

ORGANIZATIONAL JUSTICE AND EMPLOYEE CYNICISM: CAN TRUST MEDIATE?

Ryan Basith Fasih Khan*, Bagas Adi Firmansyah

Universitas Islam Negeri Maulana Malik Ibrahim Malang, Indonesia

Citation (APA 7th): Khan, R. B. F., & Firmansyah, B. A. (2024). Organizational Justice and Employee Cynicism: Can Trust Mediate?. *Jurnal Minds: Manajemen Ide Dan Inspirasi*, 11(1), 1-16. <https://doi.org/10.24252/minds.v11i1.41781>

Submitted: 10 October 2023

Revised: 26 February 2024

Accepted: 07 March 2024

Published: 19 June 2024



Copyright: © 2024 by the authors.

ABSTRACT: This study examines how employee cynicism, characterized by negativity, skepticism, and distrust, can hinder productivity and organizational success. To understand this phenomenon in public organizations, we surveyed 163 public servants in East Java, Indonesia. We analyzed the data across different organizational sizes, performance levels, and strategic goals using an exploratory-based structural-equation model. Our findings reveal three key points. First, employees experience less cynicism when they perceive fairness, equality, and transparency in the workplace, highlighting the importance of organizational Justice. Second, employee trust acts as a protective factor, further reducing cynicism. Finally, employee trust mediates the relationship between organizational Justice and cynicism, suggesting that fostering Trust strengthens the link between fair treatment and positive employee attitudes. These results emphasize the importance of staff departments and leadership promoting both organizational fairness and Trust to create a healthier and more productive work environment.

Keywords: Organizational Justice; Trust; Employee Cynicism; Civil Servants

*Corresponding Author: ryanbasithfasikhkhan@uin-malang.ac.id

DOI: 10.24252/minds.v11i1.41781

ISSN-E: 2597-6990

ISSN-P: 2442-4951

<http://journal.uin-alauddin.ac.id/index.php/minds>

Publisher: Program Studi Manajemen, Universitas Islam Negeri Alauddin Makassar 1

INTRODUCTION

Modern organizations struggle with team member cynicism since it affects several working traits. Cynical employees are pessimistic, skeptical, and mistrustful, which lowers morale, productivity, and organizational effectiveness. To effectively address the issue, it is imperative to accurately identify the underlying factors contributing to team member skepticism. Organizations may effectively mitigate cynicism and cultivate a positive work environment by comprehensively understanding these concerns and implementing targeted strategies and actions (Zeidan & Prentice, 2022). These tactics have the potential to improve team member morale, increase productivity levels, and make a positive impact on the overall performance of the firm.

The idea of organizational Justice is significant in comprehending employees' perceptions of fairness inside the workplace (Masterson, 2001). The concept incorporates many elements, including distributional, procedural, and interactional Justice. The characteristics under consideration are the principles of equal distribution of incentives, openness and fairness in decision-making procedures, and respectful and equitable treatment by members within an organization. Numerous studies have unequivocally demonstrated the significant impact of organizational Justice in molding team member attitudes and behavior (Treviño & Weaver, 2001). The extent to which organizational Justice impacts team member cynicism, characterized by negative views and skepticism, has been inadequately explored in existing research. Comprehending these fundamental mechanisms is crucial in formulating comprehensive methods to effectively address and alleviate team member cynicism within organizational contexts (Arslan & Roudaki, 2019).

Trust is pivotal in creating favorable connections within organizational contexts (Rahayuningsih, 2019). The concept involves establishing Trust and belief among employees toward the company and its members, focusing on prioritizing their well-being, fulfilling obligations, and protecting personal information (Vanhalala et al., 2016). The significance of Trust in shaping team member attitudes, such as cynicism, has been extensively recognized (Kumar & Saha, 2017). Further work is required to explore the specific role of Trust in regulating the relationship between organizational Justice and team member cynicism. Gaining a comprehensive understanding of the functioning of Trust as a mechanism within this particular relationship might yield significant insights into the impact of organizational Justice on levels of employee cynicism (Fiaz et al., 2021). By examining the intermediary function of Trust, firms may enhance their comprehension of how to foster Trust, encourage equity, and proficiently tackle employee skepticism inside the workplace (Gulati & Wohlgezogen, 2023).

This study examines the correlation between corporate fairness and team member skepticism. This study delves deeper into the function of Trust as an intermediary variable. Mediating variables aid in comprehending the intricate connection between organizational justice and team member cynicism. Moreover, analyzing this connection directly will impact team member cynicism by fostering Trust.

The researcher acknowledges that research demonstrates the intricate connection between organizational fairness and team member cynicism. This research will concentrate on a notion that can impact the relationship between the two parties by introducing the trust variable. A study conducted by Nan and Selama (2022) has demonstrated that organizational Justice directly influences team member cynicism while overlooking the role of Trust as an intervening element. The gaps impede our comprehension of the intricate dynamics and obstruct the creation of impactful influence (Mubashar et al., 2022).

