THE HONG KONG POLYTECHNIC UNIVERSITY
DEPARTMENT OF MANAGEMENT & MARKETING

DEPARTMENTAL RESEARCH SEMINAR

“When fairness becomes the enemy of trust: The moderating role of insecurity during organizational interventions”

By

Dr Xu HUANG

Date: Monday, 17 September 2007
Time: 3:00 p.m. - 4:00 p.m.
Venue: M802

All interested are welcome
"When fairness becomes the enemy of trust: The moderating role of insecurity during organizational interventions"

ABSTRACT

Xu Huang  
Catherine Lam  
The Hong Kong Polytechnic University

Zhongming Shen  
China United Telecommunication

It has been well established that when employees perceive high levels of organizational justice, they are more likely to develop high levels of trust in their superiors as well as their organization, which in turn may induce organizational citizenship behaviors. However, it is not known whether organizational interventions aiming at improving organizational justice can help increase trust and citizenship behaviors of employees. Results based on data collected from three waves of longitudinal surveys over 14 months show that after new employment policies had been introduced to the organization for seven months, employee perceived increases in distributive justice and procedural justice. Yet, at the same time, employees’ trust in their immediate supervisors and their organization substantially decreased. And the levels of perceived organizational justice and trust have remained at the relatively same level for another seven months. Additional analyses suggest that the feeling of insecurity during the organizational intervention mitigated the relationship between perceived procedural justice and trust in organization.