
Organizational Cynicism, Engagement Climate, and Job Satisfaction: The Mediating Role of Organizational Commitment in Manufacturing Industry Sectors

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Abstract:

This study examines the influence of organizational cynicism dimensions and organizational climate engagement on job satisfaction, mediated by organizational commitment across various manufacturing sectors in Indonesia. This study used a quantitative method with a saturated sampling technique involving 100 manufacturing employee respondents. Data were collected using a Likert Scale questionnaire and analyzed using Partial Least Squares (PLS) with the aid of SmartPLS software. The results indicate that organizational engagement has a significant positive effect on job satisfaction and organizational commitment. Furthermore, organizational commitment plays a significant role in mediating the influence of engagement climate on job satisfaction. However, organizational cynicism did not significantly influence job satisfaction or organizational commitment.

Keywords: *Organizational Cynicism, Organizational Engagement Climate, Job Satisfaction, Organizational Commitment*

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1. Introduction

In contemporary workplaces, employee job satisfaction serves as a vital measure of organizational effectiveness, shaped not only by the organizational involvement climate but also by levels of organizational cynicism. Organizational cynicism, characterized by employees' negative perceptions toward policies or practices, can diminish both satisfaction and commitment (Khalid, 2020; Rahmadiane, 2020). Conversely, a supportive involvement climate enhances employee engagement, reinforces commitment, and increases satisfaction, as demonstrated in Indonesia's manufacturing industry (Sutopoh, 2022). Cynical attitudes frequently emerge from dissatisfaction with organizational changes or perceived violations of psychological contracts, which in turn negatively impact motivation, engagement, and intentions to

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leave (Mishra, 2024). Commitment functions as an important mediator, maintaining loyalty and alleviating the detrimental effects of cynicism, while motivation strengthens the connection between commitment and satisfaction despite negative perceptions (Mishra, 2024). Hence, while cultivating an involvement climate can drive efficiency and innovation, addressing organizational cynicism through enhanced commitment is crucial for sustaining organizational performance.

According to Khalid (2020), empowering leadership practices that prioritize open communication and employee development can reduce cynicism by creating a more supportive work environment. Mishra (2024) further identifies three key aspects of cynicism toward organizational change pessimism, dispositional attributions, and situational attributions all of which adversely influence motivation and engagement. Recognizing these dimensions allows managers to implement more targeted strategies to counteract cynicism.

Additionally, research by Irmawati and Wulandari (2017) demonstrates that Quality of Work Life, Self-Determination, and Job Performance significantly affect employees' Work Engagement. High engagement levels, in turn, boost motivation and job satisfaction, thereby strengthening organizational commitment. These findings underscore the importance of internal organizational factors in fostering engagement, mitigating the negative impact of cynicism, and ultimately enhancing job satisfaction in the manufacturing sector.

Although many studies have examined the relationship between engagement climate and job satisfaction, limited attention has been given to the mediating role of organizational commitment, particularly in the manufacturing sector. This study seeks to address this gap by investigating the influence of organizational cynicism and engagement climate on job satisfaction through the mediating effect of organizational commitment. The findings are expected to provide practical contributions for manufacturing companies in designing effective human resource management strategies, where fostering a positive engagement climate and strategically managing organizational cynicism can enhance job satisfaction while strengthening employee commitment.

2. Theoretical Background

Self-Consistent Theory: Based on Self-Consistency Theory, individuals are driven to maintain alignment between their beliefs, attitudes, and behaviors; in organizations, this alignment is disrupted when employees perceive a gap between personal and organizational values, leading to organizational cynicism and reduced job satisfaction (Ariyani, 2022). Research shows that such cynicism negatively correlates with satisfaction and commitment, as skeptical employees are less likely to engage with organizational goals. Conversely, a positive climate of organizational involvement fosters collaboration, teamwork, and supportive environments, which significantly enhance both satisfaction and commitment (Waspodo & Minadaniati, 2023; Mangunsong, 2023). When employees feel valued, involved, and supported, they

exhibit higher satisfaction and stronger organizational commitment. Thus, understanding the interplay between organizational cynicism, involvement climate, and commitment is essential for improving job satisfaction in manufacturing and other industries.

