The Effect of Distributive, Procedural, and Interactional Justice on Organizational Cynicism Moderated by Hope

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Abstract.   Theoretical and empirical evidence suggests that organizational justice impacts organizational cynicism, but the influence of its various dimensions is inconsistent.   This inconsistency necessitates the introduction of moderating variables for a more comprehensive understanding.   In this context, hope is selected as a moderating variable due to its ability to mitigate the adverse effects of organizational cynicism.   The objective of this study is to explore how distributive, procedural, and interactional justice affect organizational cynicism, with hope serving as a moderating factor.   The research adopts an explanatory correlational design.   Participants include 126 employees from the Mojokerto State Police School (SPN), selected through census sampling.   The study utilizes scales for measuring organizational cynicism, organizational justice, and hope.   Data is analyzed using Moderated Regression Analysis (MRA). The findings reveal that distributive and interactional justice negatively impact organizational cynicism.   Moreover, hope moderates the relationship between procedural justice and organizational cynicism, as well as the impact of interactional justice on cynicism.   Significantly, hope moderates the effects of distributive, procedural, and interactional justice on organizational cynicism, underscoring its role in enhancing the impact of these justice dimensions on cynicism.   This research contributes to a nuanced understanding of the interplay between organizational justice and cynicism, highlighting the critical role of hope as a moderator.

Keywords: distributive; hope; interactional; organizational cynicism; procedural

The pandemic changed the work order of employees who previously had to work in offices. As a result, many of these employees had to transition toward conducting their work activities from home. This situation has created a new paradigm regarding work flexibility (Brynjolfsson et al., 2020). Even though Indonesia is currently in an endemic period, views on changes in work that are accustomed to working from home are important to discuss (Fadhila & Wicaksana, 2020). Organizational changes can catch employees by surprise, potentially resulting in a sense of skepticism or doubt about the organization (Fauzan, 2020).

Cynicism can be interpreted as a form of negative attitude towards the organization caused by

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a lack of trust and negative emotions toward the organization, as well as a tendency to belittle and be overly critical of the organization (Dean et al., 1998). Cynicism has a negative impact on work attitudes and work results, such as work performance: the higher the level of cynicism, the lower the work performance (Chiaburu et al., 2013). In addition, employees with a high level of cynicism have a lower level of job satisfaction. Organizational cynicism is also the cause of employees' commitment to the organization (Nafei & Kaifi, 2013). The higher the level of employee cynicism, the lower the commitment to the organization and vice versa.

Based on previous research, cynicism has a negative effect on trust in the organization. Employees who are cynical about their organization have a lower level of trust in the organization (Abraham, 2000; Chiaburu et al., 2013; Dean et al., 1998; Nafei & Kaifi, 2013). In addition to the loss of trust in the organization, cynicism also has a negative impact on other work attitudes. Employees who have a cynical attitude toward their organization are more prone to disengagement and tend to get out of work (turnover) (Chiaburu et al., 2013).

Cynicism in the organization is also the cause of negative behavior in the workplace such as counter-work behavior and reluctance to report violations committed by employees (Lasisiolukayode, 2014; Nair & Kamalanabhan, 2010). For employees who are cynical about the organization, their behavior will tend to be more negative than positive. Consequently, research conducted by Mathur et al. (2013) shows that organizational cynicism negatively affects Organizational Citizenship Behavior (OCB), where the higher the level of cynicism, the lower the OCB. Another impact cynicism has is related to employee emotions, namely that employees who are cynical in the organization tend to experience emotional exhaustion (Schraeder et al., 2016).