The predominant approach employs the social interaction theory from Blau (1964) to comprehend the intricate connection between Trust and moderate the relationship between organizational fairness and employee cynicism. This theory posits that individuals engage in social relationships guided by notions of fairness and reciprocity. Employees who believe in organizational Justice are likelier to exhibit good behaviors, such as increased Trust in the business and less cynical views (Archimi et al., 2018). Deception erodes Trust and results in unfavorable attitudes and actions.

The principal aim of this study is to investigate the influence of Trust on team member cynicism and the relationship between organizational Justice. The proposition suggests a relationship between employee cynicism and the concept of organizational Justice, with Trust acting as a mediating variable in this relationship. The perception of a substantial level of Justice inside the workplace is anticipated to impact employees' Trust in the organization negatively (Holley et al., 2023). As confidence inside an organization strengthens, employees tend to be more inclined toward perceiving the company favorably. This inclination is characterized by attributing acts and choices made by the business to good intentions rather than adopting a skeptical stance (Takemoto et al., 2021).

On the contrary, in cases where organizational Justice is considered inadequate, Trust may deteriorate, resulting in an increase in cynicism among employees who become more inclined to question the organization's intentions and behaviors (Turgut et al., 2016). This study aims to comprehensively understand the mechanisms organizational Justice contributes to developing team member cynicism. Specifically, it examines the mediating role of Trust in this nexus investigation (Mubashar et al., 2022).

This study aims to explore the intricate relationship between organizational Justice, Trust, and team member cynicism by examining the mediating role of Trust. Through an investigation into the functioning of Trust as a mechanism via which organizational Justice influences cynicism, this research aims to reveal significant insights into the fundamental processes and dynamics of these variables. The results of this study will offer companies a more extensive comprehension of the variables that lead to employee cynicism and the significance of Trust in alleviating its adverse consequences (Shaharruddin et al., 2016). With this acquired knowledge, companies have the ability to formulate specific strategies and interventions aimed at cultivating Trust, improving Justice, and successfully addressing employee cynicism. Consequently, these efforts contribute to creating a work environment characterized by positivity and productivity (McManus & Mosca, 2015). The ultimate objective is to provide a

professional setting that embodies principles of equity, trustworthiness, and less skepticism, hence resulting in elevated levels of team member contentment, involvement, and overall organizational achievement.

THEORETICAL REVIEW

Organizational Justice

Organizational Justice pertains to the perception of fairness in the workplace. This encompasses several aspects, such as the equitable allocation of incentives, the fairness of decision-making processes, and the quality of interpersonal treatment (Rehman et al., 2023). The phenomenon under consideration has significant importance in influencing an organization's attitudes, actions, and overall outcomes. The perception of fairness in allocating incentives, such as promotions and compensation, has positively impacted team member satisfaction and motivation. The concept of procedural Justice centers around the principles of transparency and inclusivity in decision-making processes, and it has been found to positively impact team member trust, engagement, and perceptions of fairness (He et al., 2014). Promoting healthy team member connections, contentment, and confidence in leadership is facilitated by interactional Justice, which encompasses fair and attentive treatment (Wu et al., 2012).

Organizations that emphasize prioritizing and advocating for organizational Justice can cultivate a favorable work environment, facilitating the development of Trust, collaboration, and a perception of equity among workers (Myhill & Bradford, 2013). Organizations may boost team members' happiness, engagement, and overall performance by implementing equitable policies, adopting transparent decision-making procedures, and fostering respectful communication (Abel, 2013). Establishing organizational Justice is a pivotal element in constructing a conducive and flourishing work milieu whereby employees experience a sense of worth, regard, and motivation to exert their utmost endeavors (Kasemsap, 2017).

Based on previous research conducted by Tayfur et al. (2013) and Nan and Muhammad (2022) empirical findings have demonstrated a connection between decreased employee cynicism and organizational fairness. That is, when an organization is seen as fair and reasonable in reality, it can successfully lower the cynicism held by its staff. Organizations may cultivate an atmosphere that promotes Trust and mitigates skepticism and distrust among workers by adhering to principles of fairness in employee treatment, maintaining transparency in decision-making processes, and consistently implementing policies (Rawlins & Rawlins, 2014; Seifert et al., 2016).

H1: Organizational Justice Affects Employee Cynicism

Trust

Organizational Trust encompasses individuals' perception and assurance regarding an organization's dependability, ethical principles, and reputation (Khouya & Benabdelhadi, 2021). The prevailing belief is that the organization and its constituents would prioritize the welfare of employees, honor their obligations, and uphold the principle of secrecy. The establishment of

organizational Trust is predicated upon several key elements, including but not limited to: fostering an environment of open and honest communication, ensuring openness in decision-making procedures, maintaining consistent conduct, and exemplifying ethical beliefs and principles (Bowen et al., 2016). The establishment of Trust plays a pivotal role in cultivating favorable connections within the organizational context, facilitating employee engagement, and cultivating a work environment that is characterized by support and collaboration (Addison & Teixeira, 2020). It is an adhesive agent that fosters individual cohesion, enables efficient cooperation, and amplifies overall organizational efficacy. Trust is a crucial commodity that firms must create and nurture to establish credibility, inspire confidence, and sustain the dedication and devotion of workers (Dromereschi, 2010).

