

The Influence of Organisational Cynicism on Organisational Commitment and the Mediating Role of Job Embeddedness: Evidence from ABC Organisation

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Abstract

Frustration, disillusionment, and unfavourable views that promote mistrust of people or organisations are characteristics of organisational cynicism in the workplace. Such pessimism is frequently linked to decreased civic engagement and organisational commitment. This study examined the mediating impact of job embeddedness on the relationship between organisational cynicism and organisational commitment among officers of the ABC Military Organisation. Considering Social Exchange Theory, the study evaluated how employees' attachment to the company is affected by unfavourable perceptions. Stratified random sampling was used to choose 332 officers from a population of 2,449, in accordance with the Krejcie and Morgan sample size table. A Pilot study was conducted using thirty officers to rate the validity and reliability of the questionnaire. Data for the cross-sectional study was collected using a standardised, self-administered questionnaire. The findings indicated that job embeddedness has a positive impact on organisational commitment, while organisational cynicism has a negative impact on both organisational commitment and job embeddedness.

Keywords: *Organisational commitment, Organisational cynicism, Job embeddedness, Social exchange theory*

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Introduction

The principle of domination and control is vital to the effective functioning of a military force, as it helps reduce uncertainty in managing military duties and operations. In the ABC Military organisation, orders are issued through a transparent chain of command that flows from the highest authority down to the lowest divisional levels. This structure is hierarchical, with leaders at each level responsible for directing and supervising their respective subordinates.

Employee cynicism toward an organisation arises from a lack of trust in its honesty and ethical standards. This attitude often manifests as a tendency to criticise the organisation and highlight perceived shortcomings in its policies and practices. Abraham (2000), responding to Reichers et al. (1997), helps us understand the reasons for Cynicism among organisational members. In general, workers with a negative outlook on management are also likely to view changes with suspicion (Grama & Todericiu, 2016). Organisational commitment is a psychological construct reflecting an individual's attitude toward their workplace. It has been associated with various important outcomes, including employee satisfaction, productivity, attendance, and loyalty, and has been linked to retention (Meyer et al., 2002). Organisational commitment is a strong predictor of several optimistic outcomes, including employees' intent to re-enlist, job performance, morale, and overall readiness.

According to Elsayed et al. (2025) and Kavindi (2024), organisational cynicism, which is defined as a negative attitude toward one's employing organisation, has been repeatedly linked to reduced job commitment because cynical individuals tend to doubt managerial motives and emotionally withdraw. For instance, Lotfy

et al. (2025) found a strong inverse relationship between nurses' organisational commitment and cynicism, demonstrating that higher levels of cynicism are predictive of lower levels of commitment. Additionally, employment embeddedness is defined by embeddedness theory as the degree to which workers feel "linked" to their company, "fit" with its culture, and would "sacrifice" to leave in order to mitigate bad employee attitudes. Empirical evidence supports this: Khuram Shahzad et al. (2024) found that job embeddedness attenuates the negative sentiments associated with organisational cynicism in a higher education context. Job embeddedness has been demonstrated to fully moderate correlations between commitment and other positive work-context characteristics in a larger context (Yoon et al., 2022), highlighting its potential as a stabilising mechanism. Moreover, intervention research among nurses from Benha University demonstrated that reducing organisational cynicism via training increased both organisational commitment and job embeddedness (Elsayed et al., 2024). Together, these findings justify investigating *job embeddedness* as a mediator in the link between cynicism and commitment: embeddedness may help

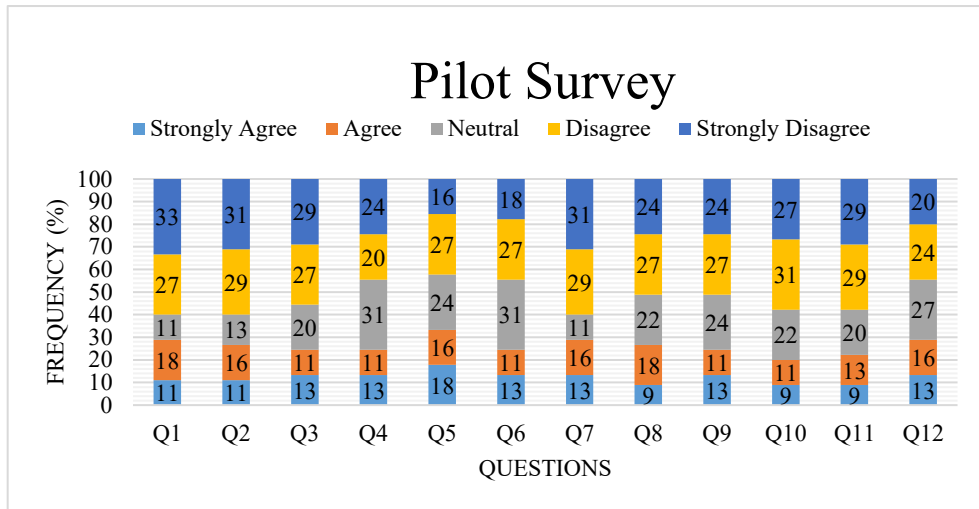


Figure 01: % distribution of officers' perceptions of organisational commitment within the ABC Military Organisation

sustain commitment even in the presence of cynicism, making it a relevant concept for both theoretical and organisational applications.

