

## MANAGING EMPLOYEE CYNICISM USING ORGANIZATIONAL JUSTICE PRACTICES AND SUPPORT – A CASE OF CHINESE BANKING INDUSTRY

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**Abstract:** The current study investigated the effectiveness of employee cynicism management practices in banking organizations, and tested the three aspects of organizational justice practices that reduce organizational cynicism through perceived organizational support. The cross-sectional data was used to test the conceptual framework through a cluster sampling strategy. The results showed that perceived organizational support could effectively reduce organizational cynicism. Moreover, different forms of organizational justice directly affect organizational cynicism management and can effectively reduce organizational cynicism, among which distributive justice has the most significant impact. In addition, the current study also supported the mediating role of perceived organizational support. This intermediary mechanism expands the scope of application of organizational justice practices. The significance of this study lies in exploring and validating effective practises for reducing cynicism in the Chinese context, especially strengthening distributive justice, which can minimize employees' negative work attitudes and ultimately improve individual and organizational performance.

**Key words:** employee cynicism management, organizational justice practices, organizational support, banking industry

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### Introduction

In 2021, the Chinese banking industry overcame the impacts of the pandemic and maintained its stable operations. However, the internal and external environments have presented new challenges to commercial banks (Li et al., 2021). Modern organizations operate in an unpredictable and complicated environment, and complex organizational changes continually impact the employment relationship between the organization and employees (Yildirim & Naktiyok, 2017). In addition, the employee faces frequent organizational reforms and immense pressure, and organizational cynicism is also more severe.

Attitudes of employees are crucial in improving organisational success. However, employees' organizational cynicism has become a prevalent phenomenon in the workplace (Chiaburu et al., 2013). This negative attitude would be detrimental to the organization's development, causing reform resistance and lowering organizational

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performance. In addition, organizational cynicism is highly contagious and often affects other colleagues (Qian & Daniels, 2008). Banking organizations must actively adopt applicable management policies to boost employee engagement and organizational performance in the face of various obstacles. The leaders are also aware of reducing these attitudes and behaviours through cynicism management measures. As a result, employee cynicism management attempts to reduce employee cynicism in various ways.

Organizational cynicism is generally considered to be employees' negative attitudes toward the organization, so managers are more sensitive to this topic. At the same time, cynicism has an attitudinal dimension; therefore, it is less perceptible as a mental activity. This has also resulted in less discussion of organizational cynicism's formation mechanism and management process in the management and academia. Regarding the specific path to reducing employee organizational cynicism, employee cynicism management has paid attention to reducing employee psychological contract violations and improving organizational trust (Puspaningrum, Thongsri, & Prabandari, 2020). Previous studies showed that organizational justice significantly improves employees' job satisfaction and organizational commitment (Fatt et al., 2010). However, how organizational justice practices affect employee cynicism is rarely discussed. Therefore, this study considers different mediating paths to examine these management practices' effectiveness and mechanism. Specifically, the current research aims to investigate the influence of organizational justice practices on organizational cynicism through perceived organizational support (POS).

According to Rhoades and Eisenberger (2020), supervisor support and a range of organizational justice practices could increase employee perceptions of organizational support. However, the applicability of these practices in the Chinese banking industry remains empirically verified. Therefore, this study examines specific distributive justice, procedural justice and interactional justice as antecedent variables for POS and employee cynicism management effects.

In conclusion, improving employees' attitudes towards organizations and reducing negative attitudes are effective ways for organizations to improve performance. Therefore, this study explores the effectiveness of employee cynicism management from the perspective of organizational justice practices. In addition, POS is an essential factor in the employee-organization relationship, which is also an important aspect that needs to be further confirmed.

### **Literature Review**

Organizational cynicism is a common way of expressing displeasure towards their organizations (Abubakar et al., 2018; Hanif, Rakhman, Nurkholis, & Pirzada, 2019). However, organizational cynicism was defined in various ways. The definition proposed by Andersson, Bateman, and Dean was widely accepted (Mignonac et al., 2018); they stated that cynics have skepticism towards the organization, displaying disappointment, dissatisfaction, and hatred against the institution. Furthermore,

scholars noted that organizational cynicism was a state variable, and organizational practices and policies may influence employees' attitudes. Employees view organizational cynicism as a defensive response from a resource conservation perspective, preventing further resource-draining.

