation can be noticed and directed at achieving organizational goals. Failure to motivate workers will cause differences in behavior and habits that lead to organizational failure in achieving goals. According to Abraham Maslow's hierarchy of needs theory, Physical Needs are the most basic needs of humans, namely food, sexual and other biological needs. It will be fulfilled if workers get the desired minimum wage, work environment, comfortable working climate, and clean work location from pollution. After that, it will increase to the next level. Some feel that the levels of human needs run simultaneously, not waiting for needs gradually.

The fulfillment of various needs of life from various levels will foster work enthusiasm and work spirit in good work results. Good work results will improve employee performance and, in the end, will impact improving organizational performance so that it has a positive impact on improving services to the community.

Performance is the willingness of a person or group to carry out an activity and perfect it according to their responsibilities with the expected results. To determine the performance of an organization, one of the efforts that can be done is by implementing a performance appraisal.

Based on the calculation of Performance (Y) results, the results obtained are as follows: 1). Feeling able to carry out all his work (3.98); 2). Feeling that they understand their duties and responsibilities (4,17); 3). Will immediately complete the work while still paying attention to the quality of work (4,25); 4). The feeling never put off work (4.04); 5). Will use work time effectively (4,19); 6). Requires creative ideas or ideas to get good work results (4,44); 7). Trying to get the job done without asking others for help (3.85); 8). Will provide reports on time (4,10); 9). They feel that they have an educational background suitable for their work (3.65); 10). Have attended training and have the skills

to carry out their duties (4,10); 11). Always looking for solutions when there are problems at work (4,19); 12). Relations and cooperation with the leadership are well established (4,21); 13). Relationships and cooperation with co-workers are well established (4,13); 14). Leaders are satisfied with the work results (3,90); 15). The community is satisfied with the services provided (3,77). Thus the respondent's response to the level of performance obtained an average score (mean) of 4.06; it can say that the level of performance of the Management in Bekasi Regency can categorize as good.

The performance of the Management in Bekasi Regency can see from its primary duties, namely serving the community or borrower groups (receiving deposits, administrative guidance, billing and serving complaints), making monthly reports on time, making and carrying out bookkeeping and financial administration, documenting or filing administrative activities and responsibilities, activities to the community.

Based on the results of the verification analysis related to data processing using path analysis, it knows that the relationship between the Work Attitude variable (X1) and Work Climate (X2) is 0.658, the relationship between the Work Attitude variable (X1) and Work Motivation (X3) is 0.507 and the relationship between work climate variable (X2) with work motivation (X3) of 0.681.

The results of the path calculation are that the Work Attitude variable (X1) has a path coefficient of 0.205, the Work Climate variable (X2) has a path coefficient of 0.574, and the Work Motivation variable (X3) has a path coefficient of 0.229. Therefore, the results are obtained based on the path coefficient search formula for variables X1, X2, and X3 to Y, as shown in Figure 1 below.

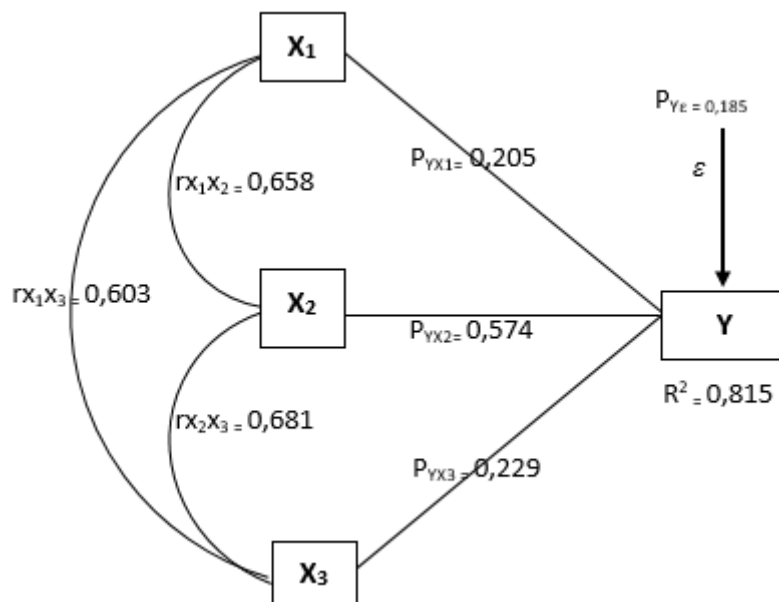


Figure 1. Path Analysis Test

If we examine Figure 1, we can examine the path coefficient, the influence of Work Attitude (X1), Work Climate (X2), and Work Motivation (X3), both partially and simultaneously on Performance (Y), as shown in Table 1 below.