Several studies have explained that there are several factors that influence organizational cynicism. These factors are divided into two groups, namely internal factors and external factors. Internal factors are related to causes that come from within, for example, work boredom (Simha et al., 2014), work stress (Koccoglu, 2014), and psychological capital (Avey et al., 2010). Excessively high work pressure can also cause employees to be cynical about the organization (Nair & Kamalanabhan, 2010). External factors are divided into two, namely leadership and organization. Leadership is related to the influence of transformational leadership (Kranabetter & Niessen, 2016) and the leader's sense of humor (Gkorezis et al., 2014). Previous research has found that leadership styles affect burnouts, one of which is cynicism (Skakon et al., 2010). The level of self-regulation of leaders influences cynicism; leaders who have good self-regulation affect the level of cynicism of employees in their organizations (Kranabetter & Niessen, 2016). Positive humor applied by leaders can affect employee perceptions of the organization. Employees perceive humor as important or not, depending on how the quality of interpersonal relationships is applied by the leader, which would then influence employee cynicism (Gkorezis et al., 2014).

External factors in organizational aspects include political perceptions and organizational justice. The higher the level of perception of politics that occurs in the organization, the higher the level of cynicism in the organization (James & Shaw, 2016). The assumption is that there is political activity in an organization that influences whether employees are cynical or not. Violation of the psychological

contract made by management affects cynicism in the organization. Injustice in organizations leads to cynicism at work and in the organization. Previous research has found that there is a negative relationship between organizational justice and cynicism toward organizations (Bernerth et al., 2007; Tayfur et al., 2013; Trinkner et al., 2016; Turgut et al., 2016).

Injustice received by employees from the organization has a negative effect on employee reactions to the organization (Colquitt et al., 2001). Negative reactions are influenced by the cognitive evaluation process of what will be obtained from the organization for said individuals. Excessive negative reactions are one aspect of cynicism toward organizations. The results of the study indicate that acceptance of distributive and interactional justice has a negative effect on organizational cynicism but not on procedural justice (Bernerth et al., 2007).

In the positive perspective of psychology, there is the concept of Positive Organizational Behavior (POB). POB is closely related to Psychological Capital (PsyCap). PsyCap is a combination of several dimensions which is the beginning of POB (Youssef & Luthans, 2007). In psychological capital, there are four dimensions, namely optimism, resilience, self-efficacy, and hope. Hope means a positive hope for the future that is fixed on goals (goals) and how to achieve them (attainment). Hope is included in the cognitive part that focuses on how to determine goals and ways to achieve these goals (Snyder et al., 1991).

Employees have positive hope for the organization. A high level of hope that is based on previous experiences can foster positive emotions (Jay et al., 2011). The level of justice is a positive or negative experience that can determine an individual's attitude toward the organization. Perceived fairness determines organizational cynicism depending on how individuals have hope in achieving goals. High levels of hope can reduce employees' negative attitudes such as organizational cynicism. Referring to this information, the hope variable is thought to be a moderator variable between justice and organizational cynicism.

Previous research on the topic of the influence of organizational justice on organizational cynicism has yielded similar results simultaneously but differs partially. Procedural, distributive, and interactional justice all have a negative and significant impact on organizational cynicism (Al-Shalaldeh & Abd-Almajeed, 2022). However, in another study, it was found that only interactional justice significantly influences organizational cynicism (Kristina & Mangundjaya, 2017); and only procedural justice does not influence organizational cynicism (Turgut et al., 2016).

Based on previous studies, it was found that the causes of organizational cynicism have been widely studied (Chiaburu et al., 2013; Schraeder et al., 2016). However, there is still little concern about the effects of organizational justice and how it is seen from a positive psychology approach. In positive psychology, the hope variable plays a very important role in shaping behavior (Luthans et al., 2007). Previous studies have shown that the hope variable is an important predictor of employee engagement. The results of another study found hope to be an important predictor of job satisfaction, work happiness and work commitment compared to other variables (resilience and optimism) (Wang et al., 2017; Youssef & Luthans, 2007).

Researchers assume that the effect of distributive, procedural, and interactional justice on

organizational cynicism is moderated by hope. High hope enables employees to focus on their goals and generate a positive attitude toward their organization. This is in line with previous findings that mentioned that acceptance of justice, appreciation, and participation in decision-making can reduce employee cynicism when psychological aspects of employees increase, such as hope (Chiaburu et al., 2013).