Employees with a heightened confidence level in their respective organizations are inclined to exhibit a more favorable attitude and are less susceptible to the detrimental effects of cynicism (Ozyilmaz et al., 2018; Singh & Srivastava, 2013). Conversely, individuals with low Trust tend to be more cynical and skeptical of the company (Behazad, 2020; Schabram & Robinson, 2015). Existing literature has demonstrated that team member trust may be influenced by several aspects, including clear communication inside the business, fair treatment by the organization, managerial support, and possibilities for career growth (Jiang & Luo, 2018; Kaliappan & Kavitha, 2019; Klimchak et al., 2020). Furthermore, implementing trust-building actions by firms can mitigate team member skepticism (Lissillour & Sahut, 2023; Ozyilmaz et al., 2018).

H2: Trust affects employee cynicism

Team member Cynicism

Employees' cynicism is characterized by a pessimistic mindset and a sense of doubt toward their company, its leaders, and its operational procedures (Tamer & Ozkan, 2020). Employees with a cynical disposition often exhibit a worldview characterized by skepticism and criticism, harboring doubts on the underlying motives and intentions driving corporate choices and actions (Richards & Kosmala, 2013). Individuals may demonstrate emotions such as disillusionment, exasperation, and resentment in relation to their workplace, co-workers, and management (Durrah et al., 2019). Cynicism among employees can be observed in the form of disengagement, reduced motivation, and a lack of dedication toward the firm (Abugre & Acquaah, 2022). It can also lead to negative behaviors such as reduced cooperation, increased absenteeism, and lower job satisfaction. Employee cynicism can have detrimental effects on individual well-being, team dynamics, and overall organizational performance if not effectively addressed (Chiaburu et al., 2013). Organizations need to identify and understand the underlying causes of cynicism in order to develop strategies and interventions to mitigate its impact and foster a more positive work environment (Sullivan & Bendell, 2023). Research by DeConinck (2010) and Mubashar (2022) reveals that organizational Trust might serve as a mediator variable for the association between organizational Justice and team member cynicism, implying that firms must cultivate confidence and offer organizational Justice.

H3: Organizational Justice influences employee cynicism mediated by Trust

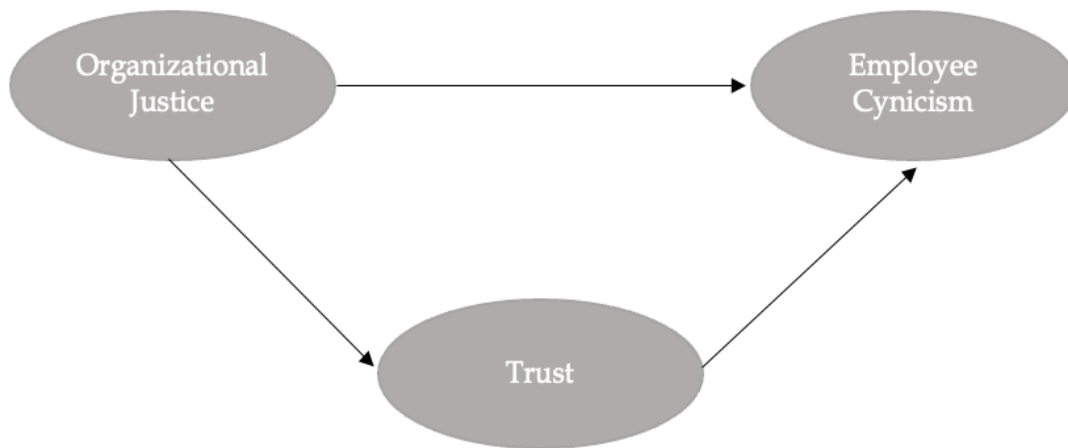


Figure 1. Conceptual Framework

METHODOLOGY

We employ a comprehensive approach to gather valuable insights from diverse staff members spanning organizations using quantitative survey methodologies. Within this meticulously designed survey instrument, it is imperative to incorporate validated scales in assessing employee perceptions of organizational Justice, Trust, and cynicism. The primary aim of this data collection endeavor is to scrutinize and illuminate the intricate dynamics of belief as a mediating factor in organizational contexts, necessitating the utilization of advanced statistical techniques, including mediation analysis. Thus, we employ partial-least-square structural-equation modelling with Smartpls 3 to analyze the findings. Validity, reliability, and collinearity are the precursors of hypothesis testing.

Our data acquisition strategy extends beyond traditional boundaries, encompassing many social media platforms, namely Twitter, Instagram, WhatsApp, and email, thus ensuring a robust and inclusive data pool. This approach enhances the cost and efficiency aspects of data collection and embraces the advantages of snowball sampling (see Table 1 for the demographic descriptions). Snowball sampling, known for its economic benefits and efficiency gains, allows us to cast a broader net in reaching potential respondents through referrals from existing participants. This method helps us tap into networks and connections that might otherwise remain inaccessible through traditional means.

