The Effect of Organizational Cynicism on Job Satisfaction Mediated by Spiritual Organization on ATC Employees at Soekarno Hatta Airport

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ABSTRACT

Objective: This study aims to explore how cynicism, organizational spirituality, and the reciprocal relationship between these elements influence employee job satisfaction.

Methodology: This study uses a quantitative approach with a survey method. The research data were taken from ATC employees at Soekarno-Hatta Airport. The research instrument was a questionnaire, which was then analyzed using the Partial Least Squares Structural Equation Modeling (PLS-SEM) technique.

Findings: The results of the study revealed that organizational cynicism has a significant negative relationship with employee job satisfaction. However, this finding also shows that organizations can reduce the negative impact through efforts to build a positive organizational culture, as well as increasing spirituality in the organization.

Conclusion: To overcome cynicism, organizations need to take strategic steps, such as strengthening communication, increasing transparency, and enforcing fairness in policies. These efforts can have a positive impact on overall employee job satisfaction.

Keywords: Organizational Cynicism; Job Satisfaction; Organizational Spirituality.

INTRODUCTION

Human resources (HR) are the main component that plays an important role in the continuity and success of an organization. Quality HR is a key factor in realizing the vision and mission of the organization (Sari & Soelton, 2024). Human resources in the company must always be oriented towards the vision and mission of the place where they work which can determine the direction and goals and determine the effectiveness and productivity (Soelton et al., 2022). Developments in the transportation sector are growing rapidly in line with the development of aspects of human life. One of the developments in transportation that is very much felt is in the aviation sector because aviation is a mode of transportation that is currently considered the most comfortable, safe, fast, and efficient. To achieve effective air transportation

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services, the government has given authority to Perum LPPNPI (Indonesian Aviation Navigation Service Provider Company) to manage aviation navigation services in the territory of Indonesia. One of the areas of Indonesia that has the highest density or busiest is the Soekarno Hatta International Airport area, where Perum LPPNPI Jakarta is responsible for organizing aviation navigation services.

This situation makes Perum LPPNPI Jakarta provide maximum performance through human resources or ATC (Air Traffic Controller) employees. However, these stressful working conditions often have an impact on employee job satisfaction. According to Hartanto and Nawangsari (2024) Job satisfaction is a person's emotional condition related to the level of satisfaction, dissatisfaction, and happiness with their work. According to Ningtyas et al., (2020) Job satisfaction is an attitude that reflects an individual's view of their work, which shows the difference between the rewards received by employees and the rewards they should receive, and is an important aspect that every employee must have. Job satisfaction is a very important factor to get optimal work results (Soelton et al., 2024). Research shows that various factors in the organization can influence job satisfaction, both positively and negatively.

Organizational cynicism is one of the factors that can negatively affect job satisfaction. This cynicism is described as a negative attitude consisting of cognitive, affective, and behavioral dimensions towards the organization (Rahmadiane, 2019). Smith et al. (2022) in their study found that employees who have a cynical view of the organization tend to have difficulty accepting and internalizing the spiritual values in the organization. This study highlights the importance of the role of leadership in reducing cynicism through more transparent and fair policies and creating more effective communication within the organization. Kökalan's (2019) study shows that organizational cynicism can have a negative impact on job satisfaction, with organizational spirituality acting as a mediating variable. The higher the level of cynicism towards the organization, the lower the level of employee job satisfaction.

Organizational spirituality refers to the creation of a work environment that emphasizes spiritual values such as meaning, purpose, and a sense of community. Zhang et al. (2023) found that organizational spirituality has a positive and significant effect on job satisfaction. However, Johnson and Smith (2020) showed that although the effect of organizational spirituality on job satisfaction is positive, the impact is not significant. They stated that although spirituality can increase job satisfaction, its effect may not be strong enough to reach a level of statistical significance in all situations. In addition, research by Rahmawati and Siregar (2023) also supports these results by showing that organizational spirituality acts as a link between employees' negative attitudes towards the organization and their level of job satisfaction.

