

Cynicism in Organizations: Does Organizational Justice Matter?

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ABSTRACT

This research investigated the influence of organizational justice on organizational cynicism. By using a survey method through the questionnaires distribution, 504 data were collected and analysed. Based on the data analysis result, this research indicates a negative relationship between organizational justice and organizational cynicism. Additionally, procedural justice was found to be the strongest organizational justice dimension that significantly influencing organizational cynicism level. Moreover, the limitations and directions for the future research are also discussed.

INTRODUCTION

There is a growing concern among the researchers and practitioners regarding employees' attitudes that potentially have devastating effects on organizations, which can severely hinder the organizational success. Employees who deal with this problem may have tendency of bringing negative outcomes to themselves and also organizations. For examples, reducing the levels of employee engagement (Watt & Piotrowski, 2008), job satisfaction (Arabaci, 2010), increasing the levels of turnover intention (Tayfur, Bayhan Karapinar, & Metin Camgoz, 2013), workplace deviant behaviour (Shahzad & Mahmood, 2012); unethical intention (Nair, & Kamalanabhan, 2010) and counter work behaviour (Bashir, 2009).

The changing environmental condition, gaps between individuals and employees expectation, a huge disparity between the top management and the lowest management, complexity of work life and difficulties in time management of today's workplace create tension for employees which contributes toward a negative attitude, known as organizational cynicism. This can be seen when employees who have a strong belief that organization practice lack of justice and sincerity believe that their organization including the top management cannot be trusted and incoherent in terms of their behaviours. With such problems, employees may feel discomfort, anger, and less respect towards their organizations, where this may lead to the presence of negative behavioural tendencies such as gossiping and giving a strong critical expressions to the organization.

As cynicism is seen as a problem that affecting both organizational and employees, it is important to empirically investigate the factors that lie behind the problem. This has been supported that the antecedents of organizational cynicism are important to be investigated because it could easily affecting employees' satisfaction and commitment (Simha, Elloy, & Huang, 2014). One of the factors that cause to trigger organizational cynicism is a lack of justice in in a workplace, (Tayfur et.al, (2013); Moliner, Martínez-Tur, Peiró, Ramos & Cropanzano, 2005; Thompson, Bailey, Joseph, Worley, & Williams (1999). This is due to the reason that organizational justice is among the major concern which is cared most by the workers (Ince, & Gul, 2011). Since the past studies have associated organizational cynicism with other concept such as organizational commitment and job satisfaction, it is important for the organization to deepen the perception of organizational justice (Nafei, 2013). This could be due to the difference in terms of employees' equity sensitivity, which every employees may react to the absence of fairness differently based on of their preferences to effort that they have contributed and also the input that they will receive (Huseman, Hatfield & Miles, 1987; Scott & Colquitt, 2007). For examples, it is found in the findings of the past research that

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procedural justice influence individuals about their general evaluation of the system (Colquitt, Conlon, Wesson, Porter, & Ng, 2001; Lind & Tyler, 1988). Meanwhile, distributive justice exerts greater influence on more specific and individual referenced results such as exhaustion and satisfaction (Colquitt et al., 2001). With regards to this matter therefore, it is important for more studies to explore the importance organizational justice, and its influence on individual attitudes (Elamin, 2012,).

Although studies have addressed the association between organizational justice and cynicism, there is still few studies which emphasizing on the underlying mechanism by which type of justice (procedural, distributive and interactional) relate to organizational cynicism (Tayfur et.al, 2013). Some inconsistencies were found in organizational justice and cynicism related issues. A study conducted by Frenkel, Li, and Restubog (2012) have found a significant relationship between distributive justice and cynicism, where it is discovered that employees are more motivated by economic of any other extrinsic goals that any matters that associating with justice in terms of decision making procedures and quality of employee management relations. While, the other result shown to be different which the finding indicated that the effect of distributive justice on cynicism was not significant on cynicism (Tayfur et.al, 2013). This result is consistent with the previous finding which revealed the lack of distributive justice is found to be more related with individually outcomes such as emotional exhaustion, which is related more on the burnout dimension (Demerouti, Bakker, Nachreiner, & Schaufeli, 2001). In addition accordingly, it might be due to the difficulties that relates to the abilities of participants to analyse their working conditions and feelings which is can be influenced by many factors that is uncontrollable for a study of this nature.