This study aims to explore the effect of distributive justice on organizational cynicism, procedural justice on organizational cynicism and interactional justice on organizational cynicism. Our first hypothesis is the effect of distributive justice on cynicism moderated by hope. Second, the effect of procedural justice on organizational cynicism is moderated by hope. Third, the effect of interactional justice on organizational cynicism is moderated by hope.

Figure 1
Conceptual Framework
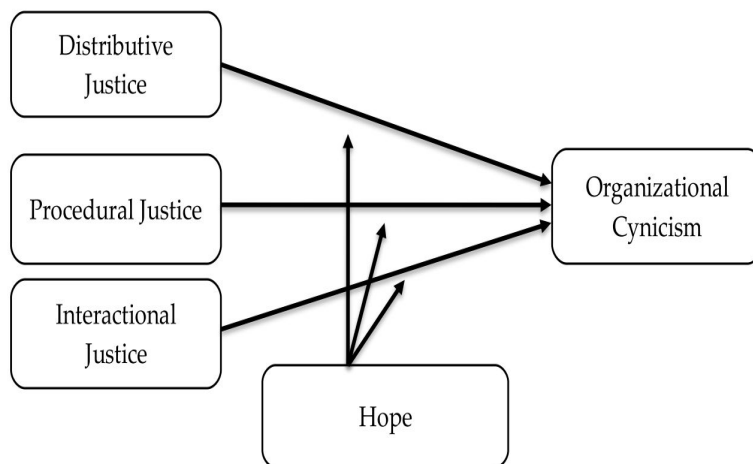
Method

Research Design

This study uses a quantitative approach with a correlational explanatory research design. This design was chosen to understand the causal relationship between variables. Hope, Organizational Justice (i.e Distributive, Procedural and Interactional Justice) and Organizational Cynicism were the variables explored.

Procedure and Ethical Consideration

were obtained from the relevant institution. With these permissions in place, the research was conducted on employees of the police and civil servants at the Mojokerto National Police School (SPN). Data collection took place over a period of 60 minutes. Before participants started filling out

the data, they were briefed on how to answer the questions based on their personal experiences. The questionnaire detailed all essential information, and respondents were required to consent to participate. Once completed, questionnaires were immediately returned to the researcher to ensure the confidentiality of the participants' personal data and identities. Out of 150 distributed questionnaires, 126 were returned and collected. Following data collection, item validity was assessed, and a reliability test was conducted on the valid items.

Participant

Participants in this study are employees of the Mojokerto State Police School (SPN), The sample in this study amounted to 126 out of a total of 150 subjects. Determination of the research sample used census sampling. Initially, the entire population was used as a sample, but when the data was obtained, 24 samples did not meet the requirements (such as incomplete data and incomplete questionnaires), so only 126 subjects were obtained at the Mojokerto State Police School. The subjects consisted of 105 men (83%) and 21 women (15%); the age range of the subjects ranged from 19-58 years; the education level of S1 was 73; S2 totalled 10; high school numbered 30 people and worked for 2-40 years.

Measurement

Organizational cynicism was measured using the organizational cynicism scale developed by Dean et al. (1998), which consisted of 14 items. The organizational cynicism scale is unidimensional, with aspects of belief, affect, and behavior. The organizational cynicism scale has a reliability of 0.712. An example item is When a company says it is going to do something, I would be surprised if it is actually going to happen. When I think about the company, I feel very sensitive. The subject filled out the attitude scale by giving a response in the form of a choice: "Strongly Agree" "Agree" "Doubt" "Disagree" and "Strongly Disagree".