The environment is a place where living things live and do all their activities, the environment does not escape human life (Fazmi & Imaningsih 2024). These differences suggest that organizational and cultural contexts can influence the extent to which organizational spirituality plays a role in influencing job satisfaction. When employees feel less connected to the organization, they are more susceptible to feelings of apathy and dissatisfaction, which can magnify the impact of cynicism and significantly decrease job satisfaction. These different results indicate that there are other variables that need to be considered in research on the relationship between Organizational Cynicism, Job Satisfaction, and Organizational Spirituality.

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LITERATURE REVIEW

Organization of Cynicism

Cynicism in the organizational context describes employees' negative views of the company. Cynical employees often doubt the organization's morality, fairness, honesty, and compliance with rules. They may trust top leaders, but have difficulty trusting their immediate superiors and the integrity of the company as a whole. This cynicism includes cognitive (thoughts), emotional (feelings), and behavioral aspects. This means that cynicism is not only limited to negative thoughts, but is also reflected in employee feelings and actions. Research shows that this cynicism is different from other concepts in the organization such as commitment, trust, and job satisfaction. Overall, cynicism towards the organization is a complex concept and is influenced by various factors. One of the main factors is the employee's belief that the organization has violated the values they believe in.

Job satisfaction

Job satisfaction is related to employees' attitudes towards their work. A person will feel satisfied if their needs are met, which include physiological, safety, social, appreciation, and self-actualization needs (Pudyaningsih et al., 2020). According to Ningtyas et al. (2020), job satisfaction is a general attitude towards work, which reflects the difference between the rewards employees receive and what they should receive, and is an important thing that every employee needs to have in working. Based on these opinions, it can be concluded that job satisfaction is the level of satisfaction or pleasure felt by an employee towards their work, their organization, or their work environment.

Spiritual Organization

Spirituality is a relatively new concept in the organizational context, although it is not foreign to human experience (Messakh et al., 2018). Organizational spirituality refers to the creation of a work environment that supports spiritual values such as meaning, purpose, and a sense of community. Zhang et al. (2023) revealed that organizational spirituality has a positive and significant impact on job satisfaction. They explained that employees who perceive spiritual elements in the organization tend to feel more satisfied because they find deeper meaning in their work and feel more connected to the organization's goals.

The Influence of Organizational Cynicism on Job Satisfaction

In Kökalan's (2019) study, organizational cynicism has a negative impact on job satisfaction mediated by organizational spirituality. This means that the greater the employee's dissatisfaction with the organization, the lower their level of job satisfaction. In addition, organizational spirituality plays an important role in explaining the impact of cynicism on job satisfaction. In other words, organizational cynicism affects job satisfaction, and the role of organizational spirituality helps clarify the relationship. The results of a study by Arabaci (2010) also show that organizational cynicism has a negative effect on job satisfaction, which means that the more cynical a person is about their organization, the lower their level of job satisfaction. Organizational cynicism reflects a negative attitude or distrust of the values, goals, and policies of the organization, often accompanied by dissatisfaction or pessimism. Research by Kavlu & Pınar (2009) emphasizes that cynicism in organizations should not be exaggerated because it can cause negative feelings towards the organization, which ultimately reduces job

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satisfaction. Employees who do not like or enjoy their jobs tend to have poor performance, which has an impact on low employee satisfaction.

H1: Organizational cynicism has a negative and significant effect on the level of job satisfaction.

The Influence of Cynicism on Spiritual Organizations

Kökalan's (2019) research shows that all dimensions of organizational cynicism have a significant negative influence on spiritual values in the organization. This finding is also supported by research by James et al. (2011), which identified a negative relationship between organizational cynicism and organizational spirituality. In other words, the higher the level of cynicism felt by individuals towards the organization, the lower the level of spirituality they experience or believe in the context of the organization.

