

ORGANIZATIONAL CYNICISM AND JOB SATISFACTION AMONG AIR TRAFFIC CONTROLLERS: THE ROLES OF SPIRITUAL ORGANIZATION, ORGANIZATIONAL COMMITMENT, AND TURNOVER INTENTION

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Abstract:

Background: Air Traffic Controllers (ATCs) occupy one of the most critical roles in the aviation industry, characterized by high work pressure, intense responsibility, and zero-tolerance for error. Such demanding conditions may foster organizational cynicism, which can undermine employees' psychological well-being, job satisfaction, and intention to remain with the organization.

Purpose: This study aims to examine the direct and indirect effects of organizational cynicism on job satisfaction, as well as the mediating roles of Spiritual Organization and organizational commitment, and the moderating role of turnover intention among ATC employees.

Design/methodology/approach: This study employs a quantitative approach using a survey method. The sample comprises the entire population of Air Traffic Controller employees at Soekarno–Hatta International Airport, totaling 129 respondents. Data were collected through structured questionnaires and analyzed using Partial Least Squares–Structural Equation Modeling (PLS-SEM).

Findings/Results: The results indicate that organizational cynicism has a significant negative effect on job satisfaction. However, Spiritual Organization and organizational commitment are found to play important roles in mitigating this negative effect. Strengthening spiritual values within the organization and fostering employee commitment contribute to higher levels of job satisfaction and reduce the detrimental impact of cynicism.

Conclusion: Organizations, particularly those operating in high-risk and high-pressure environments such as air traffic control services, need to proactively reduce organizational cynicism by enhancing transparency, fairness, and effective communication. These efforts are essential to improve employee job satisfaction and organizational sustainability.

Originality/value (State of the art): This study extends the existing literature by integrating Spiritual Organization as a mediating variable and organizational commitment as a moderating mechanism in the relationship between organizational cynicism and job satisfaction. The findings highlight the complex psychological dynamics in safety-critical organizations and offer a more comprehensive understanding of employee attitudes in the aviation navigation context.

Keywords: air traffic controller, organizational cynicism, spiritual organization, organizational commitment, turn over intention

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INTRODUCTION

The development of the transportation sector continues to grow rapidly along with the advancement of various aspects of human life. Among transportation modes, aviation is increasingly perceived as the most comfortable, safe, fast, and efficient option, particularly for long-distance mobility. This rapid growth places significant demands on the effectiveness and safety of air transportation services, especially in countries with high traffic intensity such as Indonesia.

To ensure the effectiveness of air transportation services, the Indonesian government has mandated the Indonesian Aviation Navigation Service Provider Company (LPPNPI) to manage and operate national flight navigation services. One of the most critical operational areas under LPPNPI is the Jakarta region, particularly Soekarno–Hatta International Airport, which is among the busiest airports in the world. In this context, the role of Air Traffic Controllers (ATC) becomes extremely strategic, as they are directly responsible for maintaining flight safety, efficiency, and continuity under high workload and pressure.

High operational demands require LPPNPI Jakarta to rely on superior human resources performance. Human resources are a key determinant in achieving organizational vision and mission, especially in highly regulated and safety-critical industries such as air navigation services. Organizations are therefore required to continuously optimize employee potential in order to maintain effectiveness and productivity (Yuliantini et al. 2024; Soelton et al. 2024). One critical psychological outcome associated with employee performance is job satisfaction, which reflects employees' overall evaluation of their work experience.

Job satisfaction is defined as a general attitude toward work arising from the comparison between rewards received and rewards expected by employees (Ningtyas et al. 2020). Argyris (2021) further emphasizes that job satisfaction represents a positive attitude encompassing both emotional and behavioral responses toward work, reflecting a sense of appreciation and value fulfillment. In high-risk occupations such as ATC, job satisfaction is not only an individual concern but also an organizational imperative due to its implications for safety, commitment, and turnover.

Previous studies indicate that job satisfaction is influenced by various organizational factors, both positively and negatively. One factor consistently identified as detrimental is organizational cynicism, which is characterized by negative beliefs, emotions, and behaviors toward the organization (Rahmadiane, 2019). Employees who develop cynical attitudes tend to distrust organizational intentions, question leadership credibility, and disengage psychologically from their work.

Empirical evidence shows that organizational cynicism negatively affects job satisfaction. Brown and Clark (2021) demonstrate that cynical employees experience lower satisfaction due to perceived injustice and lack of transparency. Smith et al. (2022) further argue that employees with high levels of cynicism find it difficult to internalize organizational values, including spiritual principles promoted by the organization. This highlights the importance of leadership and organizational climate in mitigating cynical attitudes.

Recent studies suggest that Spiritual Organization may play a critical role in reducing the negative effects of cynicism. Spiritual Organization refers to the creation of a work environment that emphasizes meaning, purpose, connectedness, and shared values. Brown et al. (2022) and Rahim and Malik (2023) show that organizations applying spiritual principles are more capable of reducing the destructive impact of cynicism on job satisfaction. Similarly, Kökalan (2019) finds that Spiritual Organization mediates the negative relationship between organizational cynicism and job satisfaction.

However, empirical findings remain inconsistent. While Zhang et al. (2023) report a positive and significant effect of Spiritual Organization on job satisfaction, Johnson and Smith (2020) find a positive but insignificant relationship, suggesting that the effectiveness of spirituality may depend heavily on organizational context and culture. These inconsistencies indicate a clear research gap, particularly in high-reliability organizations such as air traffic control institutions.

In addition, organizational commitment and turnover intention have been identified as important but underexplored variables in this relationship. Organizational commitment reflects employees' emotional attachment and sense of obligation to the organization (Erviandyah et al. 2021), while turnover

intention represents a psychological withdrawal that may intensify dissatisfaction (Davis & Taylor, 2023). Prior studies often treat these variables as independent predictors, leaving limited understanding of their mediating or moderating roles within a comprehensive model. Thus, the novelty of this study lies in integrating organizational cynicism, Spiritual Organization, organizational commitment, and turnover intention into a single conceptual framework to explain job satisfaction among ATC employees an occupational group characterized by extreme workload, safety responsibility, and psychological pressure.