Organizational justice is measured using the justice scale developed by Niehoff and Moorman (1993). Organizational justice is divided into three multidimensional cases with 20 items in total. Each dimension is distributive justice, procedural justice, and interactional justice. The indicators of distributive justice are work schedules, salary levels, and workload, all of which have a reliability value of 0.814. An example of an item is My work schedule is quite balanced . Procedural justice indicators refer to the fair formal procedure, which consists of four valid items with a reliability value of 0.751. One of the items is My supervisor ensures that all employee needs will be considered before making a decision . Interactional justice refers to the fairness of the treatment received by employees in relation to the procedure, with seven valid items and a reliability value of 0.846. An example item is " When making decisions regarding my job, my supervisor treats me with respect and dignity. The subject filled out the attitude scale by giving a response in the form of a choice: "Strongly Agree" "Agree" "Doubt" "Disagree" and "Strongly Disagree".

The hope variable is measured using the hope scale developed by (Snyder et al., 1991) with a total of 10 items. This scale is unidimensional and consists of aspects, goals, agency, and pathways. The reliability value is 0.827 items. An example of an item is " I passionately pursue my goals". The subject

filled out the attitude scale by giving a response in the form of a choice: "Strongly Agree" "Agree" "Doubt" "Disagree" and "Strongly Disagree".

Data Analysis

Distributive, procedural, and interactional justice was used as the independent variable, hope as a moderation variable, and organizational cynicism as the dependent variable. This study used a quantitative method with linear regression and moderated regression analysis using SPSS version 21. The regression method was used to examine the effect of distributive justice, procedural justice, and interactional justice on organizational cynicism. Additionally, moderated regression analysis between variables was carried out to determine the moderation effect of the hope variable. Perform the assumption test before testing the hypothesis.

The assumption test was first performed using a linear regression test procedure.Then, the residual regression results were used to test the assumptions. The results of the normality test (p = 0.200; $p > 0.05$) and the multicollinearity test showed that the tolerance value of each variable was above 0.1, and the VIF value was below 10, therefore there were no symptoms of multicollinearity (tolerance > 0.1; distributive = 0.653; procedural = 0.518); Interactional = 0.555; and VIF <10; 1.530; 1.930; 1.802). The results of the Glejser heteroscedasticity test showed that there was no heteroscedasticity problem (p= 0.925; p=> 0.05). Therefore, the data of this study have met the assumptions for multiple linear regression and moderation testing.

Results

Description Analysis Result

The results of the statistical tests that have been carried out show the means, standard deviation, and correlation between each variable. Table 1 shows that the level of distributive justice is high (M=3.983; SD=0.651), procedural justice is high (M=3.884; SD=0.743), and the level of interactional justice is also high (M=3.880;SD=0.674). In addition, the research results show a low level of organizational cynicism (M=2.611; SD=0,846) and a high level of hope (M=4.002;SD=0.636).

Table 1
Descriptive Analysis (N=126)

No	Variable	mean	SD	1	2	3	4	5
1	Distributive Justice	3.983	.651	1				
2	Procedural Justice	3.884	.743	.554*	1			
3	Interactional Justice	3.880	.674	.508*	.642*	1		
4	Organizational Cynicism	2.611	.846	-.258*	-.06 5	-.318*	1	
5	Hope	4.002	.636	.591*	.645*	.670*	-.313*	1

* p<0.05

Regression Analysis Result

The regression results in Table 2 show that there is a negative effect of distributive justice (b=-0.258; p=0.040) and interactional justice on organizational cynicism (b=-0.318; p=0.000) with a value of $p<0.05$. This means that the higher the level of distributive and interactional justice, the lower the level of organizational cynicism. There is no effect of procedural justice on organizational cynicism (b=-0.065; p=0.471) with a value of $p>0.05$. The regression test revealed that two independent variables have significant effects on organizational cynicism; distributive and interactional justice.