Three-Component Model of Organizational Commitment: The Three-Component Model of Organizational Commitment proposed by Allen and Meyer suggests that commitment consists of three elements: affective, continuance, and normative, representing employees' emotional attachment, perceived costs associated with leaving, and sense of duty to remain, respectively. Research shows that a favorable organizational climate enhances affective commitment, which in turn improves job satisfaction and overall productivity (Hasibuan & Harsono, 2023). Moreover, supportive work environments reinforce all three commitment dimensions, indirectly elevating performance through factors such as discipline, compensation, and workplace conditions (Adiapsari, 2022; Primadhianto & Irmawati, 2022). A positive climate is also closely linked to higher job satisfaction, lower turnover intentions, and stronger organizational loyalty (Nurrahmi, 2020; Wibowo, 2023; Suratno, 2023; Angraini & Fauzan, 2022). Concurrently, the Job Characteristics Model (JCM) highlights that elements like skill variety, task identity, task significance, autonomy, and feedback cultivate critical psychological states including perceived meaningfulness and result awareness thereby enhancing intrinsic motivation and engagement by as much as 37% (AIHR, 2024; Coursera, 2024). Engagement strategies such as work-life balance and person-job alignment can reduce organizational cynicism, which negatively affects satisfaction (Psychology, 2022). Proper job design has been found to decrease cynicism by up to 34%, while emphasizing task identity strengthens affective commitment, mediating the link between job characteristics and satisfaction ($\beta = 0.51$, $p < 0.001$), with these factors accounting for up to 72% of variance in job satisfaction within manufacturing contexts (AIHR, 2024). Overall, these studies highlight the essential role of job design and organizational commitment in fostering employee engagement and productivity.

Self-Determination Theory: Self-Determination Theory (SDT) posits that fulfilling the basic psychological needs of autonomy, competence, and relatedness is central to employees' intrinsic motivation. Organizational environments that support decision-making flexibility, recognize performance, and foster strong interpersonal connections enhance commitment and job satisfaction (Gagné & Ryan, 2022). Conversely, organizational cynicism manifested as distrust in management or skepticism toward policies undermines these psychological needs; unfair or opaque reward systems can erode autonomy, diminish competence, and create social isolation, leading to lower commitment and reduced satisfaction (Landry & Whillans, 2022, Compensation & Benefits Review). Positive engagement climates, such as collaborative cultures and structured remote work with skill development opportunities, can mitigate the negative effects of cynicism by reinforcing SDT needs (Gagné & Ryan, 2022). Organizational commitment serves as a critical mediator: employees experiencing low cynicism and high engagement exhibit strong affective commitment when SDT needs are met, which in turn sustains job satisfaction through

emotional connection and confidence in contributing effectively (Zhang & Kim, 2021).

Social Exchange Theory: Social Exchange Theory (SET) explains the reciprocal relationship between individuals and organizations through psychological, social, and material resource exchanges. In the workplace, SET suggests that employees contribute commitment and engagement when they perceive adequate organizational support (Meira, 2021). Recent studies indicate that organizational cynicism—cognitive, affective, and behavioral negatively impacts job satisfaction and increases turnover intentions, particularly when perceived support is low (Öztürk Çiftçi, 2021). Conversely, organizational engagement climate, including psychological empowerment and structural support, can mitigate these negative effects by enhancing perceived fairness and commitment (Alola & Ojo, 2021). Employees who feel empowered and valued are more likely to view their relationship with the organization as balanced, fostering higher work engagement, prosocial behavior, and job satisfaction. Empirical evidence from hospitality and manufacturing sectors further demonstrates that perceived organizational support strengthens commitment, which mediates the relationship between cynicism and job satisfaction, highlighting SET's emphasis on cultivating a responsive work environment to reduce cynicism and reinforce organizational sustainability (Meira, 2021; Öztürk Çiftçi, 2021).

The Effect of Organizational Cynicism on Employee Job Satisfaction in the Indonesian Manufacturing Sector: Organizational cynicism, defined as a negative attitude marked by distrust and skepticism toward an organization's values, goals, and practices often stemming from employees' experiences of injustice, poor communication, or discrepancies between expectations and reality (Chiaburu et al., 2020) is expected to negatively impact employee job satisfaction, which reflects individuals' contentment with various aspects of their work, including the work environment, interpersonal relationships, and received rewards (Bakker & Damerouti, 2021). Previous studies indicate that organizational cynicism can create an unfavorable work atmosphere, reducing employee motivation and commitment (Gkorezis & Koutouzis 2023). Accordingly, it is hypothesized that organizational cynicism negatively affects employee job satisfaction in the Indonesian manufacturing sector (H1).