However, it is essential to acknowledge the limitations inherent in snowball sampling, such as non-random selection and potential confidentiality concerns. The non-random selection aspect implies that participants are not chosen through random sampling, which may introduce bias into our sample. Additionally, there might be concerns related to confidentiality when participants refer others to the study, potentially compromising the privacy of respondents (Johnson, 2014). Therefore, while we leverage the advantages of

snowball sampling, we remain vigilant about these limitations, implementing strategies to mitigate their potential impact.

For this study, our focus is on 163 government employees hailing from East Java, Indonesia, all holding permanent employment statuses. To maintain data integrity and precision, the researcher has thoughtfully incorporated screening questions at the inception of the questionnaire. These questions serve a dual purpose: firstly, to ascertain whether respondents align with the specific criteria outlined by the researcher, and secondly, to discern the appropriateness or lack thereof of the data provided by the respondents, thereby ensuring that the dataset employed in this study remains relevant and valid. Additionally, calculating the average of descriptive statistical data is essential in data analysis because it provides a centralized picture of the data distribution, allowing comparisons between variables. Relevant data is shown in the table below.

Table 1. Demographic Analysis

Age	N	%	Total
24-34 years	49	30%	163 (100%)
35-44 years	47	29%	
45-54 years	54	33%	
55-57 years	13	8%	
Education			
High School	30	18%	163 (100%)
Bachelor's Degree	92	56%	
Master's Degree	34	21%	
Doctoral Degree	7	4%	
Employment Status			
Civil Servant	138	85%	163 (100%)
PPPK (Contractual Staffs)	25	15%	

Source: Adapted Smartpls Output (2023)

RESULTS

This study presents the initial model quality investigation by validity testing, with a rule of no loading exceeding 0.70. Furthermore, the Average Variance Extracted (AVE) should be higher than 0.50. These steps necessitate a deletion of several items for not satisfactory scores. Further test results can be seen in Table 2. The measurement model demonstrated acceptable psychometric properties. All item loadings exceeded the recommended threshold of 0.70, indicative of strong convergent validity. This suggests that the items effectively capture the variance of their respective latent constructs. Furthermore, the average variance extracted (AVE) values for all constructs surpassed the 0.50 criterion, providing preliminary evidence of discriminant validity. These results indicate that the constructs are sufficiently distinct from one another and that the shared variance between constructs is lower than the variance captured by each construct individually.

Table 2. Validity Test

Items	Organizational Justice	Employee Cynicism	Trust	AVE
X1	0,763			
X3	0,708			0,733
X8	0,757			
X9	0,783			
Y1		0,860		
Y2		0,830		
Y3		0,900		0,567
Y4		0,834		
Z4			0,741	
Z6			0,791	
Z7			0,859	0,654
Z8			0,839	

Source: Smartpls Data Processed (2023)

Table 3 presents the key takeaway in the factor analysis for reliability by Cronbach's alpha and Composite reliability measures.

Table 3. Reliability Test

Constructs	Cronbach's Alpha	Composite Reliability
Employee Cynicism	0,879	0,917
Organizational Justice	0,746	0,840
Trust	0,825	0,883

Source: Smartpls Data Processed (2023)

In the context of the reliability assessment, Table 3 demonstrates that Cronbach's alpha values surpass 0.70, signifying a substantial degree of dependability. This implies that the measurements employed in the study consistently capture the fundamental constructs, yielding dependable outcomes. A high value of Cronbach's alpha signifies a strong level of internal consistency among the items within each construct, hence influencing the level of Trust in the reliability of the assessment. This study proceeds with further inner model analysis for hypothesis investigation. The bootstrapping procedure allows the significance test as compiled in Table 4.

Table 4. The Hypothesis Paths

Paths	Effect size	St. Dev.	<i>t</i>	<i>p</i>
Organizational Justice -> Employee Cynicism	-0,479	0,067	7,204	0,000
Trust -> Employee Cynicism	-0,212	0,094	2,263	0,024
Organizational Justice -> Trust -> Employee Cynicism	-0,126	0,060	2,101	0,036

Source: Data Processed (2023)

The data presented in Table 4 indicates a notable correlation between organizational Justice and team member cynicism. The statistical examination substantiates the claim, demonstrating a t-statistic of 7.204 and a p-value of 0.05. An inverse relationship is observed between organizational fairness and team member cynicism, as indicated by the negative coefficient. Similarly, the t-

statistic value of 2.263 and p-value of 0.05 obtained in the second hypothesis provide evidence of a statistically significant relationship between higher levels of Trust and lower levels of cynicism. This study demonstrates that Trust mediates organizational Justice and team member cynicism with t-value > 1.96 and p-values < 0.05 , showing that Trust significantly moderates the link between organizational fairness and employee cynicism. These findings suggest that Trust is essential in influencing employee cynicism through organizational Justice. Employees who see fairness in the organization are more likely to trust management and current decision-making procedures. When there is a lack of organizational Justice, employees' faith in the company might decrease, leading to increased skepticism.

DISCUSSION

In light of the statistical findings, it becomes clear that a robust and substantive relationship of significant import exists between the construct of organizational Justice and the pervasive issue of team member cynicism, confirming hypothesis 1. This result reinforces the findings from previous-scholar endeavors (Shaharruddin et al., 2016; Turgut et al., 2016). The data elucidate that an upward trajectory in employees' perceived levels of organizational fairness corresponds inversely with the prevalence and intensity of cynicism within the workforce. This consequential outcome underscores the profound implication that an organizational milieu wherein employees perceive procedural and process fairness engenders a palpable reduction in their cynicism, fostering a positive and cooperative workplace environment.