To address the identified research gap, this study adopts a comprehensive behavioral and organizational perspective. Rather than examining the direct effects of organizational cynicism alone, this research positions Spiritual Organization as a mediating mechanism that may transform negative employee perceptions into more meaningful and value-driven work experiences. Furthermore, organizational commitment is examined as a psychological resource that may strengthen employees' attachment to the organization, while turnover intention is positioned as a moderating variable that potentially exacerbates the negative impact of cynicism on job satisfaction. This approach allows for a deeper understanding of how and under what conditions organizational cynicism influences job satisfaction. By focusing on Air Traffic Controllers at LPPNPI Jakarta, this study situates the model within a high-stakes, safety-critical environment where psychological well-being, satisfaction, and retention are essential for organizational sustainability and public safety.

Based on the background, research gaps, and conceptual considerations outlined above, this study aims to: (1) Analyze the effect of organizational cynicism on job satisfaction among Air Traffic Controllers at LPPNPI Jakarta. (2) Examine the role of Spiritual Organization in mediating the relationship between organizational cynicism and job satisfaction. (3) Investigate the influence of organizational commitment on turnover intention and job satisfaction. (4) Assess the moderating role of turnover intention in the relationship between organizational cynicism and job satisfaction. (5) Develop an integrated conceptual model that explains job satisfaction in a high-reliability aviation context.

METHODS

This study employed a quantitative research approach with a causal research design to examine the relationships among organizational cynicism, Spiritual Organization, organizational commitment, turnover intention, and job satisfaction. The research was conducted from September 2024 to January 2025 at Soekarno–Hatta International Airport, Jakarta, focusing on Air Traffic Controller (ATC) employees under the Indonesian Aviation Navigation Service Provider Company (LPPNPI).

The research process began with identifying organizational and behavioral problems at the research site, followed by problem formulation and the development of a theoretical framework to strengthen the conceptual foundation of each variable examined. The population of this study consisted of all ATC employees operating at Soekarno–Hatta International Airport, totaling 129 employees. Given the relatively limited and accessible population size, a saturated sampling technique was applied, whereby all members of the population were included as research respondents (Sugiyono, 2021). The data used in this study were primary data obtained directly from respondents through structured questionnaires.

Data were collected using a survey method by distributing structured questionnaires to respondents. The questionnaire items were developed based on established indicators of each research variable derived from relevant literature. All items were measured using a five-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree). Organizational Cynicism was measured using three dimensions: cognitive, affective, and behavioral cynicism. Job Satisfaction was measured based on satisfaction with the job itself, salary, promotion opportunities, and coworkers. Spiritual Organization was assessed using indicators of vision, hope, and altruistic love. Organizational Commitment was measured through affective commitment, continuance commitment, normative commitment, and coworker commitment. Meanwhile, Turnover Intention was measured using indicators of thinking about leaving, searching for alternative employment, and intention to leave the organization. Prior to the main data collection, the questionnaire instrument underwent validity and reliability testing to ensure that all measurement items were appropriate, understandable, and capable of

consistently measuring the intended constructs. Only items that met the validity and reliability criteria were included in the final analysis.

The data analysis technique employed in this study was Structural Equation Modeling (SEM) based on Partial Least Squares (PLS), using SmartPLS software. PLS-SEM was selected due to its ability to handle complex research models involving multiple latent variables, mediation and moderation effects, and its robustness when applied to relatively small sample sizes. In addition, this approach does not require strict assumptions of multivariate normality, making it suitable for predictive-oriented organizational behavior research (Ghozali & Latan, 2015; Sarstedt & Hwang, 2020). Data analysis was conducted in two main stages, namely evaluation of the measurement model (outer model) and the structural model (inner model). Convergent validity was assessed using indicator loading factors, with values above 0.50 considered acceptable and preferably exceeding 0.70 (Sugiyono, 2021). Reliability was evaluated using Cronbach's Alpha, where values above 0.60 indicated adequate internal consistency. Hypothesis testing was performed through a bootstrapping procedure to obtain path coefficients and t-statistics. Compared to conventional regression-based methods such as SPSS, PLS-SEM provides greater analytical flexibility for estimating complex models while minimizing issues related to multicollinearity and sample size limitations.

Organizational Cynicism on Job Satisfaction

Organizational cynicism is a serious problem that can negatively impact employee performance and job satisfaction. This hypothesis found that organizational cynicism (negative attitude toward the organization) has a negative and significant effect on employee job satisfaction. This means that the higher the level of organizational cynicism felt by employees, the lower their level of job satisfaction. This is because organizational cynicism can create a less conducive work environment, make employees feel unappreciated, and reduce their work motivation. The following can be concluded regarding the research hypothesis based on the results of the research above. In Kökalan's (2019) study, organizational cynicism has a negative impact on job satisfaction, which is then mediated by Spiritual Organization. This means that the higher the level of cynicism towards the organization, the lower the level of employee job satisfaction and the role of Spiritual

Organization plays a role in explaining how cynicism affects job satisfaction. So, in short, organizational cynicism has an influence on job satisfaction, and the role of Spiritual Organization helps explain the relationship. Strengthened by research Hutagalung et al. (2020) explains that while no previous studies directly examined the relationships among the dimensions of organizational cynicism and job satisfaction, several previous studies found a negative association between organizational cynicism and job satisfaction. In other words, previous studies show that the higher the level of organizational cynicism, the lower the level of job satisfaction felt by employees. Based on the results of the research above, it can be concluded that the hypothesis in this research is as follows:

H1: Organizational Cynicism has a negative effect on job satisfaction.

Organizational Cynicism on Spiritual Organizations

It is concluded that Organizational Cynicism has a negative and significant effect on Spiritual Organization. This means that the higher the level of organizational cynicism felt by individuals in an organization, the lower the level of existence or appreciation of Spiritual Organization. Spiritual Organization, which is often related to values such as the meaning of work, interconnectedness between individuals, and the alignment of personal values with organizational values, can be disrupted by organizational cynicism. Kökalan's research (2019) explains their findings showed that all organizational cynicism dimensions influence Spiritual Organization values in a significant and negative way, which can be interpreted that all dimensions of the organization influence the spiritual values of the organization significantly and negatively. It is also reinforced in the research of Khan et al. (2022) that there is a negative relationship between organizational cynicism and Spiritual Organization. This means that the higher the level of organizational cynicism felt by individuals, the lower the level of Spiritual Organization they experience or believe. This can be caused by various factors, including negative perceptions of organizational values and goals, lack of involvement and connection with the organization, or disbelief in the benefits of spirituality in the work context. Based on the results of the research above, it can be concluded that the hypothesis in this research is as follows:

H2: Organizational Cynicism has a negative effect on Spiritual Organization.

