

## Abstract

In the present dynamic and highly competitive business environment, organizations work to enhance their performance and keep their workforce motivated and engaged. Employees' attitudes can significantly impact an organization's success. Therefore, present study was conducted to test the impact of organizational justice and transformational leadership on organizational cynicism and employee performance. A sample of 100 public sector employees was taken and scales of Organizational Justice (Niehoff & Moorman, 1993), Transformational Leadership (Bass & Avolio, 2000), Organizational Cynicism (Brandes et al. 1999), and Workplace Performance (Koopmans, 2015) were used to collect data. The results showed that there was a significant negative correlation between organizational justice and cynicism ( $r = -.72$ ) and a significant positive correlation between organizational justice and workplace performance ( $r = .65$ ). The results also showed that there was a significant negative correlation between transformational leadership and cynicism ( $r = -.61$ ) and a significant positive correlation between transformational leadership and workplace performance ( $r = .54$ ). In further analysis, the results showed that organizational justice significantly negatively predicted organizational cynicism ( $R^2 = .55$ ) and significantly positively predicted workplace performance ( $R^2 = .47$ ). However, transformational leadership did not significantly predict organizational cynicism and workplace performance. It was concluded that organizational justice not only decreases organizational cynicism among employees but also plays positive role in the workplace performance of the employees as well.

**Keywords:** Organizational justice, Transformational leadership, Organizational cynicism and Work performance.