H2: Organizational Cynicism has a negative and significant influence on Spiritual Organization.

## The Influence of Spiritual Organization on Job Satisfaction

A study conducted by Altaf and Awam in 2011 showed that when spiritual values are applied in the work environment, it can increase employee satisfaction. Even in very dense or stressful working conditions, the presence of spirituality can help reduce stress and increase job satisfaction. This means that spirituality acts as a balancer that can improve the relationship between high job demands and employee satisfaction. Similar findings were also found in Siska's (2019). This study highlights that by instilling spiritual values in the organization, companies can motivate employees to achieve common goals. This will ultimately increase employees' sense of attachment to the company and increase their productivity. H3: Organizational spirituality has a positive and significant effect on job satisfaction.

The Influence of Spiritual Organization in Mediating the Relationship Between Organizational Cynicism and Job Satisfaction

Previous studies have shown that spirituality in an organization can improve employee morale, commitment, and productivity, as well as reduce stress, burnout, and workaholism (Karakas, 2010). In the journal Kökalan (2019), it was found that spiritual organizations have a significant mediating role in the relationship between organizational cynicism and job satisfaction. For example, Leung et al., (2010) examined the mediating effect of well-being on the relationship between social cynicism and job satisfaction. The purpose of this study is to examine the mediating role of organizational spiritual values in the relationship between organizational cynicism and job satisfaction. This is important, because there has been no research that explicitly examines the mediating effect.

H4: Spiritual Organization can mediate the influence of Organizational Cynicism on Job Satisfaction

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Figure 1. Conceptual Framework
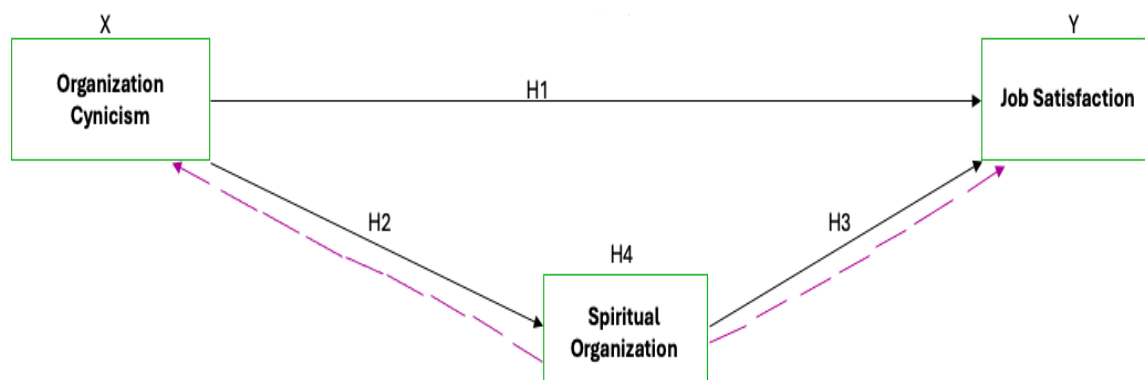
METHOD

The research design begins with identifying problems at the research location, formulating problems, and compiling a theoretical basis to strengthen the foundation of each variable. The population of this study was ATC employees using a saturated sampling technique totaling 129 employees, samples were taken from the entire population (Sugiyono, 2019). Furthermore, a survey was conducted using a questionnaire method and using the SEM (Partial Least Square) analysis method. Primary and secondary data were collected through a Likert scale survey. Cognitive, Affective and Behavioral Dimensions to measure Organizational Cynicism. Job Satisfaction is measured based on Job, salary, promotion opportunities, coworkers. Vision, Hope, Altruistic Love indicators are used to measure Spiritual Organization.