Given the compelling insights gleaned from our research, organizations need to underscore the importance of attending to the dimension of organizational Justice within their work environments. The research findings highlight the importance of implementing strategies to enhance and fortify organizational Justice, as emphasized by Taxman and Gordon (2009). These initiatives can yield substantial dividends by effectively curtailing the incidence of team member cynicism and, in turn, contributing to cultivating an environment marked by harmonious relations and mutual Trust. Such measures may encompass the meticulous establishment of fair policies and procedures, the transparent adjudication of decisions, and the unwavering commitment to ensuring all employees' equitable and uniform treatment, thereby effecting a transformative shift toward a more beneficial and positive workplace ambiance.

The results of this study emphasize the considerable impact of Trust on team member cynicism within the framework of a company for hypothesis 2. Trust, an essential element of interpersonal connections, significantly influences employees' views and attitudes toward their work environment (Matzler & Renzl, 2006). Trust is a foundation for positive interactions and cooperation between employees, their colleagues, supervisors, and the organization (Kaliappan & Kavitha, 2019). This, in turn, reduces the likelihood of developing cynicism, characterized by antagonistic beliefs, skepticism, and a lack of Trust in the organization.

Trust plays a crucial role in establishing a conducive atmosphere inside a business, when principles such as transparent communication, collaborative efforts, and equitable practices are actively encouraged. Employees that possess a high level of confidence in their organization are inclined to perceive management choices and actions as legitimate and ethical, hence mitigating the likelihood of cynicism (Mayer & Gavin, 2005). Furthermore, trust guards against cynicism by encouraging positive job attitudes, satisfaction, and organizational dedication. Employees are more likely to have a feeling of connection and loyalty when they trust their firm, further decreasing cynicism (Neves & Eisenberger, 2012). These findings have important implications for organizations seeking to address employee cynicism. Building Trust within the workplace should be a priority, as it contributes to a positive work environment and reduces the likelihood of cynicism among employees (Singh & Srivastava, 2013). Strategies such as promoting transparency, fairness, and effective communication can help foster Trust and mitigate cynicism.

The present study enhances our understanding of the intermediary function of Trust in the association between organizational fairness and employee cynicism. The results indicate that Trust significantly mitigates the influence of organizational Justice on team member cynicism, suggesting that Trust plays a crucial role in shaping the perspectives and attitudes of personnel. The fairness of procedures, relationships, and outcomes is called organizational Justice. Employees who believe the business and its management are fair in these areas are more inclined to trust the organization and its management (Kickul et al., 2005). Trust, in turn, acts as a buffer against cynicism by fostering positive beliefs, expectations, and cooperation among employees (Ferres et al., 2004; Singh & Srivastava, 2013).

Through establishing Trust, public agencies can cultivate an atmosphere wherein workers have a sense of worth, respect, and equitable treatment (Kaliappan & Kavitha, 2019). This, in turn, reduces the likelihood of cynicism among employees who might otherwise become disillusioned, disengaged, or display negative attitudes. These findings have practical implications for organizations aiming to improve employee well-being and organizational performance. Firstly, it highlights the importance of fostering a culture of fairness and transparency to enhance trust levels (Behazad, 2020; Schabram & Robinson, 2015). Organizations should prioritize equitable decision-making practices, resource allocation, and performance evaluations (Monachou & Stoica, 2022). Secondly, efforts should be made to enhance communication channels and build positive relationships between management and employees.

The presence of Trust within an organization can mitigate the development of cynicism among employees. Trust is a protective factor, fostering positive perceptions and reducing negative attitudes (Kesharwani & Bisht, 2012). Organizations prioritizing trust-building initiatives are likely to see benefits in increased employee satisfaction, engagement, and overall organizational effectiveness.

FURTHER STUDY

The present study has yielded significant findings about the correlation between organizational Justice, Trust, and team member cynicism within the context of government officials in East Java, Indonesia. In the Indonesian public sector, cynicism among employees emerges as a complex interplay of systemic, organizational, and individual factors. The bureaucratic inertia, often coupled with a perception of limited autonomy, can foster a sense of disillusionment. Moreover, the intricate web of political influence within the public service may undermine employees' commitment to public service ideals. This, in conjunction with inadequate resource allocation and the potential for corruption, can further erode trust and engender a cynical outlook. To comprehensively address this issue, a multi-faceted approach is imperative, encompassing systemic reforms, organizational development initiatives, and targeted interventions to enhance employee well-being and job satisfaction.

Nevertheless, it is imperative to acknowledge several constraints within the framework of these study outcomes. The first limitation is the limited geographical coverage restricted to the East Java region. In further studies, expanding the geographical scope by involving respondents from other regions in Indonesia or other countries could enhance the generalizability of the findings. Furthermore, using the quantitative methodology in this research, while providing solid quantitative data, does not allow for a deep understanding of individual contexts and experiences. Therefore, further research may consider a qualitative approach to explore the perceptions and experiences of individuals regarding organizational Justice, Trust, and team member cynicism in greater depth.