The Influence of Organizational Engagement Climate on Employee Job Satisfaction in the Indonesian Manufacturing Sector: Organizational engagement climate refers to the work environment that fosters active participation, commitment, and a sense of belonging among employees, which has been shown to significantly enhance job satisfaction. Job satisfaction reflects the extent to which individuals feel content with various aspects of their work, including interpersonal relationships, recognition, and development opportunities (Khalid, 2020; Scott, 2021). However, organizational cynicism defined as a negative or skeptical attitude toward organizational values and goals often poses a challenge that can reduce employee satisfaction. Prior research suggests that a supportive engagement climate can mitigate the adverse effects of cynicism by enhancing motivation and productivity, thereby

positively influencing job satisfaction (Risgiyanti, 2020; Zhang & Li, 2023). Based on this, the hypothesis is proposed as follows: H2: Organizational engagement climate positively affects employee job satisfaction in the Indonesian manufacturing sector.

The Influence of Organizational Cynicism on Job Satisfaction through Organizational Commitment as a Mediating Variable on Employees in the Indonesian Manufacturing Sector: Organizational commitment refers to the emotional attachment, identification, and involvement of employees with their organization, playing a crucial role in shaping job satisfaction (Meyer, 2020). Organizational cynicism, conversely, denotes a negative attitude characterized by distrust, skepticism, and cynicism toward organizational values or goals, often harming interpersonal relationships and productivity (Dean et al., 2021). Job satisfaction is a positive emotional state resulting from the evaluation of one's work, including factors such as work environment, coworker relationships, and recognition of contributions. Drawing on mediation theory, organizational commitment may mediate the relationship between organizational cynicism and employee job satisfaction, whereby high cynicism reduces commitment, ultimately leading to lower job satisfaction (Lussier, 2021; Imron & Rahmawati, 2023). Accordingly, the hypothesis is proposed: H3: Organizational cynicism negatively affects job satisfaction mediated by organizational commitment.

The Influence of Organizational Cynicism Dimensions and Organizational Engagement Climate on Job Satisfaction through Organizational Commitment as a Mediating Variable in Various Manufacturing Industry Sectors: This study hypothesizes that organizational cynicism (e.g., distrust in organizational integrity and feelings of lost purpose) and organizational engagement climate (including employee participation, managerial support, and sense of belonging) significantly influence employee job satisfaction in the manufacturing sector, with organizational commitment serving as a key mediator. Prior research indicates that organizational cynicism tends to reduce employees' emotional commitment (Dean et al, 2021), whereas a positive engagement climate, characterized by collaborative work environments and open communication, enhances organizational commitment (Saks, 2020). Drawing on Meyer's (2020) three-component model of commitment affective, normative, and continuance organizational commitment is expected to explain the indirect relationship between these independent variables and job satisfaction. Empirical evidence in the manufacturing industry further supports this mediating role, showing that commitment bridges both negative perceptions (cynicism) and positive perceptions (engagement climate) toward employee job satisfaction (Imron & Rahmawati, 2023). Accordingly, higher organizational cynicism is predicted to lower commitment and job satisfaction, while a strong engagement climate strengthens commitment, ultimately increasing job satisfaction (Lussier, 2021; Pratama, 2020). Based on this, the study posits the following hypothesis: H4: Organizational cynicism and engagement climate significantly affect job satisfaction through organizational commitment as a mediator.

The Influence of Organizational Cynicism and Organizational Engagement Climate on Job Satisfaction Mediated by Organizational Commitment:

Organizational commitment can mediate the effects of organizational cynicism and engagement climate on job satisfaction. Previous studies indicate that organizational cynicism is often associated with lower job satisfaction (Gkorezis & Krouklidou, 2020), while engagement climate positively influences job satisfaction (Schaufeli, 2021). As an internal factor, organizational commitment may reduce the negative impact of cynicism and enhance the positive effect of engagement climate on job satisfaction. Therefore, higher levels of organizational commitment among employees are expected to weaken the adverse effects of cynicism and strengthen the beneficial influence of engagement climate on job satisfaction. Based on this rationale, the study hypothesizes: H5: Organizational commitment mediates the positive effects of organizational cynicism and engagement climate on employee job satisfaction (Gkorezis & Krouklidou, 2020; Schaufeli, 2021).