In looking at the organizational justice perspective and its impact on work related attitude and behavior context, most of the previous studies have been conducted in the western countries, and the generalizability of these findings to other parts of the world is still questionable (Wong, Ngo, & Wong, 2006; as cited in Elamin 2012). Hence, the issues related with organizational justice and organizational cynicism should be highlighted and empirically investigated in this present research

LITERATURE REVIEW

Organizational Cynicism

Organizational cynicism viewed as general or specific attitude characterized with anger, disappointment, and also a tendency to distrust individuals, groups, ideologies, social abilities or institutions (Andersson, 1996). This kind of attitude mostly experienced among employees who believe that their organization is lack of honesty. It is also related with a learned and defensive attitude which directed at the employing organization (Abraham, 2000; Kanter & Mirvis, 1989). This can be characterized by feeling of injustice, frustration, disillusionment and also employees belief that organization has poor integrity and cannot be trusted. Eaton & Struthers, (2002) in his study described cynical employees as the individuals who have gave up on their hope which may cause anger among the employees and influencing their action to express and act on their frustration. With such problem, it is risky to the organization to have employee who are cynical as they can influence the entire organization and hinder the organization to reach its goal (Barefoot et al., 1989; as cited in Nafei, 2014).

The term of organizational cynicism which defined by Dean et.al (1998) is known as the most commonly cited in the literature and it is conceived as representing an attitude rather than an enduring trait. It is because, organizational cynicism is known as a state variable which may change depends on the experience faced by employees. In addition, Dean et. al (1998) have listed the three basic dimensions of cynicism that is known as cognitive, affective and behavioural. The cognitive cynicism dimension is the belief that organization is lack of integrity. Affective cynicism is the reaction of the organization, whereby it involves emotional reactions such as aggravation, irritation, tension and anxiety. Meanwhile for the third dimension, behavioral refers to tendencies and mainly negative disparaging behaviour that includes sarcastic humor, criticism of the organization, negative nonverbal behaviour, cynical interpretations of organizational events and pessimistic predictions regarding the organization's future cause of action. Therefore, with based on Dean et.al (1998), organizational cynicism can be generally referred as “ a negative attitude toward one's employing organization, which involves a ‘belief’ that organization lacks of integrity and negative affect toward the organization which has tendencies to disparaging critical behaviors toward the organization that are consistent with these beliefs and affect” (p.345)

Organizational Justice

Generally, Organizational justice is broadly known as “How the individuals or groups perceive the fairness treatment that they obtained from an organization, which is related with the reaction of their behavior to such perceptions”. (Aryee, Budhwar, & Chen, 2002, p. 269). This reaction involves individuals’ judgment on whether the treatment they received from employers is perceived as fair or unfair (Sjajruddin, Armanu, Sudiro, Normijati, 2013).

Colquitt (2001); Greenberg (1990) and Moorman (1991) have listed the several sub-dimensions of organizational justice that measured along with three dimensions. These dimensions consist of distributive justice, which refers to the justice perception that related with the process by which the allocations of outcomes such as financial rewards or promotion opportunities. Procedural justice, the justice perception that associate with the process by which the allocations were made. The other listed dimensions are informational justice which refers to the provided information about the process and also interpersonal justice, which related with justice perception on the received relational treatment.

Types of Organizational Justice

i. Distributive Justice

Distributive justice is the earliest term used in studying the individual’s justice concern. It has been argued as the most salient type of justice among the three justice dimensions (Leventhal, 1980). The concern of distributive justice covers on the outcome received by the individuals such as pay, promotion and rewards (Choi,2010) and it is gauged through a comparison of their outcome/input ratios with others, such as education level, performance, effort and so forth (Colquitt, Scott, Judge & Shaw, 2006 ; Moorman 1991; Adam,1965).

The past research has viewed distributive justice as employees expression regarding their concern on the distributions of resources and outcomes (Greenberg, 1990; Cropanzano and Folger, 1989). It is mainly concerned about the extent to which outcomes are equitable (McMillan- Capehart & Richard, 2005). If there is any imbalance occurs, this may be violating employees’ psychological contract. As been suggested, a sense of fairness particularly, the rewards for employees (distributive justice) is known as something that lies at the heart of employees’ psychological contract (Frenkel, Li, & Restubog, 2012).