It is crucial to bear in mind that team member cynicism is a multifaceted phenomenon shaped by many factors, encompassing both human and contextual elements that were not explored within the scope of this particular study. Further research may consider additional factors affecting employee cynicism, such as leadership, organizational culture, or economic conditions.

ACKNOWLEDGMENT

We want to express our sincere gratitude to the reviewers for their valuable feedback on this article. In addition, we express our gratitude to the government officials who generously volunteered as participants in this research endeavor.

REFERENCES

- Abel, M. (2013). The Social And Financial Benefits Of Developing Employee Satisfaction. *International Journal of Management & Information Systems (IJMIS)*, 17(2), 83. <https://doi.org/10.19030/ijmis.v17i2.7711>
- Abugre, J. B., & Acquah, M. (2022). A contextual study of co-worker relationship and turnover intentions: the mediating role of team member cynicism. *African Journal of Economic and Management Studies*, 13(2), 219-235. <https://doi.org/10.1108/AJEMS-08-2021-0384>

- Addison, J. T., & Teixeira, P. (2020). Trust and Workplace Performance. *British Journal of Industrial Relations*, 58(4), 874–903. <https://doi.org/10.1111/bjir.12517>
- Arslan, M., & Roudaki, J. (2019). Examining the role of employee engagement in the relationship between organisational cynicism and team member performance. *International Journal of Sociology and Social Policy*, 39(1–2), 118–137. <https://doi.org/10.1108/IJSSP-06-2018-0087>
- Behazad, T. (2020). Team member Cynicism and Organizational Change. *Market Forces*, 15(1). <https://doi.org/10.51153/mf.v15i1.406>
- Blau, P. M. (1964). Justice in Social Exchange. *Sociological Inquiry*, 34(2), 193–206. <https://doi.org/10.1111/j.1475-682X.1964.tb00583.x>
- Bowen, S. A., Hung-Baesecke, C. J. F., & Chen, Y. R. R. (2016). Ethics as a precursor to organization–public relationships: Building Trust before and during the OPR model. *Cogent Social Sciences*, 2(1), 1141467. <https://doi.org/10.1080/23311886.2016.1141467>
- Chiaburu, D. S., Peng, A. C., Oh, I. S., Banks, G. C., & Lomeli, L. C. (2013). Antecedents and consequences of team member organizational cynicism: A meta-analysis. *Journal of Vocational Behavior*, 83(2), 181–197. <https://doi.org/10.1016/j.jvb.2013.03.007>
- DeConinck, J. B. (2010). The effect of organizational Justice, perceived organizational support, and perceived supervisor support on marketing employees' level of Trust. *Journal of Business Research*, 63(12), 1349–1355. <https://doi.org/10.1016/j.jbusres.2010.01.003>
- Divya, B., & Seranmadevi, R. (2022). Impact of Cynicism Behaviour on Employee Engagement. *Studies of Applied Economics*, 40(S1), 1–8. <https://doi.org/10.25115/eea.v40is1.5462>
- Dromereschi, M. (2010). Organizational Trust or beyond appearances. *Studies and Scientific Researches. Economics Edition*, 15. <https://doi.org/10.29358/sceco.v0i15.139>
- Durrah, O., Chaudhary, M., & Gharib, M. (2019). Organizational cynicism and its impact on organizational pride in industrial organizations. *International Journal of Environmental Research and Public Health*, 16(7). <https://doi.org/10.3390/ijerph16071203>
- Ferres, N., Connell, J., & Travaglione, A. (2004). Co-worker trust as a social catalyst for constructive employee attitudes. *Journal of Managerial Psychology*, 19(6), 608–622. <https://doi.org/10.1108/02683940410551516>
- Fiaz, M., Rasool, W., Ikram, A., & Rehman, N. (2021). Organizational Justice and employees' performance: A study of an emerging economy. *Human Systems Management*, 40(3), 395–406. <https://doi.org/10.3233/HSM-190728>
- Gulati, R., & Wohlgezogen, F. (2023). Can Purpose Foster Stakeholder Trust in Corporations? *Strategy Science*, 8(2), 270–287. <https://doi.org/10.1287/stsc.2023.0196>
- He, H., Zhu, W., & Zheng, X. (2014). Procedural Justice and employee engagement: Roles of organizational identification and Moral Identity Centrality. *Journal of Business Ethics*, 122(4), 681–695. <https://doi.org/10.1007/s10551-013-1774-3>
- Holley, E., Thiel, C., & Avey, J. (2023). Justice perceptions and reappraisal: A path