The Role of Organizational Commitment as a Mediator in the Relationship between Organizational Cynicism Dimensions and Employee Job Satisfaction:

Organizational commitment is proposed to mediate the relationship between organizational cynicism and employee job satisfaction. Organizational cynicism, reflecting negative attitudes such as distrust and skepticism toward the organization, can reduce job satisfaction (Chiaburu et al., 2020). However, organizational commitment—defined as employees' emotional attachment and loyalty to the organization—may mitigate the negative impact of cynicism on job satisfaction. Previous research (Zhang & Liu, 2021) indicates that organizational commitment plays a crucial role in explaining the link between negative organizational attitudes and employee outcomes, suggesting that it can serve as a significant mediator in this context. Based on this rationale, the hypothesis is formulated as follows: H6: Organizational commitment mediates the relationship between organizational cynicism and employee job satisfaction.

The Influence of Organizational Cynicism Dimensions (Affective, Cognitive, Behavioral) on Job Satisfaction through Organizational Commitment as a Mediating Variable in the Manufacturing Sector:

Organizational cynicism, encompassing affective, cognitive, and behavioral dimensions, significantly influences employee job satisfaction in the manufacturing sector through organizational commitment as a mediator. Affective cynicism reflects negative emotions toward the organization, potentially reducing employee commitment and, consequently, job satisfaction. Cognitive cynicism, involving the belief that the organization fails to meet moral and ethical expectations, similarly lowers commitment levels. Behavioral cynicism, manifested through skeptical or dismissive actions toward organizational policies, can create a less conducive work environment. Research by Arievena Shone Masturi (2020) indicates that strong emotional commitment can mitigate the negative effects of cynicism, thereby enhancing overall job satisfaction. Based on this, the researcher formulates the hypothesis: H7 – Affective, cognitive, and behavioral dimensions of organizational cynicism

significantly affect job satisfaction, mediated by organizational commitment in the manufacturing sector.

3. Methodology

This study employed a quantitative research method grounded in positivist philosophy (Sugiyono, 2020), targeting employees across various manufacturing companies, with a census sampling of 100 eligible participants those working at least one year and willing to participate to ensure representativeness (Malhotra et al., 2022). Primary data were collected via structured, closed-ended questionnaires using a 5-point Likert scale, enabling standardized measurement of attitudes, perceptions, and opinions (Bougie & Sekaran, 2020; Sugiyono, 2020). The study examined job satisfaction as the dependent variable, organizational cynicism and engagement climate as independent variables, and organizational commitment as a mediating variable, with each construct measured through validated indicators such as work environment, compensation, leadership support, trust, and commitment dimensions (Santoso & Soehari, 2020; Rahmawati & Pratama, 2022). Data analysis employed Partial Least Squares Structural Equation Modeling (PLS-SEM) via SmartPLS, assessing the outer model for validity and reliability using convergent and discriminant validity, Cronbach's Alpha, and Composite Reliability, while the inner model examined relationships among latent and manifest variables, model fit via R^2 and Q^2 , multicollinearity via VIF and tolerance, and hypothesis testing through path coefficients and bootstrapped significance (Hair et al., 2020; Harahap, 2020; Ancarani et al., 2023). Mediation effects were considered significant at $p < 0.05$, with positive or negative sample values indicating relationship direction, allowing robust evaluation of the influence of organizational cynicism and engagement climate on job satisfaction through organizational commitment.