The equity theory has been applied as a grounded theory of distributive justice (Adam, 1965). According to this theory, individuals accessing fairness by evaluating the value of their work inputs and it must be equal to the outcomes that they received from organizations (as cited in Elamin, 2012). This inputs are related with hard work, skill, level, commitment, dedication and enthusiasm whereas outcomes can be a form of the rewards achieved such as recognitions, pay and benefits (Bibby, 2008). If individuals experience the imbalance in the ratio of what they perceive as effort they gave, and the rewards they receive, this may cause distress and counterproductive behaviour (Colquitt, 2008).

ii. Procedural Justice

The perception of procedural justice is originated from an organization’s procedures and from the way in which those procedures are carried out (Bies, 1987; Bies & Moag, 1986; Tyler & Bies, 1990). It is applied based to the exchanged between the individuals and employing organization and known as an appraisal of the process by the decision making that has been made (Cropanzano, Prehar& Chen, 2002). Procedural justice related to employees’ perception regarding how fair the formal procedures of organizations used in distributing rewards and benefits at work (Thibaut and Walker 1975). The source of employees’ justice perception is perceived by them based on their view of the organizations fairness that relates especially with human resource practices, managerial policies and practices (Kuvaas, 2008).

The research of procedural justice has long been conducted in the 70s by Thibaut and Walker in 1975 (Cited in Colquitt, 2008; Myhill & Bradford, 2012). It is shown in the research that the unfavourable outcomes could be accepted if it is perceived as the process by which these outcomes were known as fair. The main aspect of procedural justice is voice that which people perceive that they are able to exert a standard of control in terms of decision making process. This may involves rules that have been proposed as integral part to procedural justice in decision making context. Leventhal (1980) suggested that the rules may consist of consistency (across individuals and time) bias suppression, accuracy of information, the possibility of overturning incorrect decisions and decision making that coheres to the accepted codes of ethical (Leventhal,1980, cited in Colquitt,2008).

iii. Interactional Justice

The term of interactional justice has been conceptualized by Bies and Moag (1986), as how fairness is perceived in terms of interpersonal communication that relating to organizational procedures, whereas it involves evaluation of the interpersonal treatment received during work allocation. Subsequently, the interactional justice research has been further applied in recognizing interpersonal elements and individuals interpersonal (Colquitt, 2008; Greenberg, 2011).

At a recent time, scholars like Colquitt and his colleagues have separated interactional justice into two sub factors which is interpersonal justice and informational justice. For example, Interpersonal justice which means the dignity and respect that individual receives from others. Meanwhile, Informational justice is related to whether the individual receives explanations and social accounts from others at work (Colquitt, 2001; Colquitt, Conlon, Wesson, Porter, & Ng, 2001; as cited in Crawshaw, Cropanzano, Bell, & Nadisic, 2013). Meanwhile, it is also suggested that interactional justice is useful as a critical determinant of employees' interpersonally facilitative behaviours performance (Treadway et.al, 2013).

The current study contends that interactional justice is a critical driver of an employee's performance of interpersonally facilitative behaviors. Interactional justice is also involves interpersonal justice. This type of justice is associated with the fairness perceived by individuals who are treated by an authority that based on the implementation of procedures that involves respect (Bies and Moag, 1986, cited in Myhill et.al, 2013).

Hypothesis

Organizational Justice and Organizational Cynicism

Organizational justice is believed to be a useful mechanisms to foster a general positive orientation towards achieving the aims of the organization (Myhill et.al, 2013). Research also found that organizational justice was significantly related to organizational commitment and job satisfaction. It is shown that individuals who tend showing positive feeling towards distributive, procedural and interactional justice are more satisfied with their job and having a good level of organizational commitment (Elamin, 2012). On the other hand, it has been supported that Organizational justice also shown a good indicator to foster psychological wellbeing and positive affectivity (Heponiemi, Kuusio, Sinervo, & Elovainio 2011; Nadiri and Tanova, 2010)