Spiritual Organization on Job Satisfaction

Spiritual Organization has a positive and significant effect on Job Satisfaction. This means that the higher the level of Spiritual Organization felt by employees, the higher the level of job satisfaction they experience. Spiritual Organization, which includes elements such as meaningfulness of work, sense of connectedness, and alignment between values. Astakoni et al. (2021) shows that spiritual leadership has a significant effect on job satisfaction and improves employee performance. This is reinforced in Siska's study (2019) with the results that spiritual leadership has a significant positive effect on job satisfaction. Therefore, the implementation of a spiritual organization will be able to inspire and motivate human resources in achieving a vision based on spiritual values and ultimately can increase employee commitment productively. Based on the results of the research above, it can be concluded that the hypothesis in this research is as follows:

H3: Spiritual Organization has a positive effect on Job Satisfaction.

Organizational Commitment on Turnover Intention

Essakh et al. (2018), who showed that organizational commitment can affect turnover intention. In their study, it was found that when employees feel more attached and committed to the organization, they often feel dissatisfaction related to working conditions that do not meet their expectations, which ultimately increases the tendency to leave the organization. This means that the higher the level of organizational commitment felt by employees, the higher their tendency to have the intention to leave the organization. Silalahi (2019) in his research said that human resources are an important asset in achieving the goals of an organization because they can determine the success of an organization. In the research of Hidayat et al. (2024) showed that organizational commitment and job satisfaction have a significant influence on the intention to move turnover intention of employees at the Kelapa Gading Wonosobo Restaurant. Organizational commitment is the level of employee attachment and involvement in the organization where they work. This reflects the desire of employees to share and sacrifice for the interests of the organization. They are willing to work optimally and behave well to achieve company goals. Without a strong organizational commitment, it is difficult to get active and in-depth participation from

employees, which can affect the overall performance and success of the organization. This is in line with previous research by Yosef et al. (2019) with the results of their research that organizational commitment was found to have a significant influence on the intention to move. Employees who have high levels of commitment to their organization tend to feel more engaged and involved with their company, making them less likely to consider leaving. Conversely, employees who have low levels of commitment may be more likely to seek opportunities elsewhere. Based on the results of the research above, it can be concluded that the hypothesis in this research is as follows:

H4: Organizational Commitment has a positive effect on Turnover Intention.

Spiritual Organization in Mediating Organizational Cynicism on Job Satisfaction

This implies that the Spiritual Organization variable mediates the relationship between organizational cynicism and job satisfaction in a negative and significant manner. In other words, the higher the level of organizational cynicism perceived by employees, the lower the level of Spiritual Organization perceived, which in turn has an impact on decreasing the level of job satisfaction. This mediator strengthens the negative effect of organizational cynicism on job satisfaction, indicating that Spiritual Organization is an important mechanism in understanding how organizational cynicism affects employee well-being. In the journal Kökalan (2019) also shows that spiritual organizations have a significant mediating role in the relationship between organizational cynicism and job satisfaction. That is, when someone feels cynical about the organization where they work, their level of job satisfaction tends to be low. However, the role of Spiritual Organization helps explain how cynicism affects job satisfaction. So, Spiritual Organization acts as a mediator in the relationship between organizational cynicism and job satisfaction. Humayra & Mahendra (2019) further reinforced this in their research. In other words, Spiritual Organization is believed to have a major impact on various aspects related to employees and overall organizational performance. Based on the results of the research above, it can be concluded that the hypothesis in this research is as follows:

H5: Spiritual Organization has a negative effect in Mediating Organizational Cynicism on Job Satisfaction

Organizational Commitment in Moderating Organizational Cynicism on Job Satisfaction

According to Silalahi (2019) showed that organizational commitment can reduce the negative impact of factors such as organizational cynicism on job satisfaction, increase employee engagement, and encourage improved performance. Thus, the conclusion is that increasing organizational commitment can be an effective strategy to mitigate the negative impact of organizational cynicism and increase job satisfaction in the organizational environment. In this case, the influence of organizational commitment on the relationship between organizational cynicism and job satisfaction can be categorized as partial mediation, where organizational commitment acts as a mediator variable that partially mediates the relationship between organizational cynicism and job satisfaction, but the direct relationship between cynicism and job satisfaction remains. Based on the results of data processing research by Taylor & Thomas (2021), the results show that organizational cynicism has a negative effect on organizational commitment. In previous studies, it was shown that high levels of cynicism towards the organization, where employees feel skeptical, distrustful, or unattached to the organization, tend to reduce their level of commitment to the organization. Thus, it is very important to overcome organizational cynicism in an effort to increase employee commitment to the organization. Factors such as organizational vision and mission, open and transparent communication, and promotion or positive values and beliefs in organizational culture are essential to reduce organizational cynicism and increase employee commitment. In other words, even though employees may feel cynicism toward the organization, if they have a high level of commitment to the organization, they may still feel satisfied with their jobs. This suggests that organizational commitment may act as a protective or moderating factor in the relationship between organizational cynicism and job satisfaction. Based on the results of the research above, it can be concluded that the hypothesis in this research is as follows:

H6: Organizational Commitment has a positive effect in Moderating Organizational Cynicism on Job Satisfaction.

Turnover Intention in Moderating Organizational Cynicism Towards Job Satisfaction

Shaharruddin et al. (2016) research found that organizational cynicism has a negative relationship with job satisfaction, and turnover intention can exacerbate the negative impact. Therefore, the results of this study are in line with these findings, and show the importance of managing turnover intention to reduce the negative impact of organizational cynicism on job satisfaction. In addition, Davis & Taylor (2023) explained that turnover intention can reflect deep dissatisfaction and potentially worsen the relationship between organizational cynicism and job satisfaction. The desire or tendency of employees to often leave the company and be replaced by other workers is known as turnover intention. Turnover intention is a problem for business, but if controlled properly and logically, it can be a good thing (Patel et al. 2021). Rahmadiane, & Sulistyowati, (2019) in her research examining ethical behavior, self-esteem and cynicism towards turnover found that cynicism has a positive or significant effect on turnover intention. Based on the results of the research above, it can be concluded that the hypothesis in this research is as follows:

H7: Turnover Intention has a negative effect in moderating organizational cynicism towards job satisfaction.