Job embeddedness (JE) plays a critical role in employee retention decisions and has therefore garnered significant attention in organisational research. Empirical studies indicate that considering both organisational (on-the-job) and community (off-the-job) embeddedness is essential for evaluating employee outcomes, including job satisfaction, organisational commitment, and turnover intentions (Khan et al., 2018; Takawira et al., 2014). Furthermore, Kiazad et al. (2015) expanded the scope of JE research beyond a sole focus on external factors affecting organisational retention. Accordingly, a preliminary investigation was undertaken to identify the underlying issue. 60 employees of the ABC Military Organisation, representing various seniority levels and service durations, were given a self-administered questionnaire consisting of 16 items. Of the 60 questionnaires distributed, 45 were returned, representing a response rate of 75%.

Based on the above graph, the researcher observed a high level of disagreement (exceeding 50%) on several items, as perceived by employees. For example, for Question 1 (Q1: "I would be overjoyed to work with the company for the remainder of my career"), 60% of respondents indicated overall disagreement. In reference to question number three (Q3: I have a strong emotional attachment to the organisation.) 56% of respondents expressed disapproval overall. The overall percentage of responses that disagree with the 07th question (I think I have too few prospects to consider departing the organisation) is 60%. Regarding question number ten (Q10); "I do not think it would be appropriate to leave, even if it were to my advantage". The overall disagreement rate was 58%. Specifically, for Question eleven (11) (Q11: I would feel blameworthy if I left the organisation now), 58% of respondents expressed disagreement. This indicates a concern regarding the organisational commitment of the officers within the organisation.

The Problem of the Study

According to Andersson & Bateman (1997), a broad attitude that includes negative feelings and suspicion of a person, group, ideology, social norm, or organisation, along with wrath and disappointment. Furthermore, past research has demonstrated that Cynicism diminishes organisational commitment and promotes alienation (Abraham, 2000; Brandes, 1997). It will look into organizational Cynicism, defined as "(1) a belief that the organization lacks integrity; (2) negative affect towards the organization; and (3) tendencies to disparaging and critical behaviours towards the organization that is consistent with these beliefs and affect" because it is interested in the factors that contribute to employees' affective commitment (Dean et al., 1998).

According to Mitchell et al. (2001), embeddedness refers to the study of the various elements that retain an individual in their current role despite other employment prospects. According to recent research, work embeddedness might act as a moderator or buffer between "shocks" and employee resignations (Burton et al., 2010; Holtom et al., 2012). After considering the study's background and primary evidence, organisational cynicism regarding employee organisational commitment in the ABC Military Organisation occurs in real-life scenarios, which is not in line with expectations. As a result, a practical gap can be identified.

The social exchange theory does not address how job embeddedness serves as a mediator. Furthermore, the correlation between organisational commitment, job embeddedness, and organisational cynicism not explained through this hypothesis. Therefore, a theoretical gap can be identified.

Research Questions

- Does organisational cynicism affect officers' organisational commitment in ABC Military Organisation?
- Does organisational cynicism affect officers' job embeddedness in ABC Military Organisation?
- Does job embeddedness affect officers' organisational commitment at ABC Military Organisation?
- Does the relationship between organisational commitment and organisational cynicism among officers in the ABC Military Organisation mediated by job embeddedness?

Objectives of the study

General Objective

- To identify the impact of organisational Cynicism and organisational commitment through job embeddedness of officers in ABC Military Organisation?

Specific Objectives

- To determine how officers' employment embeddedness in ABC Military Organisation impacts organisational cynicism and commitment.
- To determine how organisational cynicism impacts officers' job embeddedness in ABC Military Organisation.
- To determine how job embeddedness impacts officers' organisational commitment in ABC Military Organisation.
- To investigate how officers' organisational cynicism and sense of commitment to ABC Military Organisation are mediated by job embeddedness.

Significance of the study

In recent years, only a limited number of scholars have examined its antecedents or its effects. According to Abraham (2000) and Greene et al. (2018), some research examines the relationship between views of organisational justice and work, as well as organisational cynicism, and how cynicism influences commitment and mediates the impact of justice perceptions on commitment. The existing body of research suggests that cynicism may be a valuable structure within organisational behaviour, as it contributes to understanding how organisational factors influence outcomes such as employee commitment. Empirical studies have shown that higher levels of cynicism are associated with lower organisational commitment and job satisfaction, reduced intentions to engage in organisational citizenship behaviours, and an increased willingness to observe unethical practices.