Before being used in the study, the questionnaire applied had gone through the validity and reliability test stages. The convergent validity test using SEM showed that the loading factor of the items in the questionnaire had met the minimum criteria of 0.5, even higher than 0.7 as suggested by Sugiyono (2019). On the other hand, the reliability test using Cronbach's Alpha showed a value above 0.6, which indicates that all items in the questionnaire measure the same construct consistently. Compared to SPSS, PLS-SEM provides greater flexibility in data analysis. PLS-SEM allows researchers to build more complex and realistic models, even with imperfect data. In addition, PLS-SEM can handle a large number of latent variables simultaneously without being affected by multicollinearity problems (Ghozali & Laten, 2015; Sarstedt & Hwang, 2020).

RESULTS AND DISCUSSION

Results: This study involved 129 permanent employees as respondents. The majority of respondents were male, 91 people (71%), while females numbered 38 people (29%) (Table 1). Most respondents were aged 31-40 years (70%), followed by 21-30 years (21%), and 41-50 years (9%) (Table 2). The majority of respondents had a Bachelor's degree (S1) of 70 people (55%), followed by Diploma (D3) of 56 people (44%), and Masters (S2) of only 2 people (2%) (Table 3). Based on length of service, respondents with a length of service of 1-5 years dominated, 59 people (46%), followed by 6-10 years (26%), 11-15 years (19%), and

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>15 years (9%) (Table 4). Most respondents served as ATC Staff, 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.

Table 1. Respondent Characteristics

Gender	Age	Education	Years of service
Male = 91 (71%)	21-30 years = 19 (70%)	Diploma= 40 (71%)	1-5 years = 41 (69%)
	31-40 years = 64 (71%)	Bachelor's degree= 50 (71%)	6-10 years = 23 (70%)
	41-50 years = 8 (67%)	Masters= 1 (50%)	11-15 years = 18 (72%)
			>15 years = 9 (75%)
Female = 38 (29%)	21-30 years = 8 (30%)	Diploma= 16 (29%)	1-5 years = 18 (31%)
	31-40 years = 26 (29%)	Bachelor's degree= 20 (29%)	6-10 years = 10 (30%)
	41-50 years = 4 (33%)	Masters= 1 (50%)	11-15 years = 7 (28%)
			>15 years = 3 (25%)

Source: Smart PLS, 2025

Convergent Validity Test Results

In this study, the analysis was conducted using the Variance-Based Structural Equation Model (SEM) approach by utilizing the Partial Least Square (Smart-PLS) program. According to Ghozali (2015), PLS is an alternative to Covariance-Based SEM. Evaluation of the measurement model (Outer Model) aims to test the relationship between indicators and latent variables, one of which is through the convergent validity test. Convergent validity is determined by examining the loading factor value. An indicator is considered valid if the loading factor value is more than 0.70, although values between 0.50-0.60 are still acceptable. Based on the results of data processing using SmartPLS4, the loading factor values of all indicators in the variables Organization, Organizational Commitment, Job Satisfaction, Turnover Intention, and Spiritual Organization meet the convergent validity criteria (> 0.70). In addition, convergent validity is also tested through the Average Variance Extracted (AVE) value with a minimum limit of 0.50. The results of the analysis show that the AVE value for all variables exceeds the threshold, so it is declared valid. For the Fornell-Larcker Criterion and

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Heterotrait-Monotrait Ratio (HTMT) tests, the analysis results show that all indicators have adequate and valid discriminant validity.

Table 2. Model goodness of fit

| Variables	AVE	Cronbach's Alpha	Composite Reliability	R-Square
Job satisfaction	0.615	0.930	0.941	0.387
Organization of Cynicism	0.743	0.962	0.966	
Spiritual Organization	0.658	0.942	0.950	0.590

Hypothesis testing

In a structural model, the projected value for the path relationship must be significant. By using the bootstrapping process, the significance of the hypothesis can be determined. The evaluation of the parameter coefficients and the T-statistic significance value in the bootstrapping report algorithm is used to determine the significance of the hypothesis. To determine whether the hypothesis is significant or not, the T-count (T-statistic) value is compared with the T-table. Based on the table below, a path relationship is considered significant if the T-statistic value is greater than 1.978 at a 5% significance level or with a p-value < 0.05.