Based on the literature review and hypothesis development, this study proposes a conceptual framework that illustrates the direct effects of organizational cynicism and Spiritual Organization on job satisfaction, as well as the moderating roles of organizational commitment and turnover intention in shaping these relationships among Air Traffic Controller employees, the proposed model of this research is shown in Figure 1.

RESULTS

This study involved 129 permanent employees as respondents. As shown in Table 1, the majority of respondents were male, as many as 91 people (71%). Most respondents were aged 31–40 years (70%), followed by 21–30 years (21%), and 41–50 years (9%). The majority of respondents had a Bachelor's degree (S1) as many as 70 people (55%), followed by Diploma (D3) 56 people (44%), and Masters (S2) only 2 people (2%). Based on length of service, respondents with a

length of service of 1–5 years dominated as many as 59 people (46%), followed by 6–10 years (26%), 11–15 years (19%), and >15 years (9%). Most respondents served as ATC Staff as many as 118 people (92%), while Supervisors were only 11 people (9%) (Table 5). These results show that the majority of respondents are male, of productive age, highly educated, and in their early to middle working years.

Validity and Reliability Test

This study employed a variance-based Structural Equation Modeling (SEM) approach using Partial Least Squares (PLS) with SmartPLS software. PLS-SEM was selected as an alternative to covariance-based SEM due to its flexibility in handling complex models and relatively small sample sizes (Ghozali, 2015). The evaluation of the measurement model (outer model) was conducted to assess the relationships between indicators and their respective latent constructs, focusing on validity and reliability criteria. Convergent validity was assessed by examining the standardized loading factor values. Indicators are considered valid when their loading values exceed 0.70, although values ranging from 0.50 to 0.60 remain acceptable in exploratory research contexts (Table 2). The SmartPLS analysis results indicate that all indicators associated with Organizational Cynicism, Organizational Commitment, Job Satisfaction, Turnover Intention, and Spiritual Organization meet the convergent validity criteria, with loading factors predominantly above 0.70.

In addition, convergent validity was further evaluated using the Average Variance Extracted (AVE), with a minimum threshold of 0.50. The findings show that the AVE values for all constructs exceed this criterion, confirming adequate convergent validity. Discriminant validity was assessed using the Fornell–Larcker criterion and the Heterotrait–Monotrait Ratio (HTMT). The results demonstrate that each construct is empirically distinct and meets the recommended thresholds, indicating satisfactory discriminant validity across all variables. Overall, the measurement model fulfills the required validity and reliability standards, supporting the robustness of the constructs used in this study and enabling further structural model analysis.

Hypotheses Testing

In the structural model, the estimated path coefficients must demonstrate statistical significance to support the proposed hypotheses. Hypothesis testing was conducted using a bootstrapping procedure, which enables the assessment of both the magnitude and significance of the structural relationships. The evaluation was based on the standardized path coefficients and the corresponding T-statistics generated from the bootstrapping algorithm.

A path relationship is considered significant when the T-statistic exceeds the critical value of 1.978 at a 5% significance level or when the p-value is less than 0.05, as presented in Tables 3 and 4. The results indicate that the significant paths meet these criteria, thereby supporting the proposed hypotheses in the structural model.

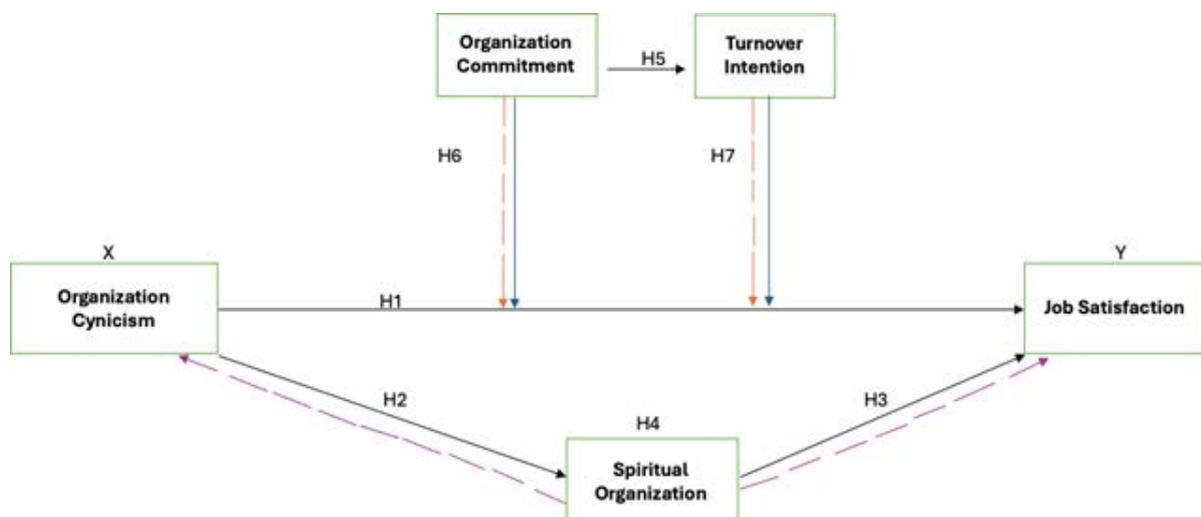


Figure 1. Conceptual framework

Table 1. Demographic characteristics of air traffic controller respondents at Soekarno–Hatta International Airport

Gender	Age	Education	Years of service
Male = 91 (71%)	21-30 = 27 (21%)	Diploma = 56 (44%)	1-5 = 59 (46%)
Female = 38 (29%)	31-40 = 90 (70%)	Bachelor's degree = 70 (55%)	6-10 = 33 (26%)
	41-50 = 12 (9%)	Masters = 2 (2%)	1-15 = 25 (19%)

Table 2. Discriminant validity test using the fornell–larcker criterion for organizational cynicism, spiritual organization, job satisfaction, organizational commitment, and turnover intention