Employees who perceive the low organizational justice are tend to having mental distress (Elovainio, Kivimaki, & Vahtera, 2002; Robbins, Ford, & Tetrick, 2012) and burnout (e.g., Bakker, Schaufeli, Sixma, Bosveld, & van Dierendonck, 2000; Cropanzano, Goldman, & Benson, 2005; Lambert et al., 2011; Liljegren & Ekberg, 2009). With the unfairly treatment that has been experienced, this is believed to bring impact on employee negative attitude, which is employee becoming cynical towards the organization. Moreover, they will suffer with the feeling of hopelessness, distress and emptiness (Tayfur et.al, 2013)

Generally, it is understood that individuals will feel more confidence if they received an equal treatment by their organizations. This will increase trust among the individuals as organizational justice and trust has an interdependent relationship between each other (Rezaiean, Givi, Givi, & Nasrabadi, 2010). With such trust whether it is high or low, this may influence employee attitude, as research also postulates that, low level of trust may trigger organizational cynicism (Chiaburu et.al, 2013). On the finding of the employee wellbeing research among the non-professionals workers which was conducted by a group of researcher in Spain, it indicated that the lowest level of burnout were observed in situation where employees perceive a fair treatment (Moliner 2013).

Distributive Justice and Organizational Cynicism

Distributive justice, particularly the rewards for employees is believed as something that lies at the heart of employees' psychological contract (Frenkel, Li, & Restubog, 2012). Individuals perceived fairness by comparing the input/outcomes of their ratio with others ratios, such as their colleagues. If they feel unfair with the comparison, it may affecting their motivation to reduce that inequality by reducing inputs or increasing output (Elamin, 2012).

Research also has indicated that individuals are more likely to become weary and emotionally drained if they feel that they contribute more that they receive in return (Bakker, et at., 2000). This finding is

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supported by other study which distributive justice is not positively related to emotional exhaustion (Tayfur, 2013). On the other hand, in study conducted by Strom et al. (2014), it is stated that employees’ work related behaviours and attitudes are strongly influenced by perceptions of distributive justice.

Procedural Justice and Organizational Cynicism

The violation of procedural justice may cause employee to feel a lack of cooperation in their relations with the organizations that they are working with (Tayfur, 2013). Tayfur (2013) also agreed that employees who perceived procedural injustice are more likely to have negative feelings and cynical attitude. As a result, employees tends to develop their cynical attitudes. Thus, procedural justice is important to shape employee attitudes. This is because, procedural justice is a symbol that employees are valued by the organizations.

Procedural justice also potentially contribute to increase employee job satisfaction, job performance and organizational commitment (Gillet, Fouquereau, Bonnaud-Antignac, Mokoukolo, &Colombat, 2013). These have been indicated in some studies that, the sense which shows the need of satisfaction appeared to be powerful mechanism that influenced by procedural justice (Hochwarter, Kacmar, Perrewe, & Johnson, 2003; and Gillet et all 2013).

Interactional Justice and Organizational Cynicism

Past findings have specifically examining the role interactional justice was positively associated to trust (Aryee, Budhwar, & Chen, 2002; Barling and Phillips, 1993) and negatively related to workplace deviance (Aquino, Lewis, & Bradfield, 1999) and withdrawal behaviour (Barling and Philips,1993). Subsequently, it is continually found by Colquitt et, al,(2001) in their research that interactional justice have weaken the impact on performance and have a low function to moderate impact of organizational citizenship behaviors performance.

A group of researchers also have demonstrated in their research that when interactional justice is perceived to be fair by employees, this may help to improve employee’s interpersonal facilitation. Which means, interactional justice is believed as one of the important roles that lead toward s increasing employees’ motivation (Treadway, Witt, Stoner, Perry& Shaughnessy, 2013)

More over, the way employees are being treated in organization is an important driver of employees performance of interpersonal facilitation behaviour (Treadway et.al, 2013). It is generally known that employee is the main important asset to serve the organization. One of the critical important key to overcome organizational cynicism is by treating the employees equally through interactional justice:

H1: Organizational justice is negatively related to organizational cynicism

H1a: Distributive justice is negatively related organizational cynicism

H1b: Procedural justice is negatively related to organizational cynicism

H1c: Interactional justice is negatively related to organizational cynicism

The hypothesized relationships are illustrated in Figure 1

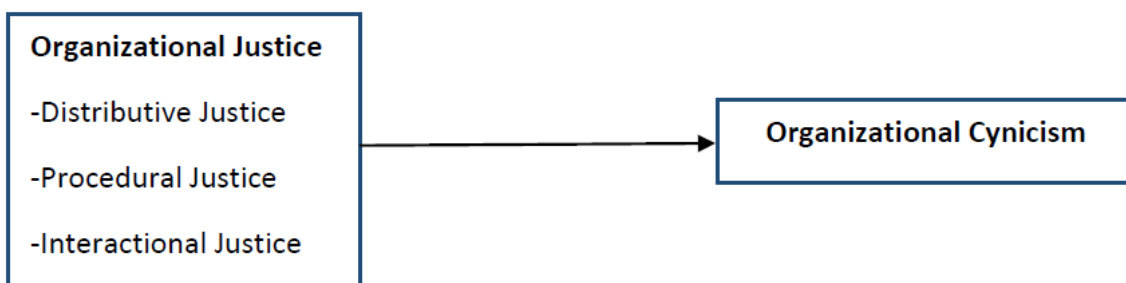


Figure1. Research model

METHODOLOGY

This section discussed the sample sample of the study, scales of variables and process of analysing the obtained data. Finally, discussion of the findings, conclusions and suggestions of the future research are made in the light of the findings.

The Sample Population

The survey based on a disproportionate stratified random sampling technique has been carried out, as it could reduce the sampling error due to the imbalance of population in certain groups (Babbie,1995; Butcher,1973). The chosen samples for this study are the enforcement officers from several offices of the selected public enforcement agency in Malaysia. About 800 questionnaires have been distributed to the respondents and 504 usable data (63% of response rate) were used in this study for the analysis.

Measures

Organizational Cynicism

14- items developed by Dean et.al (1998) on a five-point Likert scale ranging from ‘1’ “strongly disagree” to ‘5’ “strongly agree” was used in this research. These items consists of 3 dimensions proposed by Dean, namely cognitive, affective and behavioral, As for the for the present study, five (5) items were selected for the cognitive dimensions, five (5) items for the affective dimension and four (4) items for the behavioral dimension. The Cronbach Alpha was found to be at the range of 0.871.

Organizational Justice

19-items developed by Moorman (1991) with 0.90 Cronbach Alpha was applied on a five-point Likert scale ranging from ‘1’ “strongly disagree” to ‘5’ “strongly agree”. The 19 items consists of three dimensions namely Distributive Justice, Procedural Justice and Interactional Justice. Based on factor analysis, following Hair et.al (2010) suggestion, 3 items were deleted due to low communalities (<0.50). The Cronbach Alpha was found to be at the range of 0.871.

RESULTS

This section presenting the results based on the data analysis such a correlation and regression analysis.

Sample Characteristics

Table1. Respondents’ Demographic Profile (n=504)

Age	Frequency	Percent
25 and Below	47	9.3
26 – 35	281	55.8
36 – 45	105	20.8
46 – 55	47	9.3
56- and above	24	4.8
Gender	Frequency	Percent
Male	272	54.0
Female	232	46.0
Race	Frequency	Percent
Malay	472	93.7
Chinese	6	1.2
Indian	14	2.8
Others	12	2.4
Marital status	Frequency	Percent
Single	99	19.6
Married	387	76.8
Divorced	15	3.0
Widowed	3	0.6
Academic	Frequency	Percent
Secondary	245	48.6
Diploma	176	34.9
Degree	72	14.3
Master	6	1.2
Others	5	1.0
Working experience	Frequency	Percent
2 years and below	61	12.1
3 to 5 years	62	12.3
6 to 8 years	150	29.8
More than 8 years	231	45.8

Correlation Analysis

Table2. Pearson Correlation of variables (N=504)

Variable	1	2	3
Organizational Justice			
1. Distributive Justice			
2. Procedural Justice	0.384**		
3. Interactional Justice	0.616**	0.569**	
4. Organizational cynicism	-0.388**	-0.314**	-0.434**

Note: * $p < 0.05$; ** $p < 0.01$

Regression Analysis

Table3.

Variables	Beta	Sig
Organizational Justice		
Distributive Justice	-0.199	0.000
Procedural Justice	-0.103	0.033
Interactional Justice	-0.290	0.000

Table 2 presents the sample characteristics regarding the respondents profile according to their gender, age, marital status, education, ethnic group, years of working experience and employees grade position.