- to preserving employee resilience. *Human Performance*, 36(2), 45–63. <https://doi.org/10.1080/08959285.2023.2174120>
- Jiang, H., & Luo, Y. (2018). Crafting employee trust: from authenticity, transparency to engagement. *Journal of Communication Management*, 22(2), 138–160. <https://doi.org/10.1108/JCOM-07-2016-0055>
- Johnson, T. P. (2014). Snowball sampling: introduction. *Wiley StatsRef: Statistics Reference Online*.
- Kaliappan, P., & Kavitha, F. (2019). The critical role of the leader or supervisor in building the employee trust. *International Journal of Recent Technology and Engineering*, 8(3), 3878–3880. <https://doi.org/10.35940/ijrte.C5101.098319>
- Kasemsap, K. (2017). Exploring the role of organizational Justice in the modern workplace. In *Handbook of Research on Organizational Culture and Diversity in the Modern Workforce* (pp. 323–345). IGI Global. <https://doi.org/10.4018/978-1-5225-2250-8.ch015>
- Kesharwani, A., & Bisht, S. S. (2012). The impact of Trust and perceived risk on internet banking adoption in India: An extension of technology acceptance model. *International Journal of Bank Marketing*, 30(4), 303–322. <https://doi.org/10.1108/02652321211236923>
- Khouya, M., & Benabdelhadi, A. (2021). A holistic overview on the antecedents of organizational Trust: Aggregated theoretical framework. *International Journal of Accounting, Finance, Auditing, Management and Economics*, 2(6–1), 518–530. <https://doi.org/http://dx.doi.org/10.5281/zenodo.5736469>
- Kickul, J., Gundry, L. K., & Posig, M. (2005). Does Trust matter? the relationship between equity sensitivity and perceived organizational Justice. *Journal of Business Ethics*, 56(3), 205–218. <https://doi.org/10.1007/s10551-004-0992-0>
- Klimchak, M., Ward Bartlett, A. K., & MacKenzie, W. (2020). Building Trust and commitment through transparency and HR competence: A signaling perspective. *Personnel Review*, 49(9), 1897–1917. <https://doi.org/10.1108/PR-03-2019-0096>
- Kumar, S. P., & Saha, S. (2017). Influence of Trust and Participation in Decision Making on Employee Attitudes in Indian Public Sector Undertakings. *SAGE Open*, 7(3), 1–13. <https://doi.org/10.1177/2158244017733030>
- Lissillour, R., & Sahut, J. M. (2023). Uses of Information Systems to Develop Trust in Family Firms. *Business & Information Systems Engineering*, 65(2), 127–141. <https://doi.org/10.1007/s12599-022-00776-6>
- Masterson, S. S. (2001). A trickle-down model of organizational Justice: Relating employees' and customers' perceptions of and reactions to fairness. *Journal of Applied Psychology*, 86(4), 594–604. <https://doi.org/10.1037/0021-9010.86.4.594>
- Matzler, K., & Renzl, B. (2006). The relationship between interpersonal Trust, employee satisfaction, and employee loyalty. *Total Quality Management and Business Excellence*, 17(10), 1261–1271. <https://doi.org/10.1080/14783360600753653>
- Mayer, R. C., & Gavin, M. B. (2005). Trust in management and performance: Who minds the shop while the employees watch the boss? *Academy of Management Journal*, 48(5), 874–888. <https://doi.org/10.5465/AMJ.2005.18803928>

- McManus, J., & Mosca, J. (2015). Strategies To Build Trust And Improve Employee Engagement. *International Journal of Management & Information Systems (IJMIS)*, 19(1), 37. <https://doi.org/10.19030/ijmis.v19i1.9056>
- Monachou, F., & Stoica, A.-A. (2022). Fairness and equity in resource allocation and decision-making. *ACM SIGecom Exchanges*, 20(1), 64–66. <https://doi.org/10.1145/3572885.3572891>
- Mubashar, T., Musharraf, S., Khan, S., & Butt, T. A. (2022). Impact of organizational justice on employee engagement: The mediating role of organizational Trust. *Cogent Psychology*, 9(1), 2080325. <https://doi.org/10.1080/23311908.2022.2080325>
- Myhill, A., & Bradford, B. (2013). Overcoming cop culture? Organizational justice and police officers' attitudes toward the public. *Policing*, 36(2), 338–356. <https://doi.org/10.1108/13639511311329732>
- Nan, D., & Selama, P. (2022). The impact of organizational justice practices on employee organizational cynicism in Chinese banking industry. *Global Conference on Business and Social Sciences Proceeding*, 13, 1. [https://doi.org/10.35609/gcbssproceeding.2022.1\(42\)](https://doi.org/10.35609/gcbssproceeding.2022.1(42))
- Nan, J., & Mohamad, H. S. (2022). Managing Employee Cynicism Using Organizational Justice Practices and Support – a Case of Chinese Banking Industry. *Polish Journal of Management Studies*, 25(2), 218–233. <https://doi.org/10.17512/pjms.2022.25.2.14>
- Neves, P., & Eisenberger, R. (2012). Management Communication and Employee Performance: The Contribution of Perceived Organizational Support. *Human Performance*, 25(5), 452–464. <https://doi.org/10.1080/08959285.2012.721834>
- Ozyilmaz, A., Erdogan, B., & Karaeminogullari, A. (2018). Trust in organization as a moderator of the relationship between self-efficacy and workplace outcomes: A social cognitive theory-based examination. *Journal of Occupational and Organizational Psychology*, 91(1), 181–204. <https://doi.org/10.1111/joop.12189>
- Rahayuningsih, I. (2019). The Positive Impact of Organizational Trust: a Systematic Review. *Journal of Educational, Health and Community Psychology*, 8(1). <https://doi.org/10.12928/jehcp.v8i1.12195>
- Rawlins, B., & Rawlins, B. L. (2014). Measuring the relationship between organizational transparency and employee trust Newsroom Management View project Measuring the relationship between organizational transparency and employee trust. *BYU ScholarsArchive*, 2(2), 1–21.
- Richards, J., & Kosmala, K. (2013). 'In the end, you can only slag people off for so long': employee cynicism through work blogging. *New Technology, Work and Employment*, 28(1), 66–77. <https://doi.org/https://doi.org/10.1111/ntwe.12004>
- Schabram, K. F., & Robinson, S. (2015). Low Employer Felt Trust and its Relation to Employee Cynicism and Diminished Work Contributions. *Academy of Management Proceedings*, 2015(1), 11217. <https://doi.org/10.5465/ambpp.2015.11217abstract>
- Seifert, M., Brockner, J., Bianchi, E. C., & Moon, H. (2016). How workplace fairness affects employee commitment. *MIT Sloan Management Review*, 57(2),