Tablel 3. Hypothesis Test Resultssis

	Original Sample	T Statistics	P Values	Toyouspace
Cynicism Organization -> Job Satisfaction	-0.152	2,082	0.037	Negative and Significant
Cynicism Organization -> Spiritual Organization	-0.244	3,613	0,000	Negative and Significant
Spiritual Organization -> Job Satisfaction	0.548	6,294	0,000	Positive and Significant
Cynicism Organization -> Spiritual Organization -> Job Satisfaction	-0.134	2,645	0.008	Partial Mediated

Source: SmartPLS Analysis Results 4, 2024

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Figure 1. Results of the bootstrapping test
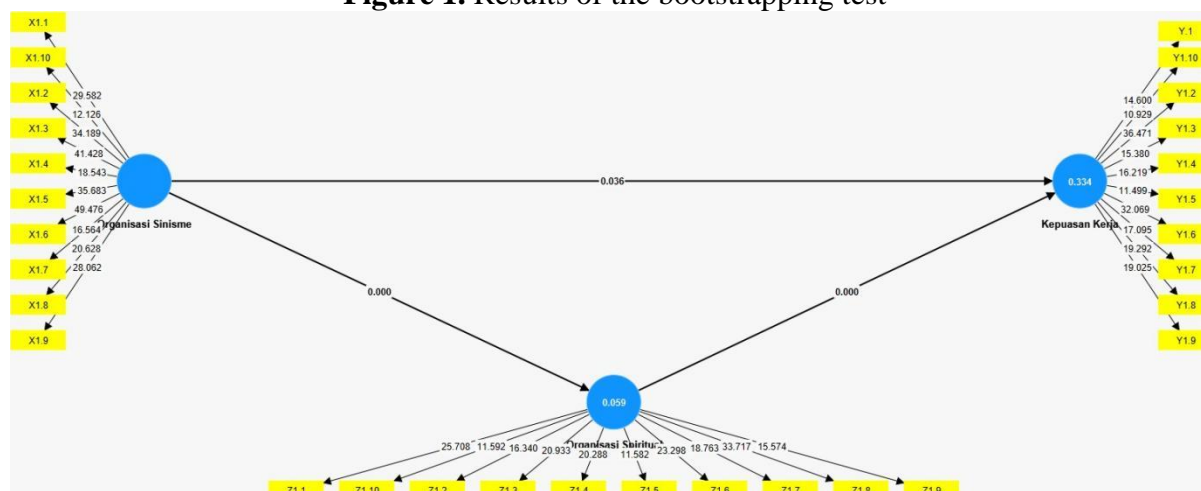
Discussion

1. Influence of Organizational Cynicism on Job Satisfaction

The results of the analysis show that organizational cynicism has a significant and negative influence on job satisfaction. Employees who feel distrust towards the organization's policies and objectives tend to experience dissatisfaction with their jobs. The p-value is 0.037 (less than 0.05), and the T-statistic is greater than 1.96, indicating that this relationship is significant. This suggests that when employees' trust in the organization declines due to cynicism, it leads to lower motivation and commitment. This finding is consistent with the research of Arabaci (2010), which states that organizational cynicism negatively impacts job satisfaction by eroding employee trust in the organization, ultimately reducing their satisfaction and motivation at work.

2. Influence of Organizational Cynicism on Organizational Spirituality

The research also shows that organizational cynicism has a significant and negative influence on organizational spirituality, with a p-value of 0.000 (less than 0.05) and a T-statistic greater than 1.96. The results suggest that the higher the level of cynicism in the organization, the lower the perceived level of organizational spirituality among employees. When employees feel distrust towards the organization, it diminishes the relationships and meaning within the organizational environment, which can hinder the development of spirituality in the organization. These findings are supported by the study of James et al., (2011), which found a negative relationship between organizational cynicism and organizational spirituality.