4. Empirical Findings/Result

Respondent Description

Table 1.
Respondent Characteristics

Variable	Category	Frequency	Percentage
Gender	Male	25	25%
	Female	75	75%
Age	21–25	6	6%
	26–30	79	79%
	>30	15	15%
Job Field	Accounting	5	5%
	Audit Internal	2	2%
	CRM	1	1%
	CSR	4	4%
	Finance	23	23%
	General Affairs	3	3%
	Gudang	2	2%

Variable	Category	Frequency	Percentage
Work Experience	HRD	8	8%
	IT	1	1%
	Legal	9	9%
	Marketing	26	26%
	Produksi	15	15%
	Warehouse	1	1%
	<3 years	2	2%
	3–5 years	19	19%
	>5 years	79	79%

Source: Processed primary data (2025)

The respondent profile indicates that the majority are female (75%) and aged 26–30 years (79%). Most respondents work in Marketing (26%) and Finance (23%), while the least represented fields are CRM, IT, and Warehouse (1% each). Regarding work experience, the dominant group has more than 5 years of tenure (79%), showing that the study primarily involves experienced employees within these departments

Outer Model Analysis Convergent and Discriminant Validity

Table 2.
Outer Loading Values

Variables	item	Organizational Cynicism Dimension (X1)	Organizational Engagement Climate (X2)	Job Satisfaction (Y)	Organizational Commitment (Z)
Organizational Cynicism Dimension (X1)	dso_1	0.896			
	dso_2	0.885			
	dso_3	0.89			
	dso_4	0.857			
Organizational Engagement Climate (X2)	iko_1		0.896		
	iko_2		0.884		
	iko_3		0.891		
	iko_4		0.862		
Job Satisfaction (Y)	kk_1			0.886	
	kk_2			0.889	
	kk_3			0.844	
Organizational Commitment (Z)	ko_1				0.884
	ko_2				0.888
	ko_3				0.882
	ko_4				0.844

Source: Processed primary data (2025)

Convergent validity is evaluated by examining the factor loading of each indicator on its corresponding construct, where a loading above 0.7 is typically considered acceptable, though a threshold of 0.5 may be used in exploratory studies. The analysis results indicate that all indicators for constructs X1, X2, Z, and Y surpass the minimum criteria, demonstrating that each item appropriately represents the construct it is intended to measure. For example, the statement “I feel proud to be part of this organization” under construct Z accurately captures respondents’ affective commitment. Convergent validity can also be assessed through the Average Variance Extracted (AVE), with values exceeding 0.5 considered sufficient (Fornell & Larcker, 1981). The AVE scores for each variable in this study are presented below:

Table 3.
Average Variance Extracted Value

Variables	AVE (Average Variance Extracted)	Information
Organizational Cynicism Dimension (X1)	0.778	Valid
Organizational Engagement Climate (X2)	0.781	Valid
Job Satisfaction (Y)	0.763	Valid
Organizational Commitment (Z)	0.765	Valid

Source: Primary Analysis Data, 2025

Discriminant validity was assessed using Average Variance Extracted (AVE) and cross-loading comparisons. A construct is considered valid if its AVE exceeds 0.5 and each indicator correlates more strongly with its own construct than with others. The results show that all variables have AVE values above 0.5, indicating that the majority of indicator variance is explained by their intended constructs, and each indicator’s cross-loading is higher on its respective construct than on others, confirming that the model satisfies discriminant validity requirements.

Reliability

Table 4.
Composite Reliability Values

Variables	Composite Reliability	Description
Organizational Cynicism Dimension (X1)	0.933	Reliable
Organizational Engagement Climate (X2)	0.934	Reliable
Job Satisfaction (Y)	0.906	Reliable
Organizational Commitment (Z)	0.929	Reliable

Source: Primary Analysis Data, 2025

Composite reliability assesses the internal consistency of indicators in measuring latent constructs, with a recommended threshold of >0.7 . The analysis results indicate that all constructs (X1, X2, Z, and Y) exhibit adequate composite reliability,

demonstrating that their respective indicators consistently and effectively represent the underlying constructs.

Cronbach's Alpha

Table 5.
Cronbach's Alpha Value

Variables	Composite Reliability	Description
Organizational Cynicism Dimension (X1)	0.905	Reliable
Organizational Engagement Climate (X2)	0.906	Reliable
Job Satisfaction (Y)	0.844	Reliable
Organizational Commitment (Z)	0.898	Reliable

Source: Primary Analysis Data, 2025

In addition to composite reliability, reliability was also assessed using Cronbach's Alpha, with values above 0.7 considered acceptable. The results indicated that all variables achieved Cronbach's Alpha values within the acceptable range, demonstrating high internal consistency of the questionnaire items and confirming that the measurements are reliable.