	Job Satisfaction	Organizational Commitment	Organization of Cynicism	Spiritual Organization	Turnover Intention
Job satisfaction	0.784				
Organizational Commitment	-0.195	0.835			
Organizational Cynicism	-0.285	0.483	0.862		
Spiritual Organization	0.557	-0.044	-0.244	0.811	
Turnover Intention	-0.18	0.615	0.524	-0.005	0.819

Table 3. Goodness of fit statistics of the PLS-SEM model for organizational cynicism, spiritual organization, job satisfaction, organizational commitment, and turnover intention

Variables	AVE	Cronbach Alpha's	Composite Reliability	R-Square
Job satisfaction	0.615	0.930	0.941	0.387
Organizational Commitment	0.697	0.951	0.958	-
Organizational Cynicism	0.743	0.962	0.966	-
Spiritual Organization	0.658	0.942	0.950	0.590
Turnover Intention	0.671	0.945	0.953	0.378

Table 4. Predictive Relevance (Q²) Results for organizational cynicism, spiritual organization, job satisfaction, organizational commitment, and turnover intention

	SSO	SSE	Q ² (=1-SSE/SSO)
Job Satisfaction	1290.000	1004.056	0.222
Organizational Commitment	1290.000	1290.000	0.000
Organizational Cynicism	1290.000	1290.000	0.000
Spiritual Organization	1290.000	1243.401	0.036
Turnover Intention	1290.000	979.614	0.241

Furthermore, discriminant validity was assessed using the Fornell–Larcker criterion. The results on Table 2 show that the square root of the Average Variance Extracted (AVE) for each construct is greater than its correlations with other constructs, indicating that each construct explains its indicators better than it explains indicators of other constructs. This finding is further supported by cross-loading analysis, which confirms that each indicator loads highest on its associated construct, these results demonstrate that the structural and measurement models satisfy the required validity and significance criteria, ensuring the robustness and reliability of the proposed research model.

Test Q² conducted to find out whether the research model is valid and relevant. If the value $Q^2 > 0$ means that the research model has predictive relevance (Haenlein & Kaplan, 2019). Table 4 contains the values Q² in this study. Based on the table below, the value Q² in endogenous is greater than or equal to 0.000 which means that the research model has predictive relevance where the endogenous variables can be predicted by the exogenous variables.

The results of the goodness of fit model examination are met if supported by empirical data. According to Ghozali & Latent (2015), the Goodness of Fit Test is an

assessment criterion to see the suitability of the model, the GoF test also aims to validate the structural model as a whole. Therefore, the feasibility of the model in Smart-PLS can be seen from the standardized root mean square (SRMR) value and the normal fit index (NFI) value so that manual calculations are no longer needed. The following are the results of the goodness of fit test that can be seen from the fit model as in Table 5.

It can be seen in the table above that the SRMR value is 0.092, which means that the value is below 0.10. Thus it can be concluded that the model is considered suitable or fit because the SRMR value is $0.092 < 0.10$. Next is the NFI value which has a value of 0.577. Thus it can be concluded that the model is considered good because the value is between 0 and 1.

Based on the results presented in Tables 6 and 7, Organizational Cynicism has a negative and significant effect on Job Satisfaction, as indicated by a negative path coefficient with a p-value of 0.037 (< 0.05) and a T-statistic greater than 1.96. Organizational Cynicism also negatively and significantly influences Spiritual Organization ($p = 0.000$). In contrast, Spiritual Organization has a positive and significant effect on Job Satisfaction ($p = 0.000$). Furthermore, Spiritual Organization significantly mediates the relationship between Organizational Cynicism and Job Satisfaction, indicating a negative indirect effect ($p = 0.008$). Organizational Commitment is found to have a positive and significant effect on Turnover Intention ($p = 0.000$). The interaction analysis shows that Organizational Commitment significantly moderates the relationship

between Organizational Cynicism and Job Satisfaction in a positive direction, indicating partial mediation. Meanwhile, Turnover Intention significantly moderates the relationship between Organizational Cynicism and Job Satisfaction in a negative direction, also indicating partial mediation, these findings confirm that the proposed structural relationships are statistically supported and consistent with the research model.

Mediation and Moderation Analysis

Based on the PLS-SEM bootstrapping results, the mediation analysis reveals that Organizational Commitment partially mediates the relationship between Organizational Cynicism and Job Satisfaction ($H6; \beta = 0.237; t = 2.568$), indicating its role in mitigating the negative effects of cynicism. Similarly, Turnover Intention functions as a partial mediator that strengthens the negative relationship between Organizational Cynicism and Job Satisfaction ($H7; \beta = -0.207; t = 2.585$). The direct effects confirm that Organizational Cynicism negatively affects both Job Satisfaction ($H1; \beta = -0.152; t = 2.082$) and Spiritual Organization ($H2; \beta = -0.244; t = 3.613$), while Spiritual Organization positively influences Job Satisfaction ($H3; \beta = 0.548; t = 6.294$). In addition, Organizational Commitment significantly affects Turnover Intention ($H5; \beta = 0.615; t = 10.389$). The mediating role of Spiritual Organization between Organizational Cynicism and Job Satisfaction is also supported ($H4; \beta = -0.134; t = 2.645$). Overall, these findings demonstrate a complex interplay of mediating mechanisms through which cynicism, spirituality, commitment, and turnover intention jointly shape employee job satisfaction.