According to cognitive behavior theory and social exchange theory, employees' negative perceptions of the organization will produce corresponding coping behaviors. Based on the principle of reciprocity, if it is a hostile exchange of resources, it is not conducive to the relationship between members of the organization. For example, these attitudes could influence turnover intention and organizational commitment. As a result, organizational cynicism is detrimental to achieving organizational performance and goals (Naseer et al., 2020). Therefore, the organization considers this hazard and applies appropriate management measures to deal with the situation. Employee cynicism management is the effectiveness of comprehensive management methods for employee attitude cognition, which is the impact of the management on employees' organizational cynicism. Thus, reduced organizational cynicism was used to examine the effects of organizational cynicism management.

Scholars generally believe that the formation mechanism of organizational cynicism is caused by the violation of employees' psychological contracts (Mignonac et al., 2018). Therefore, many studies have studied the influencing factors of organizational cynicism from this perspective. According to this line, some scholars have also studied factors that reduce organizational cynicism. For example, reducing psychological contract violations and improving organizational identity and trust are commonly used as intermediary mechanisms. Employees' POS is also an essential influencing mechanism because POS could effectively improve employees' psychological security and organizational commitment and effectively reduce employees' negative attitudes.

POS could provide essential antecedents and consequences, which are widely used in organizational behavior research (Self et al., 2005; Khin, Khai & Chiek, 2022). Two of the most critical aspects of POS are employee perception that the organization cares about their well-being and values their contributions. Therefore, the higher POS can effectively meet the psychological needs of employees. According to social exchange theory, employees are willing to further exchange resources positively, manifested by making more efforts to reduce negative emotions and behavior at work.

It is also worth emphasizing that the impact of organizational support will be more predictive, especially when employees view it as an active choice of the organization rather than a coercive measure (Loi et al., 2014). It has been discovered that the concept of organizational support highlights the importance of positive organizational support in influencing employee attitudes (Byrne & Hochwarter, 2008). Employees with higher POS usually have more work engagement and job satisfaction, and vice versa. POS is generally influenced by personal, organizational, and personal-organizational interactions (Rhoades & Eisenberger, 2020; Sun, 2019;

Liang & Liu, 2021). It should be pointed out here that organizational factors play a leading role in both the formation and resolution mechanisms of organizational cynicism. For example, an organization's fair compensation distribution and promotion can increase job satisfaction and reduce organizational cynicism (Sarianti & Armida, 2020).

Organizational justice is the application of justice principal within the context of an organization, which is more than single-dimensional concept. Organizational justice has moved from a single dimension to a three-dimensional or multi-dimensional structure. Research has established its influence as an antecedent variable on outcome variables such as employee attitudes and organizational performance (Erdoğdu, 2018; Fachrudin, Pirzada, & Iman, 2022). As a result, promoting organizational justice is a critical component of increasing organizational performance and decreasing employee negative feelings and behaviors. There are no apparent borders since each dimension derives from complicated management actions, and these diverse dimensions are interconnected and impact each other. As a result, there is still substantial disagreement over each dimension's independence. Therefore, there is a lack of in-depth study on the degree of influence for each specific dimension, and their mechanism and impact need to be investigated further. The researchers discovered that overall organizational justice could explain many employee behavior outcomes (Erdoğdu, 2018; Kurtessis et al., 2017). When employees believe their organization's management is fair, they see it as an indication that the company values and cares about them. Employees could use this feeling to boost their sense of organizational support while reducing negative emotions and actions. Similarly, employees who are mistreated respond in negative ways. Therefore, this paper proposes specific organizational justice practices to improve employee POS and the cynicism management level.