Table 2
Regression and Moderation Test Results

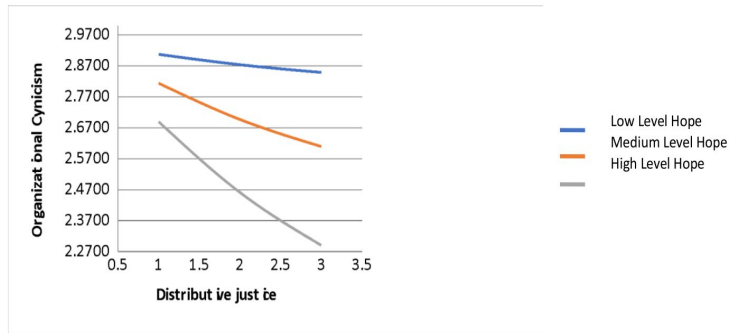| Variables	R 2	β	p
Distributive Justice & Organizational Cynicism	.670	-.258*	.004
Procedural Justice & Organizational Cynicism	.004	-.065	.471
Interactional Justice & Organizational Cynicism	.101	-.318**	.000
Moderation Test			
Distributive Justice * Hope	.406	-.364*	.004
Procedural Justice* Hope	.440	-.255*	.002
Interactional Justice*Hope	.473	-.407**	.000

*$p<0.05$; **$p<0.001$

Note: Distributive Justice, Procedural Justice, and Interactional Justice are Independent Variable. Hope is Moderation Variable. Organizational Cynicism is Dependent Variable.

Table 2 also shows the interaction of hope moderately, negatively, and significantly on the effect of distributive justice on organizational cynicism (b = -0.364; $p<0.05$;) Hypothesis 1 is accepted). This shows that the negative effect of distributive justice on organizational cynicism is getting stronger in individuals who have high hope. Furthermore, in Figure 2, it can be seen that organizational cynicism, which is influenced by distributive justice, is lower in individuals who have high hope when compared to individuals with low levels of hope. Furthermore, Table 2 shows that hope negatively and significantly moderates the effect of procedural justice on organizational cynicism (b = -0.255; $p < 0.05$) (Hypothesis 2 is accepted). This shows that the negative effect of procedural justice on organizational cynicism is getting stronger in individuals who have high hope. Figure 3 shows that organizational cynicism, which is influenced by procedural justice, is lower for individuals who have high hope when compared to individuals with low levels of hope.

Hope moderates negatively and significantly the effect of interactional justice on organizational cynicism (b = -407; $p < 0.05$) (Hypothesis 3 is accepted). This shows that the negative effect of interactional justice on organizational cynicism is getting stronger in individuals who have high hope. Figure 4 shows that organizational cynicism, which is influenced by interactional justice, is lower in individuals who have high hope when compared to individuals with low levels of hope. It can be concluded that a higher level of employee hope can strengthen the negative influence of distributive, procedural, and interactional justice on organizational cynicism.
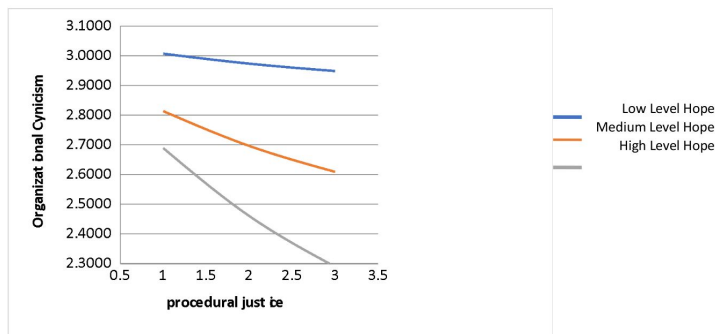
Figure 2

Graph of Hope Moderation on the Effect of Distributive Justice on Organizational Cynicism
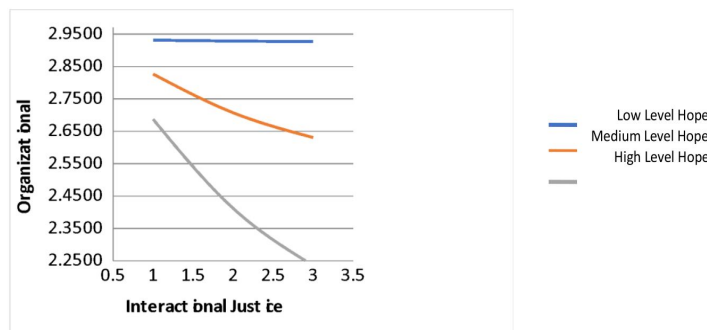