Table 5. Model Fit Results of the PLS-SEM structural model for organizational cynicism, spiritual organization, job satisfaction, organizational commitment, and turnover intention

	Saturated Model	Estimated Model
Standardized root mean square (SRMR)	0.076	0.092
Normal fit index (NFI)	0.579	0.577

Table 6. Structural path coefficients among organizational cynicism, spiritual organization, job satisfaction, organizational commitment, and turnover intention

Hypothesis	Org Sample	T Statistics	P Value	Description
Organizational Cynicism → Job Satisfaction	0.152	2.082	0.037	Positive - Significant
Organizational Cynicism → Spiritual Organization	-0.244	3.613	0.000	Negative - Significant
Spiritual Organization → Job Satisfaction	0.548	6.294	0.000	Positive - Significant
Organizational Commitment → Turnover Intention	0.615	10.389	0.000	Positive - Significant

Table 7. Mediation and moderation effects of spiritual organization, organizational commitment, and turnover intention on job satisfaction

Hypothesis	Org Sample	T Statistics	P Value	Description
Organizational Cynicism → Spiritual Organization → Job Satisfaction	-0.134	2.645	0.008	Partially Mediated
Organizational Commitment x Organizational Cynicism → Job Satisfaction	0.237	2.568	0.010	Pseudo Moderated
Turnover Intention x Organizational Cynicism → Job satisfaction	0.207	2.585	0.010	Pseudo Moderated

The Influence of Organizational Cynicism on Job Satisfaction

Based on the results of the hypothesis test, the results of this study indicate that organizational cynicism has a negative effect on job satisfaction. Organizational cynicism refers to the views or attitudes of employees who are skeptical of the goals, values, and policies of the organization. This cynicism reflects a distrust of management and the assumption that the organization does not care about the welfare of its employees. When employees feel that they are working in an environment that is not transparent, unfair, or does not appreciate their contributions, this can reduce their satisfaction with their work. According to Kökalan's research (2019), organizational cynicism has a negative impact on job satisfaction, which is then mediated by Spiritual Organization. This means that the higher the level of cynicism towards the organization, the lower the level of employee job satisfaction and the role of Spiritual Organization plays a role in explaining how cynicism affects job satisfaction.

Previous studies also support this finding. Shaharruddin et al. (2016) in their study found that organizational cynicism has a negative and significant effect on organizational commitment at PT. Angkasa Pura I (Persero) Ngurah Rai Commercial SBU. In addition, Rahmadiane and Sulistyowati (2019) showed that organizational cynicism has a negative effect on organizational commitment in employees of Harapan Bersama Polytechnic. Overall, the results of this study suggest that effectively managing organizational cynicism is not only important for increasing job satisfaction, but can also create a more positive, productive, and sustainable work environment. By understanding this relationship, organizations can direct their attention to efforts to improve employee well-being, which ultimately contributes to overall organizational success.

The Influence of Organizational Cynicism on Spiritual Organizations

Based on the results of the H2 test conducted, it shows that organizational cynicism has also been proven to have a negative effect on spiritual organizations. Spiritual organizations are organizations that emphasize moral values, ethics, and meaning in work, giving employees a deeper sense of purpose. However, organizational cynicism can affect how employees view these values. When employees feel skeptical of the organization, they are more likely to underestimate or ignore the spiritual values that are the foundation of the organization's culture. Smith et al.'s (2022) research shows that employees with a cynical view of the organization find it more difficult to accept and internalize the spiritual principles of the organization. They feel that the organization only pursues profit or materialistic goals, rather than being oriented towards noble values that prioritize the common interest. Brown & Clark (2021) in their research also found that organizational cynicism can reduce the effectiveness of the organization's efforts to build a meaningful and spiritual work culture. Cynicism can undermine an organization's efforts to build emotional bonds with employees. Davis & Taylor (2023) in their research emphasizes that a strong spiritual culture requires support from employees, and cynicism can hinder the formation of such relationships. When employees feel disconnected from the organization's core values, they will find it more difficult to participate in creating a work culture based on spirituality.

Research by Yıldız & Şaylıkay (2014) also provides evidence that organizational cynicism can reduce dimensions of spirituality, such as meaning and connectedness between individuals in the organization. Therefore, managing organizational cynicism is very important to maintain and improve Spiritual Organization. Management needs to take strategic steps, such as increasing transparent communication,

strengthening trust between employees and management, and implementing fair and inclusive policies. Efforts to reduce organizational cynicism can also involve training employees and management in understanding the importance of Spiritual Organization, creating space for employees to share common meanings and goals, and promoting a work environment that emphasizes authenticity and deeper human connections. Thus, these steps can help create a more positive work environment and support Spiritual Organization, which will ultimately increase employee productivity and well-being.

The Influence of Spiritual Organization on Job Satisfaction

Based on the results of the hypothesis test conducted, it shows that H3 has a positive influence, this is because spiritual organizations focus on creating value in work that is higher than just financial results. In such an environment, employees feel that their work has a deeper meaning, which contributes to increasing their job satisfaction. Keller et al. (2023) showed that organizations with strong spiritual values can increase employees' sense of involvement and pride, which in turn has a positive effect on their job satisfaction. Employees who work in organizations that emphasize spiritual values tend to feel more valued as individuals who contribute more than just labor. Anderson & Campbell (2021) found that spiritual organizations provide employees with a greater sense of purpose, which motivates them to perform better and feel more fulfilled. Feeling connected to the organization's core values also increases job satisfaction, as employees feel that their work has a higher purpose and that they are valued as more than just a means to an end. This finding is supported by previous research that shows the importance of Spiritual Organization in increasing job satisfaction. Research by Zhang et al. (2023) found that workplace spirituality increases employee commitment and job satisfaction, with values that emphasize integrity and a sense of togetherness among employees. In addition, research by Parwita et al. (2019) also shows that meaningful work and emotional well-being created through Spiritual Organization can increase job satisfaction, because employees feel more connected to their work and to the company's values.

In line with these findings, the results of a study by Bryan & Teofilus (2022) showed that a work environment that pays attention to aspects of spirituality can increase

employee work motivation and job satisfaction, especially by creating space for them to connect work with greater meaning. Therefore, organizations that want to increase levels of job satisfaction should consider spirituality as an integral part of their managerial strategy. Thus, management can adopt a more in-depth approach to employee well-being by considering the spiritual dimension in human resource management strategies. For example, encouraging open dialogue about the meaning of work, appreciating employee contributions, and creating an inclusive work environment can strengthen the spiritual dimension in the organization. This will strengthen the relationship between employees and the organization and increase job satisfaction, which ultimately contributes to better productivity and performance across the organization.

The Influence of Organizational Commitment on Turnover Intention

The results of the hypothesis test show that H4 shows negative results in mediating the influence of organizational cynicism on job satisfaction. This means that the existence of spiritual values in the organization can reduce the negative impact of cynicism on job satisfaction, but this impact is still significant. This study is supported by Brown et al. (2022) and Rahim & Malik (2023) who stated that organizations that apply spiritual principles are able to reduce the destructive effects of organizational cynicism on job satisfaction. Employees who feel that their organization cares about their spiritual well-being tend to have a greater ability to overcome cynicism, so that job satisfaction levels are maintained. However, if cynicism is very high, this effect can only partially mitigate its impact. Argyris (2021) argues that spiritual organizations act as a "buffer" that dampens negative feelings, but does not completely eliminate them.