The term "distributive justice" refers to a type of justice that involves allocating resources such as pay, bonuses, and rewards (Cropanzano & Greenberg, 1997). Employees feel that their efforts should be appropriately recognized and appreciated (Jasso et al., 2016; Astawa, Pirzada, Budarma, Widhari, & Suardani, 2021). Employees' sentiments of organizational justice are most strongly associated with discontent with income and promotion. According to Smith (2010), the justice of an organization's resource distribution and reward is entirely dependent on employees' subjective perceptions. Employees will minimize their efforts and react against the organization, unwillingness to share information, and boost organizational cynicism if they perceive organizational distribution as unfair (Hameed et al., 2019; Erdoğdu, 2018).

Organizational support theory also links organizational justice and negative attitudes like organizational cynicism (Arneguy et al., 2018). Distributive justice could provide certainty to employees in the future distribution of benefits, thereby increasing employees' psychological security. Studies have shown that distribution equity can effectively improve employees' organizational commitment, build POS, and reduce employees' negative behaviors. Therefore, distributive justice as a form

of organizational practice can positively influence the effectiveness of employee cynicism management. From the above discussion, it is necessary to examine the impact of distributive justice on POS and employee cynicism management results (reduced organizational cynicism) in the Chinese banking industry. In turn, the following hypotheses were developed:

H1a: *There is a significant relationship between distributive justice and employee cynicism management amongst banking employees.*

H1b: There is a significant relationship between distributive justice and perceived organizational support amongst banking employees.

According to Colquitt et al. (2001), procedural justice refers to the fairness of an organization's processes and conflict resolution mechanisms used in the distribution process. Procedural justice improves the individual-organization relationship and increases employee psychological ownership (Hameed et al., 2019; Widodo, 2022; Sabra, 2021). Lambert et al. (2020) stated that procedural justice considerably influences organizational commitment and work satisfaction. Kaur and Bedi (2017) further confirmed POS's mediation function in the influence of organizational justice on organizational commitment. In addition, scholars also found that procedural justice is crucial in minimizing employee negative feelings and behaviours. Procedural justice reflects the transparency of organizational procedures and policies. Therefore, a feature of procedural justice is that employees can participate in discussing the results. This process is more critical to establishing employee-organization and leader-member relationships than distribution justice. Therefore, procedural fairness can enhance employees' sense of organizational support, make employees feel that the organization will consider their feelings and value their contributions. This process could help employee reduce their doubts about the organization, thus helping to improve the level of employee cynicism management for the organization. In turn, the following hypotheses were developed:

H2a: *There is a significant relationship between procedural justice and employee cynicism management amongst banking employees.*

H2b: *There is a significant relationship between procedural justice and perceived organizational support amongst banking employees.*

Organizational phenomena and employee behavior are no longer adequately explained by the two-dimensional organizational justice approaches (Greenberg, 1990). According to Ambrose et al. (2013), the interactive justice process attracts employees' attention, and this form of fair interaction is also not easy to adjust and manage. Therefore, organizations should pay more attention to interactional justice. Interactional justice has been shown to increase the quality of social exchange relationships in empirical studies (Hameed et al., 2019; Wati, Primiana, Pirzada, Sudarsono, 2019). Employee attitudes, such as organizational commitment, are highly influenced by interactional justice practice, which could lower workers' unfavourable sentiments, such as organizational cynicism (Moon, 2017; Erdodu, 2018; Suryani & Pirzada, 2018). Unlike distributive justice, interactional justice exists in the organization's daily work, and employees can deeply perceive this direct

experience. Compared with other forms of justice, interactional justice lacks proper forms and is more related to leadership types and organizational culture. For example, the inclusiveness and openness shown by the leaders in the interaction will directly affect the work attitude of the employees. Employees naturally regard leaders as organizational agents as organizational behavior. Therefore, interactional justice is conducive to establishing employees' POS and helps organizations improve the level of employee cynicism management. The following hypotheses were formed based on the discussion above:

*H3a: There is a significant relationship between interactional justice and employee cynicism management amongst banking employees.*

*H3b: There is a significant relationship between interactional justice and perceived organizational support amongst banking employees.*