The correlation analysis presented in Table 3 shows that organizational justice dimension namely distributive justice, procedural justice and interactional justice and job autonomy were found negatively correlates with organizational cynicism (Distributive Justice: $r = - 0.388$, $p < 0.01$ and significant at 0.000; Procedural Justice: $r = - 0.314$, $p < 0.01$ and was significant at 0.000 and Interactional Justice: $r = -0.434$, $p < 0.01$ indicated to be significant at 0.000).

Meanwhile, for the regression analysis as depicted in Table 4 indicates that all of the three dimensions of organizational justice have a significance influence on organizational cynicism. The results shows that distributive justice have a significant influence on organizational cynicism ($b = -0.199$, $p < 0.001$; Sig 0.000 $p < 0.05$), Procedural Justice ($b = -0.103$, $p < 0.001$; Sig 0.033 $p < 0.05$) and interactional justice ($b = -0.294$, $p = 0.000$; Sig 0.000 $p < 0.05$) of organizational justice have significant influence upon organizational cynicism.

DISCUSSION

The outcome of this study revealed that all three of the organizational justice variables were found negatively significant with organizational cynicism, this indicates that a high level of fairness could exert a good influence to overcome and reduce organizational cynicism. For example, where the more employees are concerned about the organization, the more stressful they become if they been treated unfairly. This finding supports the past literature that organizational justice will act as a source of motivation, which allowing employees to trust and to keep respect toward their organization even during unstable situations (Manaf, Latif, & Ali, 2014; Brockner and Wiesenfeld, 1996). Furthermore, organizations that are paying attention about the importance of fairness could be able reduce the level of organizational cynicism among the employees. The justification of this reason is, if justice issues are being concerned, employees will repay by forming more good attitudes toward the organizations (Masterson et al., 2000; Randall, Cropanzano, Bormann & Birjulin 1999 and Cropanzano et al., 1997). This finding supports the explanation in the Social Exchange Theory (SET) that, the exchange of service by employees to the organization will exist if employers take care of their employees (Cropanzano & Mitchell, 2005).

As expected, different types of organizational justice perceptions have a significant negative influence on organizational cynicism. This findings support the previous research on the negative relation between distributive justice and organizational cynicism (Strom et.al 2014; Frenkel, Li, & Restubog, 2012) and contrary to the finding of distributive justice effect on cynicism (Tayfur et.al, 2013). This indicates that employee’s attitudes are strongly influenced by perceptions of distributive justice. As a matter of fact, employees are more likely motivated by economic or extrinsic form of reward treatments (Frenkel, Li, & Restubog). Thus, this can be the reason that the monetary form of reward given by the organization could help in encouraging employees to work harder, increasing their commitment towards the organization and at the same time to reduce burden in coping with the current economic situation that also involves high cost of living issue that mostly faced with every employees.

When mentioning about organizational justice, it is important to note that, justice is not only perceived by fair distribution of outcome, but it is also been addressed in terms of decision making process that derived from the outcomes (for examples, employees annual performance appraisal, decision making on promotions, recognition, salary increment) . Congruent with the previous literature, procedural justice is found to be negatively related with organizational cynicism (Tayfur et.al, 2013). This can be supported that procedural justice is an important element to build employees’ job attitude and well being, and if this type of justice is practiced, it may indicate that organization value and recognize its employees. Extending with the idea of a fair procedures implementation, it is not impossible that the role of procedural justice could potentially help to build employees trust and belief that organization will treat them justly. Thus, employees will become less cynical and more satisfied towards their job based on the trust that they have on their organization. In addition, when employee believe that organization is implementing a fair policy process, it tends to increase their strong support for the policy with a high level of trust and commitment towards the organization.

Interestingly, the finding of this study have extended beyond findings from other previous studies where the significant result between interactional justice turned out to be the strongest in influencing organizational cynicism. This finding indicates a new important implication for scholars and practitioners, given that procedural justice previously has generally been the biggest concern in public organization (Choi, 2010). Thus this new information could be contributed to the new body of knowledge in organizational cynicism studies as described in the following paragraph.