This study supports previous findings conducted by Budiman and Tan (2022), which showed that organizational commitment can affect turnover intentions. In their study, it was found that when employees feel more attached and committed to the organization, they often feel dissatisfaction related to working conditions that do not meet their expectations, which ultimately increases the tendency to leave the organization. In addition, research by Erviansyah et al. (2021) also found that high commitment to the organization can also foster high expectations. When these expectations are not met, especially

in terms of compensation or career opportunities, employees with high commitment may feel more inclined to seek other, more adequate opportunities, even though they have loyalty to the organization. Therefore, organizations need to pay attention to and manage employee commitment carefully, by paying attention to their expectations and providing space for career development, appropriate rewards, and good communication between management and employees. This aims to reduce turnover intentions that may arise due to dissatisfaction arising from unmet expectations, even though commitment to the organization remains intact.

The Influence of Spiritual Organization in Mediating Organizational Cynicism on Job Satisfaction

Based on the results of the hypothesis test that has been conducted, it shows that H5 has a positive influence on turnover intention. This is because the higher the organizational commitment to employees, the smaller their intention to leave their jobs. Silalahi (2019) in his research said that human resources are an important asset in achieving the goals of an organization because they can determine the success of an organization. Organizational commitment is the level of employee attachment and involvement in the organization where they work. This reflects the desire of employees to share and sacrifice for the interests of the organization. They are willing to work optimally and behave well to achieve company goals. Without strong organizational commitment, it is difficult to get active and in-depth participation from employees, which can affect the overall performance and success of the organization. This is in line with previous research by Yosef et al. (2019) with the results of their research that organizational commitment was found to have a significant influence on turnover intentions. Employees' who have high levels of commitment to their organization tend to feel more engaged and involved with their company, making them less likely to consider leaving. Conversely, employees who have low levels of commitment may be more likely to seek opportunities elsewhere.

This finding is consistent with research by Fauzi et al. (2022), which shows that organizational cynicism can affect the existence of Spiritual Organization, and has an impact on job satisfaction. Their research also shows that cynicism can influence the formation of positive relationships in the workplace, which plays a role in

increasing employee meaning and connectedness to the organization. In addition, research by Johnson & Smith (2020) also supports this finding by stating that Spiritual Organization acts as a link between employee attitudes towards the organization and their level of satisfaction. They observed that changes in Spiritual Organization due to cynicism were related to how employees felt valued, which had an impact on job satisfaction.

Therefore, organizations seeking to increase job satisfaction must not only manage the direct impacts of organizational cynicism, but also consider the spiritual dimension as a key factor. This management can include steps to reduce factors that trigger cynicism, such as unfairness, lack of appreciation, or ineffective communication, as well as strengthening the spiritual dimension through management practices that support employee emotional and spiritual well-being. By understanding these mechanisms, organizations can design more effective policies and interventions to reduce the impact of cynicism and increase employee job satisfaction, creating a healthier and more productive environment.

The Influence of Organizational Commitment in Moderating Organizational Cynicism on Job Satisfaction

Based on the results of the H6 hypothesis test, it shows that organizational commitment has a positive effect in moderating the relationship between organizational cynicism and job satisfaction. These results indicate that a high level of organizational commitment can strengthen the relationship between organizational cynicism and job satisfaction. When employees have a strong commitment to the remaining organization, they are more likely to be satisfied even though there are negative elements such as policies or management that are not transparent. This commitment helps them overcome feelings of cynicism towards the organization and focus more on the positive aspects of their work. Research by Patel et al. (2021) supports this finding by stating that strong organizational commitment can act as a buffer against the negative impact of organizational cynicism. Highly committed employees tend to have a more positive view of the organization, despite challenges or dissatisfaction with managerial policies. In addition, research by Lee & Kim (2021) also found that organizational commitment can moderate the negative impact of cynicism on job satisfaction, with highly committed employees able to remain satisfied

despite dissatisfaction with the organization. In conclusion, organizational commitment not only acts as a factor that reduces the negative impact of cynicism on job satisfaction but also strengthens the positive relationship between the two. Therefore, organizations need to pay attention to and develop employee commitment levels to maintain their job satisfaction, especially in dealing with potential cynicism that can arise in the work environment.

In this case, the effect of organizational commitment on the relationship between organizational cynicism and job satisfaction can be categorized as quasi-moderate. Quasi-moderate means that the moderating variable (in this case organizational commitment) plays a role in moderating the relationship between the independent variable (organizational cynicism) and the dependent variable (job satisfaction), but the direct relationship between organizational cynicism and job satisfaction remains and is significant. This shows that the moderation of organizational commitment does not completely eliminate the direct influence of organizational cynicism on job satisfaction. According to Yosef et al. (2019), organizational commitment can reduce the negative impact of factors such as organizational cynicism on job satisfaction, increase employee engagement, and encourage improved performance. Thus, the conclusion is that increasing organizational commitment can be an effective strategy to mitigate the impact of organizational cynicism and increase job satisfaction in the organizational environment.

The Influence of Turnover Intention in Moderating Organizational Cynicism on Job Satisfaction

Based on the results of the hypothesis test conducted, the results of this hypothesis indicate that turnover intention has a negative influence as a moderator in the relationship between organizational cynicism and job satisfaction. This means that if turnover intention is high, the negative effect of cynicism on job satisfaction will be stronger. Turnover intention refers to the employee's intention to leave the organization. When employees have the intention to leave, they become more susceptible to the negative influence of organizational cynicism. According to Taylor & Thomas (2021) in their research, when employees feel dissatisfied and plan to leave the organization, they are more likely to be influenced by cynical attitudes towards management and organizational policies.

This exacerbates the negative impact of cynicism on job satisfaction, because employees who already feel alienated are more likely to see problems from a more negative perspective. In addition, Davis & Taylor (2023) explained that turnover intention indicates deep dissatisfaction and can worsen the relationship between cynicism and job satisfaction. When employees feel no strong bond with the organization, they are more susceptible to feelings of apathy and dissatisfaction, which makes the impact of cynicism greater and reduces job satisfaction significantly.