POS refers to the employee's assessment of the organization's support and the extent to which the organization cares about them. The key to POS is whether the organization delivers it willingly (Eisenberger et al., 2020). Furthermore, because it can provide many antecedents and effects, POS has been frequently employed in organizational behavior studies (Self et al., 2005). Employees need organizational support to perform their jobs and achieve high performance (Hakkak et al., 2014). Many organizational practices can be seen as important antecedents of POS, such as organizational career management practices and positive leadership behaviors (Eisenberger et al., 2020; Jia & Selamat, 2022). Social exchange theory offers potential value in how employees perceive organizational behavior. Employees need organizational support to complete a series of tasks. Therefore, when employees obtain necessary material and psychological resources, they will return to the organization in a positive way of resource exchange — for example, organizations providing fair distribution increase employee POS and reduce employee organizational cynicism. Therefore, POS is a vital antecedent variable and mediating mechanism for the management effect of employee cynicism. The following hypotheses were formed based on the discussion above:

*H1c: The relationship between distributive justice and employee cynicism management is mediated by perceived organizational support.*

*H2c: The relationship between procedural justice and employee cynicism management is mediated by perceived organizational support.*

*H3c: The relationship between interactional justice and employee cynicism management is mediated by perceived organizational support.*

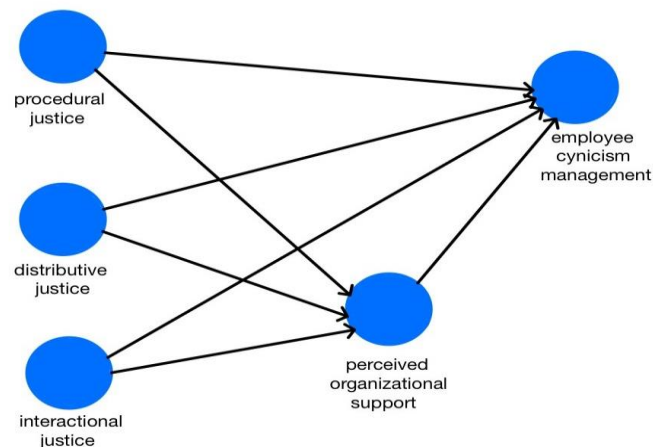
*H4: There is a significant relationship between perceived organizational support and employee cynicism management.*

### **Research Methodology**

To understand how to reduce organizational cynicism, this paper proposed that reducing organizational cynicism is a process of perceived organizational justice and POS for social exchange. Social exchange theory and the principle of reciprocity can effectively explain the exchange of resources between employees and organizations

and reflect attitudes and behaviors. Therefore, this study uses social exchange theory as an underpinning theory to understand the impact of organizational justice practices on employee attitudes.

Employees' perceptions of organizational justice are essential in increasing POS. As a result, this article argues that banking organizations should enhance the relationship between organizations and workers by constructing organizational justice practices, improving employees' sense of organizational support, and successfully reducing employees' organizational cynicism to overcome the challenges. Thus, based on the social exchange theory, the conceptual framework of this study has been developed, as shown in Figure 1.



**Figure 1: Conceptual Framework.**

Based on the variables to be measured in the conceptual framework, this questionnaire investigates employee satisfaction with organizational justice practices. The authors revised the scale according to the actual situation of China's banking industry. Since the survey was conducted in China, this questionnaire was designed with back-to-back translation to ensure that respondents could provide more accurate answers.

The population of this study is all contract employees of the banking industry in Hebei Province. The minimum sample size for a questionnaire should be five times the number of questions (Hair et al., 2012). However, it is not easy to establish a sampling frame for this vast population. Therefore, the authors adopted a two-stage cluster sampling strategy by selecting two cities in Hebei Province and obtained the list of institutions in these cities to establish the sampling frame. The researchers distributed 430 questionnaires to ensure an acceptable sample size considering the

questionnaire response rate. Finally, the authors used the PLS-SEM (Smart-PLS) tool for data analysis for the current study.