3. Influence of Organizational Spirituality on Job Satisfaction

According to hypothesis testing, organizational spirituality has a positive and significant impact on job satisfaction, with a p-value of 0.000 (less than 0.05) and a T-statistic greater than 1.96. The results indicate that the higher the level of spirituality in an organization, the higher

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the level of job satisfaction felt by employees. Strong organizational spirituality can enhance employees' sense of purpose, meaning, and interpersonal relationships, which in turn increases their job satisfaction. Anderson & Campbell (2021) found that organizational spirituality can improve employee motivation, pride, and job satisfaction.

4. **Mediating Role of Organizational Spirituality in the Relationship Between Cynicism and Job Satisfaction**

The analysis also shows that organizational spirituality functions as a significant mediator in the relationship between organizational cynicism and job satisfaction (β = -0.134, t = 2.645, p = 0.008). This means that organizational spirituality can reduce the negative impact of cynicism on job satisfaction, there by improving job satisfaction even when the level of cynicism is high. When employees feel appreciated and supported by their superiors and coworkers, they tend to be more enthusiastic about working well (Paijan et al., 2024). This finding is consistent with the research of Kökalan (2019), which highlights the mediating role of organizational spirituality in the relationship between organizational cynicism and job satisfaction.

Research Methods is a way, technique, and process used to collect data or evidence for analysis, as well as to determine the tools and materials needed in the research (Supriyadi & Soelton 2024).

Quantitative Research: This method involves collecting numerical data that can be analyzed using statistical methods. The primary purpose is to measure the relationship between variables and test hypotheses. Quantitative research provides results that can be generalized and represented in numerical form.

Qualitative Research: This method collects data related to experiences, feelings, and individual meanings. It aims to understand concepts, behaviors, or interactions within a natural context. Qualitative research often involves in-depth interviews, observations, and open-ended surveys.

Mixed-Methods Research: This approach combines both quantitative and qualitative research methods to provide a more comprehensive understanding of the research topic. By integrating both numerical and narrative data, mixed-methods research offers detailed insights and allows for a deeper analysis.

CONCLUSION

With the conduct of this research, it can be concluded that organizational cynicism has a negative impact on employee job satisfaction. The higher the level of cynicism felt, the lower their job satisfaction becomes. This is caused by negative views toward policies, management, and organizational culture, which reduce job satisfaction. Additionally, organizational cynicism also negatively affects organizational spirituality. Employees who feel cynical tend to ignore spiritual values that strengthen interpersonal relationships at the workplace. On the other hand,

organizational spirituality has a positive impact on job satisfaction. Values such as empathy and mutual respect create a more comfortable environment and motivate employees, which in turn increases their job satisfaction. Furthermore, organizational spirituality can mediate the positive influence of cynicism on job satisfaction. When cynicism levels are high, spiritual values within the organization decline, which results in decreased job satisfaction. The implication of this research is the importance for organizations to reduce cynicism through more transparent policies and effective communication. The implementation of spiritual values and the management of employee commitment according to their needs can improve job satisfaction and reduce turnover intention. This research demonstrates that creating a positive work environment by managing cynicism and strengthening spiritual values is crucial for employee well-being and productivity.

Suggestions for future research are as follows:

Based on the results of this research, there are several important findings that can provide insights for companies to improve organizational quality and employee well-being. This study reveals that organizational cynicism can arise due to a lack of clarity in decisions made by management, which triggers negative perceptions among employees. Therefore, it is recommended that management be more transparent, consistent in communicating policies, and provide opportunities for employees to be involved in decision-making to build trust and a sense of responsibility among them. However, this study has some limitations, such as a sample that only includes one company and test results that still indicate the presence of variables that may be influenced by other factors. Therefore, future researchers are advised to use other methods, such as in-depth interviews, and to expand the scope of the research with a more diverse sample to obtain more accurate and comprehensive results.

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