The result that shown a strong influence of interactional justice on organizational cynicism compared with other types of justice may probably due to the reason that this form of justice stresses more on the quality of interpersonal relations among individuals and it is important for organization to treat its members equally by considering on their views and opinion. For examples, during decision making process, policy makes should communicate the information in a truthful and justified manner to explain the reason for the decisions that have been made (Gim, &Desa, 2014). This is in order to respect their rights as an organization member and to improve communication effectively (Manaf et.al, 2014), and at the same time, to avoid suspicious feeling among the employees about their organization (Gim&Desa, 2014). Given that, when employees are treated fairly with respect, it may help to develop positive belief, behaviours and emotions towards the organization, and this justification supported the past research that employees attitude is most improved when employees perceive interactional justice (Treadway et.al, 2013). This is because, interactional justice is believed to be the most effective manner to manage employees perception regarding fairness in the organizations (Moorman, 1991).

Limitations and Direction for the Future Research

There are few limitations of the research that should be acknowledged while contemplating the findings of the research. In spite of that, necessary actions were carried out to guarantee that these pitfalls did not jeopardize the overall findings of the research.

First, since all the measurement scale used in this study was adopted from the past studies, factor analysis showed that some items in the variables are not permanent due to low communalities. However, the scale showed satisfactory reliability in this study.

Second, is the concern regarding the research approach of this study, which is quantitative mainly in nature. Quantitative research is generally little is known about “why” and “how” regarding the cause and effect of the relationship among the variables. Nevertheless, this approach still does not belittle the whole findings of the present research where quantitative research could help generalizing the result by using a large sample size.

Even so the findings of this research were informative, it is important for the future research to improve and widen the knowledge on organizational cynicism. This study is believed to have its own capability in introducing more advance groundwork in future research. Some of the appropriate suggestions are clarified.

For the next essential study, further research on qualitative approach such as in-depth interviews with the respondents that involve participation among the employees union could be conducted in order to figure out more on how and why cynicism is exist. Through this interview in qualitative research, it could enable the researcher to observe on how the participants response on the issues that influencing cynicism. By observing their facial expression and body language during the interviews, it may help in giving a clearer picture on why organizational cynicism is exist. Additionally, qualitative approach could help in improving the quantitative data findings that have already been gathered. It also could

suggest new ways of approaching the phenomenon of study and clarify the results, especially when there is inconsistency of findings are found in the quantitative research.

In order to get more advance value of data quality and widen the knowledge regarding the issue under study, a mixed method that consists of qualitative and quantitative (triangulation) is also recommended. This approach can be done by integrating both questionnaire and interview for the data collection process where it may assist researchers to further develop the research findings that derived from qualitative research approach and conversely. Therefore, to expand the boundary of knowledge regarding the issue of organizational cynicism, the triangulation research approach is strongly recommended for the future research as this method would thus yield a stronger result than other method could yield alone (Risjord, Maloney and Dunhar, 2002)

Future researcher also could possibly investigate the effect of demographic variables as moderators or antecedents to organizational cynicism. This can be conducted by including whether employees' age, gender, marital status, educational background and monthly income (salary) could influence the level of cynicism in a workplace. For instance, because the data consists of more than 50 % officers who are married, it could be investigated whether their marital status can affect differently the way they perceive fairness and consequently how they behave at work.

Another useful extension for the future researchers to highlight is to conduct more research into investigating the consequences of organizational cynicism For example, does cynical employees less engaged to their work than non-cynical? And also by examining whether organizational cynicism could influence the level of employees engagement, employee deviant behaviour and employees' union commitment. This can be examined by having organizational cynicism as a mediating variable.

CONCLUSION

This research summarizes that organizational justice is negatively influencing organizational cynicism, where organizational cynicism may reduce if organizational justice is high. This research therefore confirms that organizational justice is one of the most important factors that may overcome organizational cynicism. Additionally, procedural justice was found to be the strongest organizational justice dimension that negatively related with organizational cynicism. This shows that, among the three dimensions of organizational justice that have been examined, procedural justice also appears to be something that is important to be highlighted in organizational cynicism research context.

The findings of this research also could be useful for the future reference to the top management and, policy makers, in reducing issues that associated with organizational cynicism among the employees. Overall, this study contributes in manifold through the literature contents and the potential outlook in researching human attitudes and behaviour. Also, as initiative to look towards a better improvement of the human resource practices in public sector organizations including the public enforcement agencies in Malaysia and other countries, through a better understanding in terms of psychological aspects of the whole process

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