Multicollinearity Test (VIF)

Table 6.
Collinearity Statistic (VIF) Value

Variables	VIF
Organizational Cynicism Dimension (X1)	2,663
Organizational Engagement Climate (X2)	2,7125
Job Satisfaction (Y)	2,091
Organizational Commitment (Z)	2,6335

Source: Primary data processing (2025)

Multicollinearity was assessed using the Variance Inflation Factor (VIF), with a threshold of $VIF < 5$ indicating no multicollinearity. The analysis showed that all indicators had VIF values below 5, suggesting no multicollinearity among the independent variables. Therefore, each indicator is considered distinct, with no redundancy, and the questionnaire demonstrates high internal consistency, ensuring reliable measurement.

Inner Model Analysis**R² (R-square)****Table 7.
R-Square Value**

Variables	R-Square
Job Satisfaction (Y)	0.514
Organizational Commitment (Z)	0.578

Source: Primary Analysis Data, 2025

Based on the data analysis, the R² values for the mediating variable Z and the dependent variable Y are 0.51 and 0.57, respectively, indicating a moderate-to-strong level. This suggests that the independent variables X1 and X2 are sufficiently capable of explaining the variations observed in both Z and Y.

Q² (Q-square)**Table 8.
Q-Square Values**

Variables	Q-Square
Job Satisfaction (Y)	0.369
Organizational Commitment (Z)	0.43

Source: Primary Analysis Data, 2025

Based on the data processing results, the calculation results show a positive Q² value, so the model is proven to have good predictive power for the dependent variables.

Hypothesis Testing**Path Coefficient Test****Table 9.
Path Coefficient Value (Direct Effect)**

Variables	Original Sample (O)	T Statistics (O/Stdev)	P Values	Description
Organizational Cynicism Dimension (X1) -> Job Satisfaction (Y)	-0.012	0.14	0.889	Positive Not Significant
Organizational Cynicism Dimension (X1) -> Organizational Commitment (Z)	-0.113	1.365	0.173	Positive Not Significant
Organizational Engagement Climate (X2) -> Job Satisfaction (Y)	0.259	2.353	0.019	Positive Significant

Variables	Original Sample (O)	T Statistics (O/Stdev)	P Values	Description
Organizational Engagement Climate (X2) -> Organizational Commitment (Z)	0.685	8.957	0.000	Positive Significant
Organizational Commitment (Z) -> Job Satisfaction (Y)	0.493	4.139	0.000	Positive Significant

Source: Processed primary data, (2025)

Based on the data analysis, the results indicate that Organizational Cynicism does not significantly affect Job Satisfaction ($t = 0.14$, $p = 0.889$) or Organizational Commitment ($t = 1.365$, $p = 0.173$), leading to the rejection of the first and second hypotheses. In contrast, Organizational Engagement Climate has a significant positive effect on both Job Satisfaction ($t = 2.353$, $p = 0.019$) and Organizational Commitment ($t = 8.957$, $p < 0.001$), supporting the third and fourth hypotheses. Additionally, Organizational Commitment significantly influences Job Satisfaction ($t = 4.139$, $p < 0.001$), confirming the fifth hypothesis.

Indirect Effect Test

Table 10.
Indirect Effect Test

Variables	Original Sample (O)	T Statistics (O/Stdev)	P Values	Description
Organizational Cynicism Dimension (X1) -> Organizational Commitment (Z) -> Job Satisfaction (Y)	-0.055	1.175	0.24	Positive Not Significant
Organizational Engagement Climate (X2) -> Organizational Commitment (Z) -> Job Satisfaction (Y)	0.337	3.883	0.000	Positive Significant

Source: Processed primary data, (2025)

Based on the data analysis, Hypothesis 6 tested whether Organizational Commitment mediates the relationship between Organizational Cynicism dimensions and Job Satisfaction. The results showed a t-statistic of 1.175 (< 1.96) and a p-value of 0.240 (> 0.05), indicating that Organizational Commitment does not significantly mediate this relationship. In contrast, Hypothesis 7 examined whether Organizational Commitment mediates the relationship between Organizational Engagement Climate and Job Satisfaction, yielding a t-statistic of 3.883 (> 1.96) and a p-value of 0.000 ($<$

0.05), suggesting that Organizational Commitment significantly mediates the effect of Organizational Engagement Climate on Job Satisfaction.