14-17.

- Serrano Archimi, C., Reynaud, E., Yasin, H. M., & Bhatti, Z. A. (2018). How Perceived Corporate Social Responsibility Affects Employee Cynicism: The Mediating Role of Organizational Trust. *Journal of Business Ethics*, 151(4), 907-921. <https://doi.org/10.1007/s10551-018-3882-6>
- Shaharruddin, S., Ahmad, F., & Muhaizammusa, M. (2016). Cynicism in Organizations: Does Organizational Justice Matter? *International Journal of Research in Business Studies and Management*, 3(2), 49.
- Shaharuddin, W. Y. W., Ahmad, M., Omar, S., & See, Y. (2022). Gossip as a medium of informal communication: A measurement model of gossip engagement at the workplace. *SEARCH Journal of Media and Communication Research*, 14(2), 47-61. <https://doi.org/http://dx.doi.org/10.4018/978-1-7998-1474-0.ch003>
- Singh, U., & Srivastava, K. (2013). Building Organizational Trust for Positive Workplace Attitude. *Political Science*, 1-36.
- Sullivan, D. M., & Bendell, B. L. (2023). Help! Lonely at work: Managerial interventions to combat employee loneliness. *Business Horizons*, 66(5), 655-666. <https://doi.org/10.1016/j.bushor.2023.01.001>
- Takemoto, R. T., Hiroko Oe, & Yasuyuki Yamaoka. (2021). Sustainable Relationships within Organisations in an Age of Transition of Economy: Focus on Employees' Trust in Organisations. *Economit Journal: Scientific Journal of Accountancy, Management and Finance*, 1(2), 57-69. <https://doi.org/10.33258/economit.v1i2.439>
- Tamer, E. T., & Ozkan, H. (2020). Separate Works, Same Behaviors. In *Organizational Behavior Challenges in the Tourism Industry* (pp. 27-42). IGI Global. <https://doi.org/10.4018/978-1-7998-1474-0.ch003>
- Tayfur, O., Bayhan Karapinar, P., & Metin Camgoz, S. (2013). The mediating effects of emotional exhaustion cynicism and learned helplessness on organizational justice-turnover intentions linkage. *International Journal of Stress Management*, 20(3), 193-221. <https://doi.org/10.1037/a0033938>
- Treviño, L. K., & Weaver, G. R. (2001). Organizational Justice and Ethics Program "Follow-Through": Influences on Employees' Harmful and Helpful Behavior. *Business Ethics Quarterly*, 11(4), 651-671. <https://doi.org/10.2307/3857765>
- Turgut, T., Agun, H., & Üniversitesi, M. (2016). The Relationship Between Organizational Justice and Organizational Cynicism: The Mediating Role of Psychological Capital and Employee Voice. *Journal of Behavior at Work*, 1(1), 15-26. <https://www.researchgate.net/publication/314868948>
- Ur Rehman, O., Sheraz, F., Salam, A., Hussain Awan, S., & Imran Khan, M. (2023). Work Ethics In Action: Investigating The Impact On Organizational Citizenship Behavior With The Moderating Role Of Perceived Fairness. *Journal of Positive School Psychology*, 2023(4), 1461-1480. <http://journalppw.com>
- Vanhala, M., Heilmann, P., & Salminen, H. (2016). Organizational Trust Dimensions as Antecedents of Organizational Commitment. *Knowledge and Process Management*, 23(1), 46-61. <https://doi.org/10.1002/kpm.1497>

- Wu, M., Huang, X., Li, C., & Liu, W. (2012). Perceived interactional Justice and trust-in-supervisor as mediators for paternalistic leadership. *Management and Organization Review*, 8(1), 97–121. <https://doi.org/10.1111/j.1740-8784.2011.00283.x>
- Zeidan, S., & Prentice, C. (2022). The journey from optimism to cynicism: The mediating and moderating roles of coping and training. *International Journal of Disaster Risk Reduction*, 71, 102796. <https://doi.org/10.1016/j.ijdrr.2022.102796>