### Research Results

The researchers distributed 430 questionnaires and finally received 311 questionnaires, with a response rate of 72.3%. After data screening, 305 valid questionnaires can be used for data analysis, reaching the recommended minimum response rate of 30% (Hair, 2019). Then, the researchers used the qualified sample data to evaluate the measurement model by reliability and validity indicators. Hair et al. (2019) recommended that alpha value and CR values should be greater than 0.7, and the AVE value above 0.5 is acceptable. Table 1 provides the measurement model's result.

**Table 1. Reliability and Validity.**

Indicators	Loadings	Cr	A-Value	Ave
<b>DJ</b>		0.851	0.769	0.589
DJ1	0.758			
DJ2	0.773			
DJ3	0.828			
DJ4	0.705			
<b>PJ</b>		0.825	0.717	0.540
PJ1	0.724			
PJ2	0.728			
PJ3	0.769			
PJ4	0.752			
<b>IJ</b>		0.832	0.731	0.553
IJ1	0.723			
IJ2	0.713			
IJ3	0.746			
IJ4	0.758			
<b>POS</b>		0.825	0.717	0.540
POS1	0.731			
POS2	0.739			
POS3	0.731			
POS4	0.773			
POS5	0.753			
<b>ECM</b>		0.917	0.886	0.687
ECM1	0.824			
ECM2	0.829			
ECM3	0.825			
ECM4	0.839			
ECM5	0.828			



At the same time, the researchers used the HTMT criterion to test the discriminant validity of the scale. According to Hair's (2019), the value of the diagonal line should be less than 0.85, indicating that the scale has acceptable discriminant validity, as shown in Table 2.

**Table 2. HTMT Results.**

	DJ	IJ	POS	PJ	ECM
DJ	-				
IJ	0.416	-			
POS	0.659	0.538	-		
PJ	0.402	0.333	0.517	-	
ECM	0.603	0.515	0.824	0.532	-

According to Tables 1 and 2, the loadings of all measurement items are greater than 0.7, and the AVE values align with the recommended values (above 0.5). Similarly, the results of the HTMT test showed that the scale also has good discriminant validity. Therefore, in the next step, the sample data could be tested for conceptual models and hypotheses.

The current study adopted 5000 times bootstrapping through Smart-PLS to test the hypothesis. The t-value and p-value are used to determine if the hypotheses are supported. When the p-value is less than 0.05, the hypothesis is accepted, and vice versa (Hair et al., 2019). The path coefficient and the significance level are utilized to determine the degree of effect. The significance criteria are also used to see if the data supports the mediation effects. Table 3 summarises the findings of the hypothesis test.

**Table 3. Result of Structural Model.**

	Relationship	Beta	t	p	Summary
H1a	distributive justice -> ECM	0.364	8.253	<0.001	Supported
H1b	distributive justice -> POS	0.387	8.855	<0.001	Supported
H1c	distributive justice -> POS-> ECM	0.193	7.152	<0.001	Supported
H2a	procedural justice -> ECM	0.262	5.199	<0.001	Supported
H2b	procedural justice -> POS	0.224	4.708	<0.001	Supported
H2c	procedural justice -> POS-> ECM	0.112	4.484	<0.001	Supported
H3a	interactional justice -> ECM	0.239	4.977	<0.001	Supported
H3b	interactional justice -> POS	0.239	5.645	<0.001	Supported
H3c	interactional justice -> POS-> ECM	0.119	5.044	<0.001	Supported
H4	POS-> ECM	0.498	11.502	<0.001	Supported

According to Table 3, it can be seen that H1a, H2a, and H3a were all supported. Similarly, H1b, H2b, and H3b were supported, demonstrating that DJ, PJ, and IJ

considerably impact bank employees' POS. In addition, hypothesis H4 was approved. The findings revealed that POS mediated the link between DJ, PJ, IJ, and ECM. Therefore, hypotheses H1c, H2c, and H3c were supported.

Findings support all the hypotheses of this study, with POS having the strongest impact effects. In addition, POS mediates the relationship between three organizational justice practices and employee cynicism management. Specifically, among the three organizational justice practices discussed in this paper, the most influential justice is distributive justice, with a path coefficient of 0.364, and interactional justice has a coefficient of 0.239. The least influential aspect is procedural justice.