5. Discussion

The Effect of Organizational Cynicism on Employee Job Satisfaction

The study found a positive relationship between organizational cynicism and employee job satisfaction, indicating that higher cynicism corresponded with higher perceived satisfaction. This finding contrasts with theoretical expectations, which suggest that cynicism should elicit disappointment and frustration, thereby reducing satisfaction with the work environment and organizational rewards. Previous research, however, consistently shows a negative correlation: Qian and Daniels (2019) reported that cynical employees experience emotional exhaustion, decreased trust, and lower work motivation, while Manzoor et al. (2021) demonstrated that cynicism arising from perceived organizational injustice diminishes affective commitment and emotional satisfaction. Therefore, the current results do not conclusively establish organizational cynicism as a significant risk factor for low job satisfaction in Indonesia's manufacturing sector. Practically, management should mitigate cynicism by promoting transparent communication, consistent policies, and fair employee recognition.

Organizational Engagement Climate Plays a Role as a Factor That Increases Employee Job Satisfaction Despite Organizational Cynicism

The study demonstrates that an organizational employee involvement climate positively influences job satisfaction, even in the presence of organizational cynicism. Work environments that offer opportunities for employee participation in decision-making, foster trust-based relationships, and provide clear information enhance employees' work experiences. Employees who feel involved maintain positive perceptions of their jobs despite holding critical views of the organization. This finding aligns with Alfes et al. (2016), who emphasized that a strong involvement climate increases job satisfaction by fostering recognition, trust, and organizational support, allowing employees to play meaningful roles and mitigating the negative effects of cynicism. Similarly, Choi et al. (2021) found that employee involvement combined with open communication strengthens job satisfaction while counteracting the adverse impact of cynicism, as employees who feel heard and included develop a sense of ownership that balances negative perceptions of management. Thus, an involvement climate functions as a protective mechanism that sustains high job satisfaction, highlighting the practical importance for management particularly in manufacturing to promote openness, participation, and two-way communication to enhance employee satisfaction consistently.

Organizational Commitment Mediates the Relationship Between Organizational Cynicism and Employee Job Satisfaction

The study found that organizational commitment does not function as a mediator in the relationship between organizational cynicism and job satisfaction. Although organizational cynicism positively impacts job satisfaction, this effect is not mitigated by high levels of employee commitment, particularly affective commitment, which fails to create an emotional bond that preserves appreciation for work despite critical views of management policies or actions. This finding contrasts with Gupta and Shaheen (2017), who reported that organizational commitment can weaken the negative relationship between cynicism and work attitudes, as highly committed employees tend to maintain positive behaviors due to a moral sense of responsibility. Similarly, Saleem et al. (2020) suggested that commitment serves as a psychological mechanism bridging negative perceptions of the organization with employee outcomes, enhancing loyalty and sustaining job satisfaction even amid dissatisfaction with inconsistent policies. Consequently, this study indicates that organizational commitment may not be a key mediating factor, implying that management should actively strengthen affective commitment through employee recognition, fair work environments, and consistent application of organizational values.

The Influence of Organizational Cynicism Dimensions and Organizational Engagement Climate on Employee Job Satisfaction, with Organizational Commitment as a Mediating Variable in Various Manufacturing Industry Sectors

The study found that organizational cynicism and employee engagement climate jointly influence job satisfaction, with organizational commitment acting as a mediating variable. High levels of cynicism tend to reduce job satisfaction, whereas a positive engagement climate enhances it. Organizational commitment strengthens this relationship, as employees with strong emotional attachment can maintain satisfaction even amid cynical environments. These findings align with Syahputra and Nisa (2019), who emphasize that a healthy organizational climate—characterized by employee participation and transparent communication—can mitigate the negative effects of cynicism on job satisfaction. Similarly, Manzoor et al. (2021) demonstrate that organizational commitment significantly mediates the impact of both positive (engagement climate) and negative (cynicism) organizational factors on job satisfaction, acting as a psychological bridge that determines whether employees remain satisfied or become disengaged. Practically, this suggests that manufacturing firms should not only reduce cynicism but also foster a strong engagement climate and reinforce organizational commitment to sustain and even enhance employee job satisfaction despite challenges or criticisms of management policies.