In this case, turnover intention acts as a moderating variable, meaning that the existence of turnover intention strengthens (moderates) the negative influence between organizational cynicism and job satisfaction. When turnover intention is high, the negative impact of cynicism on job satisfaction becomes stronger. In other words, the higher the turnover intention, the greater the negative influence of organizational cynicism on job satisfaction. Turnover intention also categorized as pseudo-mediated. Pseudo-mediated means that turnover intention as a moderating variable affects the relationship between organizational cynicism and job satisfaction, but the direct effect between organizational cynicism and job satisfaction remains significant. This shows that turnover intention only mediates part of the effect, without eliminating the existing direct effect. Previous studies also support these results. Zhang et al. (2023) found that organizational cynicism has a negative relationship with job satisfaction, and turnover intention can exacerbate the negative impact. Therefore, the results of this study are in line with these findings, and show the importance of managing turnover intention to reduce the negative impact of organizational cynicism on job satisfaction. In conclusion, turnover intention plays a quasi-mediated role in the relationship between organizational cynicism and job satisfaction, exacerbating the negative effect of cynicism on job satisfaction, but not eliminating the direct effect of cynicism on job satisfaction.

Implication Managerial

The findings of this study provide important managerial insights for organizations operating in high-risk and high-reliability environments, such as air navigation service providers employing Air Traffic Controllers (ATCs). Given the high workload, intense responsibility, and continuous pressure inherent in ATC work, organizational cynicism can easily emerge

if employees perceive unfairness, lack of transparency, or misalignment between organizational values and practices. This study highlights that organizational cynicism has a detrimental effect on job satisfaction, which in turn may increase employees' intentions to leave the organization. Therefore, management should not treat cynicism merely as an individual attitude problem, but rather as an early warning signal of deeper organizational issues that require systemic intervention.

The results further indicate that Spiritual Organization plays a critical role in mitigating the negative effects of cynicism by fostering a sense of meaning, purpose, and belonging at work. Managers are encouraged to cultivate a work environment that emphasizes shared values, mutual respect, and ethical responsibility, rather than focusing solely on technical performance and operational targets. In high-stakes aviation contexts, such an approach can help employees maintain psychological resilience and emotional stability. In addition, organizational commitment emerges as a key mechanism influencing job satisfaction and turnover intention. High organizational commitment strengthens employees' sense of ownership and attachment to the organization, which enhances job satisfaction and reduces withdrawal tendencies. Conversely, low commitment may weaken employees' motivation to contribute and increase disengagement. Therefore, management should actively strengthen commitment through fair policies, career development opportunities, recognition, and transparent communication.

The findings suggest that improving job satisfaction and reducing turnover intention among ATCs cannot rely solely on structural controls or performance pressure. Instead, effective managerial strategies should focus on reducing organizational cynicism, fostering spiritual organization, and strengthening organizational commitment as integrated efforts to sustain employee well-being, performance quality, and long-term organizational stability.

CONCLUSIONS AND RECOMMENDATIONS

Conclusions

This study confirms that organizational cynicism has a negative effect on employee job satisfaction, indicating that higher levels of cynicism are associated with lower job satisfaction. Cynicism fosters negative

perceptions of organizational policies, leadership, and culture, which in turn diminish employees' positive evaluations of their work. The findings further show that organizational cynicism also negatively affects Spiritual Organization, as cynical employees tend to disengage from shared values that promote meaning, empathy, and connectedness in the workplace.

Conversely, Spiritual Organization is found to have a positive and significant effect on job satisfaction. A work environment that emphasizes mutual respect, empathy, and a sense of purpose enhances employees' comfort and motivation, thereby increasing their level of job satisfaction. Moreover, Spiritual Organization partially mediates the relationship between organizational cynicism and job satisfaction, suggesting that weakened spiritual values serve as an important mechanism through which cynicism undermines employees' work-related attitudes.

The results also indicate that organizational commitment influences turnover intention, with lower levels of commitment increasing employees' intention to leave the organization. In addition, organizational commitment moderates the relationship between cynicism and job satisfaction by weakening the negative impact of cynicism. Employees with strong organizational commitment remain relatively satisfied with their jobs despite experiencing cynical attitudes toward the organization.

Furthermore, turnover intention functions as a moderating factor in the relationship between cynicism and job satisfaction. Higher turnover intention intensifies the adverse consequences of cynicism on job satisfaction, highlighting the importance of addressing employees' withdrawal tendencies. Overall, these findings underscore the need for organizations to reduce cynicism through transparent policies and effective communication, while simultaneously strengthening Spiritual Organization and commitment. Such efforts are essential for enhancing job satisfaction, reducing turnover intention, and promoting employee well-being and productivity.

Recommendations

Based on the findings of this study, several strategic recommendations can be proposed to enhance organizational effectiveness and employee well-being. First, organizational cynicism tends to emerge

from inconsistent and unclear managerial decisions that foster negative employee perceptions. Therefore, management is strongly advised to ensure transparent, consistent, and participatory communication in policy formulation and implementation to build trust and strengthen employees' sense of responsibility toward the organization.

Second, organizational commitment can be strengthened by providing employees with opportunities to apply their knowledge and competencies in their daily work. Continuous training programs, combined with a supportive work environment that facilitates learning application, are essential to improving employee performance and engagement. In addition, job satisfaction is closely linked to organizational policies; thus, periodic evaluation of existing policies is recommended to ensure alignment with employee well-being and career development needs.

Third, to foster Spiritual Organization, management should actively cultivate a positive and supportive work climate that attends to employees' emotional and spiritual well-being. Such an environment can enhance interpersonal relationships, increase motivation, and promote a more harmonious workplace. Finally, in addressing turnover intention, organizations are encouraged to provide clear career paths and development opportunities so that employees feel valued and perceive long-term growth prospects within the organization.

This study is not without limitations, as it focuses on a single organization and does not fully capture the influence of other potential factors. Future research is therefore recommended to employ mixed-method approaches, such as in-depth interviews, and to expand the research scope across diverse organizational contexts in order to obtain more comprehensive and generalizable findings.

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