In addition, the authors evaluate the explanatory and predictive power of the conceptual model of this study. The value of  $Q^2$  reflects the predictive ability of the inner model, and the higher the value, the stronger the predictive ability of the model. This study evaluated the predictive ability of the structural model using the blindfolding function of PLS. At the same time, this study also calculated the model's explanatory power through the algorithm function of PLS, and  $R^2$  was used to reflect the model's explanatory power, as shown in Table 4.

**Table 4. Explanatory and Predictive Results.**

	$R^2$	$R^2$ Adjusted	$Q^2 (=1-SSE/SSO)$
<b>POS</b>	0.389	0.383	0.205
<b>ECM</b>	0.547	0.541	0.337

This conceptual model's three forms of organizational justice practices could explain 38.9% and 54.7% of the variables affecting the mediator and dependent variable, proving that this model has moderate explanatory power. At the same time, the results showed that the conceptual model has a good predictive ability.

## Discussion

This study found that organizational justice practices and POS could influence banking employees' organizational cynicism. The results showed that distributive justice could effectively reduce negative emotions and behaviors. In addition, distributive justice plays the most critical role in various organizational justice. Employees are the most sensitive to organizational distribution justice. This finding is similar to previous studies such as Johnson (2007) and Arneguy et al. (2018). However, in different organizations, the dimensions of organizational justice practice have different degrees of impact on employees. The possible reason is that China is still a developing country, and the per capita income level is not high enough. Therefore, Maslow's Hierarchy of Needs Theory can effectively explain why employees are more sensitive to distribution justice (Cropanzano et al., 2007). This study also found that procedural justice significantly affects POS and results of cynicism management. The results showed that banking employees in Hebei Province also regard procedural justice as a source of organizational support.

Improving procedural justice can also effectively reduce employees' organizational cynicism. The data analysis results of this study are similar to those of western scholars, such as Pan et al. (2018), Hameed et al. (2019) and Lambert et al. (2020). However, according to McFarlin and Sweeney (1992), procedural justice has a greater impact on employee job satisfaction than distributive justice. The inconsistency may be mentioned above because Chinese employees have different income levels from western countries or cultural differences, requiring scholars to conduct more in-depth research.

This study also found that interactional justice significantly affected reduced organizational cynicism. Previous research by Liu and Ding (2012) and Lee and Chui (2019) also supported this conclusion. These studies all believed that interactive justice could effectively improve employees' work attitudes as a form of organizational justice. The above findings suggest that excellent organizational member interaction can reduce employees' organizational cynicism.

The empirical results of this study revealed that hypotheses H1c, H2c, and H3c were supported. In other words, POS mediated the relationship between all kinds of organizational justice practices and cynicism management outcomes. In the Chinese context, organizational justice practices have also been an essential antecedent of POS, and organizational support can effectively reduce employees' negative emotions, such as organizational cynicism.

### **Conclusion**

This study aimed to investigate whether organizational justice practices effectively improved the quality of employee cynicism management. The conceptual framework and validation results of this study suggest that an important way to increase POS is to improve organizational justice practices. Therefore, based on the specific situation of banking organizations, the authors believe that banking organizations should improve employees' satisfaction with distribution justice and the quality of leadership-membership relationships through the construction of an interactive mechanism of fair distribution, thereby improving employees' POS, in turn, effectively reducing organizational cynicism among employees. Therefore, banking organizations should improve employees' perception of organizational support and effectively reduce organizational cynicism by improving organizational justice practices. The conclusion is that distributional justice is still the most important link in organizational justice practice. The following recommendations are specific aspects that organizations should consider when conducting organizational justice policies.

Firstly, optimize the compensation management system to reduce the risk of employee psychological contract violation. Accordingly, the banking organization should design the compensation structure scientifically. Secondly, the salary level should focus on multi-level justice and consider the fairness of different groups, such as the organization and external organizations, between various levels within and outside the organization.

