

The impact of organizational justice practices on employee organizational cynicism in Chinese banking industry

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[https://doi.org/10.35609/gcbssproceeding.2022.1\(42\)](https://doi.org/10.35609/gcbssproceeding.2022.1(42))

ABSTRACT

This study examined the specific organizational justice affecting organizational cynicism through perceived organizational support. The studied organizational justice was distributive justice, procedural justice, and interactional justice. Perceived organizational support was treated as the mediating variable in this study. This study used cross-sectional data to verify the conceptual framework and hypotheses. The qualified cases used for analysis were 305 through a two-stage cluster sampling strategy. The data analysis results showed that perceived organizational support could significantly reduce the organizational cynicism of banking employees. In terms of specific organizational justice, all dimensions of organizational justice could affect organizational cynicism of bank employees, with distributive justice having the most significant impact, followed by interactional justice and procedural justice. At the same time, the results also showed that perceived organizational support mediated the relationship between organizational justice and reduced organizational cynicism. This finding is consistent with previous studies in other industries. Therefore, specific organizational justice will produce the same conclusions in different industries and cultural backgrounds. The practical significance of this study lies in exploring and validating effective practices for reducing cynicism in the Chinese context, such as strengthening distributive justice, which can minimize employees' negative work attitudes, and ultimately improve individual and organizational performance.

Keywords: organizational cynicism, perceived organizational support, organizational justice, distributive justice, procedural justice, interactional justice, banking industry.