Table 1. Recapitulation of Total, Direct and Indirect Effects

Variables	Direct	Indirect			Total indirect	Total
		X ₁	X ₂	X ₃		
X ₁	0,042		0,077	0,028	0,106	0,148
X ₂	0,329	0,077		0,090	0,167	0,497
X ₃	0,052	0,028	0,090		0,118	0,170
Total						0,815

In table 1, it can see that partially the path coefficient of the work attitude variable (X1) on performance (Y) is 0.205, the path coefficient for the work climate variable (X2) on performance (Y) is 0.574, and the path coefficient for the work motivation variable (X3) is on performance. (Y) of 0.229. The path coefficient of the variable (epsilon) is: $P_{y\epsilon} = 1 - 0.815 = 0.185$, and the effect of the variables of Work Attitude (X1), Work Climate (X2), and Work Motivation (X3) simultaneously is 0.815.

Table 1 illustrates the influence of the work attitude variable (X1) on performance (Y); the direct effect of 0.042 and indirectly through the Work Climate variable (X2) of 0.077 and the Work Motivation variable (X3) of 0.028, the total indirect effect of the Work Attitude variable (X1) is 0.106, so the total effect of Work Attitude (X1) to Performance (Y) of 0.148 or 14.8%.

The effect of work climate variable (X2) on performance (Y); the direct effect is 0.329 and indirectly through the Work Attitude variable (X1) is 0.077 and through the Work Motivation variable (X3) is 0.090, the total indirect effect of Work Climate (X2) is 0.167. Hence, the total effect of Work Climate (X2) on Performance (Y) is 0.497.

The effect of work motivation variable (X3) on performance (Y); the direct effect is 0.052 and indirectly through Work Attitude (X1) is 0.028 and through Work Climate (X2) is 0.090, the total indirect effect of Work Motivation (X3) is 0.118, so the total effect of Work Motivation (X3) on Performance (Y) of 0.170.

Meanwhile, the simultaneous influence of Work Attitude (X1), Work Climate (X2), and Work Motivation (X3) variables on Performance (Y) are 0.815. Because the path coefficient of the variable is: $P_{y\epsilon} = 1 - 0.815 = 0.185$, it means that the variables of Work Attitude (X1), Work Climate (X2), and Work Motivation (X3) together influence the Performance variable (Y) of 0.815 or 81.5% and the remaining 0.185 or 18.5% influence by other variables not included in this study.

The results of the study are in line with previous research, which proves that there is an influence of work attitude (Tolga, 2020), work climate (Lau, Tong, Lien, Hsu &

Chong, 2017; Syaifuddin & Sidharta, 2017), and work motivation (Kamphorst & Swank, 2018; Manik & Sidharta, 2017) on performance (Moon, Hur & Hyun, 2019).

CONCLUSION

According to the analysis and discussion results, the Work Attitude of the Management in Bekasi Regency can be categorized as good, where some respondents gave good responses. The management climate in Bekasi Regency can be categorized as good. Some respondents gave good responses to the Dimensions of Flexibility Conformity, Dimensions of Responsibility, Dimensions of Standards, Dimensions of Rewards, and Dimensions Clarity and Dimensions of Commitment Themes. The Work Motivation of Management in Bekasi Regency can be categorized as good. Some respondents gave good responses to the Physical Needs, Safety and Security Needs, Social / Belongingness Needs, Esteem Needs, and Self-Actualization Needs. The performance of the Management in Bekasi Regency can be categorized as good. Some respondents gave good responses to the quality of work, quantity of work, length of working hours, cooperation, and supervision. There is a simultaneous influence of the variables of work attitude, work climate, and work motivation on the performance of the management, and the rest is influenced by other variables not included in this study.

It can suggest that efforts are needed to maintain and improve work attitudes in the Bekasi Regency, which can be done mainly through continuous improvement in terms of giving awards for work performance, increasing employee competence, increasing the completeness of work facilities improving work mechanisms.

Efforts are needed to maintain and improve the work climate in Bekasi Regency; this can be done mainly through continuous improvement of freedom of expression, respect for differences of opinion in a democratic manner, and leaders must listen to employee complaints if there are problems. A transparent, democratic, and participatory work climate will improve a conducive work climate and have an impact on improving performance.

Efforts are needed to maintain and increase work motivation in the Bekasi Regency, which can be done primarily through continuous improvement to meet the life needs of employees, especially in the form of awards from superiors for work performance and fairness in all fields. Self-actualization Needs in the form of demands for career development.

Efforts are needed to maintain and improve the performance of the management in the Bekasi Regency, which can be done through continuous training and coaching, to improve competence. This condition is essential because of the education level of some of the administrators in high school. However, some are equivalent to bachelor's degrees, but their educational background is not following their work. Besides that, because the

administrator's job is to serve the community, it is necessary to improve his competence in providing excellent service to the community to feel satisfied.

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