Figure 3

Graph of Hope Moderation on The Effect of Interactional Justice on Organizational Cynicism

Figure 4

Graph of hope moderation on the effect of interactional justice on organizational cynicism

Discussion

This research aims to explore the effect of distributive justice, procedural justice, and interactional justice on organizational cynicism with the moderation effect of hope. The results of the analysis show that distributive justice and interactional justice have a negative effect on cynicism. However, procedural justice has no significant effect on cynicism. In a study conducted by Hussain and Shahzad (2022), it was found that out of the three organizational justices, only distributive and interactional had a negative and significant effect on organizational cynicism. The same results were shown by Ozturk et al. (2016), distributive justice and interactional justice had a negative and significant effect on organizational cynicism, while procedural justice was not proven to have a negative and significant effect on organizational cynicism.

The results of the study show that distributive justice has a negative and significant effect on organizational cynicism. Distributive justice is perceived justice about how rewards match what employees have given to an organization. In social exchange theory, the effect of distributive justice is more appreciated by employees if the perceived fairness is more beneficial than detrimental. The experience of balancing employee contributions with the results obtained influences employee perceptions of the organization Shaharruddin et al. (2016).

In the meta-analysis, it was stated that low fairness affected trust. Because the justice felt by employees increases trust, it can reduce employee cynicism toward the organization. In addition, low distributive justice affects employees' negative reactions to the organization which can lead to cynical, negative attitudes toward the organization (Chiaburu et al., 2013; Hu & Han, 2021). It can be interpreted that the higher the distributive justice received by employees, the lower the cynical attitude toward their organization.

The results showed that procedural justice was not a significant predictor of organizational cynicism. This is related to organizational culture; in this case, the subject organization is a police organization with a central point of leadership. One central point of leadership is that it makes all the rules in the organization. Regulations, job descriptions, and the roles of the members of the organization are all determined by one point. This culture is called a role culture, in which the organization focuses on procedures that have been determined to be more important, and the strength of this culture lies in the position of each employee, not in who they are (Hussain & Shahzad, 2022). In other words, employees who fill roles or have certain job descriptions must carry out their duties according to existing rules and procedures. This causes organizational members who are accustomed to role culture to tend to ignore procedural justice.

The results of the study show that interactional justice influences organizational cynicism. Interactional justice is justice that is felt in relation to appreciation and respect. Receiving respect and appreciation for each employee determines whether an organization is considered fair. Interactional justice involves the emotions of each individual. Interactional justice is more inclined toward a person's socio-emotional aspects (Collins, 2017). The social aspect of interactional justice allows employees to determine attitudes and behavior in the organization. The higher the acceptance of appreciation and

respect, the higher the employee's OCB. As a result, the higher the level of interactional justice, the more negative attitudes such as cynicism in the organization will decrease (Collins, 2017; Hussain & Shahzad, 2022).

The results of the study show that hope moderate the effect of distributive, procedural, and interactional justice on organizational cynicism. The higher the level of one's hope, the higher the effect of distributive, procedural, and interactional justice on cynicism. In other words, employees who receive distributive, procedural, and interactional justice can reduce cynical attitudes toward their organization when they are able to find ways to achieve goals.

The results of this research show that the level of organizational cynicism is influenced by organizational justice. According to attribution theory, negative events make employees attribute them based on their perceptions of them (Harvey et al., 2014). The attribution process produces judgments about responsibility for something, which leads employees to emotions and hope. Employees who experience negative events tend to look for the causes of events and then judge that the organization is responsible for the incident, which can result in employees blaming the organization. Assessment of the organization can be realized in the form of justice. Justice that occurs in the organization whether it becomes a positive or negative event, depends on how employees label the incident.

