

The Effect of Organizational Justice Perception on Cynicism: A Research in Vocational School of State Universities

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Extensive Summary

Introduction

Justice is to ensure rights possessed by law are used by every individual. Organizational justice can be defined as how fairly the employees are treated in organizations. Organizational justice is the sum of perceptions of distribution, operation and interaction within an organization (Bal, 2014). Distributive justice expresses the distribution of resources and awards fairly (Colquitt, Conlon, Wesson, Porter, Ng, 2001). Operational justice is the perceived justice of the procedures used to determine results (Fassina, Jones and Uggerslev, 2008). Interactional justice is related to how fairly directors behave to employees in organizational practices (Özmen, Arbak and Süral Özer, 2007).

Organizational cynicism can be defined as one thinking his/her own organization is unjust, insecure, lacks honesty and because of these considerations, exhibiting critical and negative behaviors toward the organization (Dean et al., 1998).

This study is designed to clarify the role of organizational justice perception on cynicism. The research has been intended toward instructors. Within the scope of the research, the following hypotheses have been established:

H₁. Organizational justice perception of instructors, working in social sciences vocational schools of state universities in Turkey, influences organizational cynicism significantly.

H_{1a}. Distributional justice perception of instructors, working in social sciences vocational schools of state universities in Turkey, influences organizational cynicism significantly.

H_{1b}. Operational justice perception of instructors, working in social sciences vocational schools of state universities in Turkey, influences organizational cynicism significantly.

H_{1c}. Interactional justice perception of instructors, working in social sciences vocational schools of state universities in Turkey, influences organizational cynicism significantly.

Method

The universe of the research consists of 986 instructors who work in the social sciences vocational schools of state universities in Turkey in 2017. The questionnaire form used for the research was sent to the participants on internet and full count was made. However, feedback was received from 400 participants. Statistical package program was used for analysis of data.

Findings

In order to determine the relationship between organizational justice perception and organizational cynicism, correlation analysis was done and it was found that there is a significant and negative relationship between the two variables ($r = -, 710, p < 0.05$). Simple linear regression analysis was conducted to determine the effect of organizational justice perception on organizational cynicism. And it is seen that organizational justice have a 0.5 ratio effect on organizational cynicism ($\Delta R^2 = 0,505$). In addition, it is seen that an unit increase in organizational justice can reduce organizational cynicism by 0.62 units. When people think they are not treated fairly, it is expected that, they feel uncomfortable and reflect this on their behaviors.

In order to test the relationship and effect between organizational justice dimensions and organizational cynicism, a structural model was created and structural regression analysis was done. Using the structural model, path analysis was done and it is found that the distributional justice perception and interactional justice perception have a negative and significant effect ($\beta = -, 292; -, 217, p < 0,05$), while operational justice perception have no significant effect on organizational cynicism ($\beta = -, 029, p > 0.05$). According to these results, it can be concluded that justice in the allocation of resources and communication processes are more important than operational justice for instructors.

Conclusion

With this study which investigates the effect of organizational justice perception on cynicism of the instructors working in social sciences vocational schools of state universities in Turkey, it has been revealed that individuals who are exposed to unfair practices in the working environment may behave cynical.

To manage perceptions, to take precautions for the protection of working peace, regulatory behaviors of managers and senior officials for working environment, to base objective criteria in promotion, progress, reward, performance evaluation systems, equal opportunity for employees in every subject, to be transparent and fair in information sharing, to prevent behaviors that will disturb working peace and cause favoritism increase the perception of organizational justice and decrease the level of cynicism.

In the future studies, investigation of the individual, organizational and environmental factors that can play a role in the interaction between organizational cynicism and organizational justice perception will be contributors. Also, it would be useful to reach more explanatory findings by making such studies on profit-making businesses.