Considering the importance of justice in interactions, organizations should comprehensively strengthen employee organizational cynicism monitoring and improve leader-member relationships. The management department should establish an objective and fair performance evaluation system and strengthen the whole-process management of employee performance. Moreover, it should make every effort to broaden the career development space for employees, increase the communication and interaction between leaders and employees so that employees can deeply perceive leadership and organizational support, and effectively reduce organizational cynicism.

Although procedural justice has the smallest effect in this study, procedural fairness is still fundamental in organizational management. For example, whether internal recruitment information is fair and open is very important for employees' promotion. Therefore, organizations should design transparent reward and promotion mechanisms to make employees fully trust the organization's policies.

The current study also confirms the important mediating role of POS, which shows that POS is an important antecedent variable and can effectively mediate various dimensions of organizational fairness practice. Therefore, the banking industry can consider other management practices to improve the POS of employees to further improve the quality of management of employees' cynicism.

This study has certain drawbacks: Firstly, the scope of the current study is restricted to bank employees in Hebei Province, China. In the future, researchers could study this issue in other sectors, such as government or SMEs. Second, this study used cross-sectional data for analysis. Finally, according to different scholars, organizational justice has a more detailed division, such as organizational information justice and interpersonal justice (Colquitt et al., 2001). Therefore, future research can further subdivide organizational justice and study the impact of this specific organizational justice on employee attitudes.

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### ZARZĄDZANIE CYNIZMEM PRACOWNICZYM Z WYKORZYSTANIEM ORGANIZACYJNYCH PRAKTYK WYMIARU SPRAWIEDLIWOŚCI I WSPARCIA – PRZYPADEK CHIŃSKIEGO BRANŻY BANKOWEJ

**Streszczenie:** W niniejszym badaniu zbadano skuteczność praktyk zarządzania cynizmem pracowników w organizacjach bankowych i przetestowano trzy aspekty praktyk sprawiedliwości organizacyjnej, które redukują cynizm organizacyjny poprzez postrzegane wsparcie organizacyjne. Dane przekrojowe wykorzystano do przetestowania ram koncepcyjnych za pomocą strategii próbkowania skupień. Wyniki pokazały, że postrzegane wsparcie organizacyjne może skutecznie zmniejszyć cynizm organizacyjny. Co więcej, różne formy sprawiedliwości organizacyjnej bezpośrednio wpływają na zarządzanie cynizmem organizacyjnym i mogą skutecznie redukować cynizm organizacyjny, spośród których sprawiedliwość dystrybucyjna ma największy wpływ. Ponadto obecne badanie poparło również medycyną rolę postrzeganego wsparcia organizacyjnego. Ten pośredniczący mechanizm rozszerza zakres stosowania praktyk sprawiedliwości organizacyjnej. Znaczenie tego badania polega na badaniu i walidacji skutecznych praktyk ograniczania cynizmu w kontekście chińskim, zwłaszcza wzmacniania sprawiedliwości dystrybucyjnej, która może zminimalizować negatywne nastawienie pracowników do pracy i ostatecznie poprawić indywidualne i wydajność organizacyjną.

**Słowa kluczowe:** zarządzanie cynizmem pracowniczym, praktyki sprawiedliwości organizacyjnej, wsparcie organizacyjne, sektor bankowy.

## 运用组织司法实践和支持管理员工犬儒主义——以中国银行业为例

**摘要：**目前的研究调查了银行组织中员工犬儒主义管理实践的有效性，并测试了通过感知组织支持减少组织犬儒主义的组织正义实践的三个方面。横截面数据用于通过整群抽样策略测试概念框架。结果表明，感知到的组织支持可以有效地减少组织的愤世嫉俗。而且，不同形式的组织公平直接影响组织犬儒主义管理，可以有效降低组织犬儒主义，其中分配公平影响最为显著。此外，本研究还支持感知组织支持的中介作用。这种中介机制扩大了组织公平实践的适用范围。本研究的意义在于探索和验证在中国背景下减少犬儒主义的有效做法，特别是加强分配公平，可以最大限度地减少员工的消极工作态度，最终改善个人和组织绩效

**关键词：**员工犬儒主义管理，组织公平实践，组织支持，银行业