The results of the study show that hope is a moderator variable that plays a role in reducing cynicism caused by fairness in the organization. In terms of attribution theory, hope is a result of a positive assessment of an event, while cynicism is the effect of that assessment. It can be concluded that the process of organizational cynicism begins with how employees seek information about negative events experienced and then determine an assessment of responsibility, which is the basis for being cynical about the organization.

Hope is closely related to individual performance. The relationship between hope and performance has been widely studied in any field. As in everyday life, individuals who have high hopes tend to excel at academic achievement, be physically and mentally healthy, independent, and have a positive and prosperous life. Hope also has a positive effect on job satisfaction, happiness at work, and commitment (Luthans & Youssef-Morgan, 2017). Conversely, individuals who have low levels of hope tend to be low in their performance and easily experience fatigue.

The results of the study showed the hope of belonging to the group of the future in individual development. How employees can determine their future, what they want, and how to achieve it. There are two components to hope, namely the energy that is used to achieve the goal and the means to achieve the goal. If employees have high hopes, they tend to be independent. Employees easily look for other ways to achieve goals even though superiors are not supportive (Luthans & Youssef-Morgan, 2017). In line with research conducted by Sahoo et al. (2015) hope has a negative effect on cynical attitudes toward organizations. Therefore, high hope determines employees in assessing or labeling every incident experienced. Based on attribution theory, the assessment of an event plays a role in the formation of a cynical attitude toward the organization (Harvey et al., 2014).

From a theoretical standpoint, this study contributes to and enhances the framework of the role of positive organizational behavior in mitigating organizational cynicism arising from organizational

justice. The nuanced understanding of the interplay between justice dimensions and individual expectations can contribute to the advancement of organizational behavior and psychology literature. Future research endeavors could explore the specific mechanisms and boundary conditions that further refine our comprehension of how justice perceptions impact organizational cynicism within diverse contexts. For practitioners, these insights underscore the importance of fostering a workplace environment characterized by fairness across procedural, distributive, and interactional dimensions. Organizations that invest in cultivating a just workplace are likely to mitigate the emergence of organizational cynicism, especially when aligning these efforts with employees' expectations. Managers and leaders can proactively address employee concerns, communicate transparently, and ensure equitable resource distribution to enhance organizational trust and reduce cynicism, thereby promoting a healthier and more productive work environment.

This study has certain constraints, one of which is the method of data collection that did not differentiate between members of the Indonesian National Police and civil servants. Additionally, factors like the length of employment and age, which could affect levels of organizational cynicism, were not considered separately. Another limitation is the relatively small sample size, confined to just one organization. The limited number of subjects and lack of age group differentiation in the sample are due to the restricted availability of participants, which did not meet the minimum criteria for a more diverse subject pool.

Conclusion

The results showed that distributive and interactional justice had a negative and significant effect on organizational cynicism but not on procedural justice. Furthermore, hope moderates the effect of distributive, procedural, and interactional justice on organizational cynicism. This means that the level of one's hope strengthens the decrease in cynicism caused by distributive, procedural, and interactional justice. If distributive and interactional justice can be applied effectively in the organization, then employee cynical attitudes are not formed, but depend on the extent to which the level of hope is formed. The higher the employee's hope for the organization, the lower the level of cynicism.

Implication

The findings of this study highlight the significance of nurturing hope within organizational members, especially in police school settings. To boost hope among employees, the organization could facilitate discussions centered on mutual support strategies. Implementing motivational training sessions aimed at fostering a hopeful organizational climate, and promoting supportive interactions between supervisors and staff, are effective ways to enhance hope among employees.

Recommendation

It is suggested that, in future research, separate the police and civil servants. We hope future researchers can be more detailed to separate length of work, age, and gender which might influence

cynicism in the organization. Future research can examine potential psychological resources that may have a positive effect on decreasing organizational cynicism like flow, mindfulness, creativity, gratitude, forgiveness, emotional intelligence, spirituality, and courage. Future researchers can also involve the role of leadership in influencing attitudes toward the organization.

Declaration

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