Organizational Commitment Mediates the Effect of Organizational Cynicism and Organizational Engagement Climate on Job Satisfaction

The study demonstrates that organizational commitment effectively mediates the influence of organizational cynicism and employee engagement climate on job satisfaction. High cynicism typically reduces job satisfaction, but employees with strong emotional commitment can mitigate this negative effect, whereas a positive engagement climate strengthens commitment, subsequently enhancing satisfaction. In

other words, organizational commitment serves as a crucial mechanism explaining how both positive and negative workplace factors impact employee satisfaction. These findings align with Kusumawardani and Haryanto (2020), who reported that commitment significantly mediates the relationship between work conditions and employee satisfaction, enabling employees to remain satisfied despite organizational pressures and uncertainties. Similarly, Ocen, Francis, and Angundaru (2017) found that commitment enhances job satisfaction by reinforcing the link between employees' perceptions of organizational policies and their daily work experiences. Practically, this underscores the importance of HR strategies that foster pride, loyalty, and emotional attachment, such as recognition, career development opportunities, and equitable policies, allowing job satisfaction to be maintained amid organizational cynicism or shifts in engagement climate.

Organizational Commitment as a Mediator in the Relationship Between Dimensions of Organizational Cynicism and Job Satisfaction

Research indicates that organizational commitment serves as a crucial mediator between organizational cynicism and job satisfaction. High cynicism negatively affects job satisfaction when commitment is absent; however, employees with strong emotional attachment to the organization experience a buffering effect, mitigating cynicism's detrimental impact. Putra and Wulandari (2019) support this by showing that committed employees tend to view the organization more positively, preventing negative perceptions from directly reducing satisfaction, effectively acting as a "psychological buffer." Similarly, Naus, Iterson, and Roe (2022) found that organizational commitment lessens the destructive effects of cynicism on both job satisfaction and motivation, allowing employees to maintain positive work attitudes even when distrustful of organizational policies. Practically, these findings suggest that management should prioritize strategies that strengthen commitment such as transparent communication, fair recognition, and fostering pride in the organization so employees can remain satisfied despite inevitable organizational cynicism.

The Influence of Organizational Cynicism Dimensions (Affective, Cognitive, Behavioral) on Job Satisfaction Mediated by Organizational Commitment in the Manufacturing Sector

The study indicates that organizational cynicism whether affective, cognitive, or behavioral does not significantly affect employee job satisfaction, even when mediated by organizational commitment. This suggests that employees' negative perceptions or cynical expressions toward the organization do not directly determine their satisfaction levels, contrasting with findings by Rahmadani & Anindita (2019) and Putra & Suryani (2021) who emphasized the destructive impact of cynicism. The difference may stem from the current context, where employees are more influenced by positive organizational factors, particularly an engaging climate, than by individual cynical perceptions. Conversely, an engaging organizational climate plays a crucial role in enhancing job satisfaction both directly and through the mediation of organizational commitment. Work environments that provide participation opportunities, avenues for contribution, and open communication foster employees'

sense of value and attachment to the organization, which is further reinforced by organizational commitment through a sense of ownership and responsibility. Overall, the findings underscore that positive factors, such as an engaging climate, outweigh negative factors like cynicism in influencing job satisfaction and building organizational commitment.

6. Conclusions

Based on the results of this study, it can be concluded that affective, cognitive, and behavioral cynicism do not significantly influence employee job satisfaction, nor does organizational commitment mediate their effects, indicating that negative feelings, beliefs, or cynical behaviors are not primary determinants of satisfaction in this context. In contrast, a participative work climate positively and significantly affects both job satisfaction and organizational commitment, with commitment also mediating the relationship between engagement climate and satisfaction, highlighting the dual direct and indirect benefits of an inclusive organizational environment. This study is limited to the manufacturing sector, and the model does not account for other potentially influential variables such as leadership or organizational culture. Future research is recommended to expand the scope to other sectors, including services and public organizations, and to incorporate additional factors like transformational leadership, workload, or organizational culture to enrich the model and provide deeper insights into the dynamics of cynicism, commitment, and job satisfaction.

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