Literature Review

Organizational Cynicism

In modern organisational research, organisational cynicism has become a prominent attitudinal construction. However, its philosophical roots trace back to the Greek word *kyon*, meaning “dog,” symbolising sharp criticism and distrust (Dean et al., 1998). Organisational cynicism in the workplace is characterised by a negative attitude toward the organisation, encompassing behavioural displays, emotional responses, and cognitive views. It represents workers' beliefs that their companies are dishonest, unfair, and untrustworthy, which breeds mistrust and disengagement (Dean et al., 1998). Cynicism is further characterised by emotional responses such as anger, disappointment, pessimism, and disillusionment toward organisational practices that employees perceive as unethical or deceptive (Özler Ergun et al.,

2010). Research shows that organisational cynics often believe the organisation intentionally manipulates or misleads its employees, generating dissatisfaction, frustration, and hopelessness (Özler et al., 2011; Nair & Kamalanabhan, 2010). These negative perceptions may lead to resentment directed at either the organisation as a whole or specific members within it (Reicher et al., 1997), consistent with earlier descriptions of cynicism as a generalised mistrust and disdain toward institutions and social structures (Andersson, 1996). As a result, organisational cynicism has become a critical predictor of employee attitudes, behaviours, and overall organisational well-being.

Job Embeddedness

A relatively new but significant term, job embeddedness (JE) was introduced to explain why people remain in their occupations beyond more conventional predictors, such as work satisfaction or plans to leave (Mitchell et al., 2001). Originating from sociological theories of embeddedness, the concept captures how social ties and contextual forces shape and constrain individual behaviour (Granovetter, 1985; Uzzi, 1996, 1997). Job embeddedness encompasses a network of work and non-work factors such as social relationships, value congruence, and perceived investment that anchor employees to their current job and community (Crossley et al., 2007). Employees become embedded through strong social, psychological, and financial links within and outside the workplace, making separation costly or undesirable (Ng & Feldman, 2009). According to Mitchell et al. (2001), the theory divides embeddedness into three dimensions: sacrifice (felt losses associated with leaving), fit (alignment with organisational and community ideals), and links (connections to others). Beyond known antecedents such as job

dissatisfaction and quit intentions, empirical research indicates that JE has a significant impact on employee retention, explaining incremental variance in turnover (Crossley et al., 2007; Mallol et al., 2007).

Moreover, embeddedness aligns with commitment-related constructs; for example, “links” is associated with affective attachment, while “sacrifice” reflects continuance-based considerations (Meyer & Allen, 1991). Thus, job embeddedness offers a comprehensive explanation for why employees remain with their organisations despite experiencing negative attitudes or workplace challenges.

Organizational Commitment

The psychological bond that workers have with their company, which affects their desire to stick around and support the organisation's objectives, is known as organisational commitment (OC). Affective commitment (emotional attachment), continuation commitment (perceived expense of quitting), and normative commitment (feeling of obligation to stay) are the three components of commitment according to Meyer and Allen's (1991) three-component model. Affective commitment reflects employees' identification with organisational values and emotional involvement in their roles, making it a strong predictor of retention and performance. Continuance commitment, meanwhile, is shaped by accumulated investments, such as tenure, skill specialisation, and social relationships, which employees would forfeit if they left the organisation. Employees' view that staying with the company is the "right" thing to do is reflected in normative commitment, which is driven by moral obligation and personal values (Wiener, 1982). Workplace experiences, job features, supervisory connections, and

perceptions of organisational support all have a consistent impact on organisational commitment, according to research (Meyer & Allen, 1991). Organisational commitment remains a fundamental concept in organisational behaviour research due to its crucial role in predicting employee retention, performance, and overall engagement.

Methodology

This study adopts a positive research attitude, encouraging the use of statistical analysis, objective measures, and hypothesis testing. Consistent with positivism, a deductive research approach was followed, allowing hypotheses to be developed and tested based on existing theory. The study employed a survey strategy, an economical and effective method for gathering rich, reliable quantitative data. As the investigation focused solely on numerical data, a mono-method quantitative design was used. Data were collected once at a predetermined period, making the study cross-sectional in nature.

Conceptual Framework

Mousa (2017) The relationship between the cognitive, emotional, and behavioural dimensions of cynicism and the 03 types of organisational commitment: affective, continuance, and normative (Mousa, 2017). Based on this, the following hypothesis was developed for empirical testing:

H₁ – There is an impact of Organisational Cynicism on Organisational Commitment.

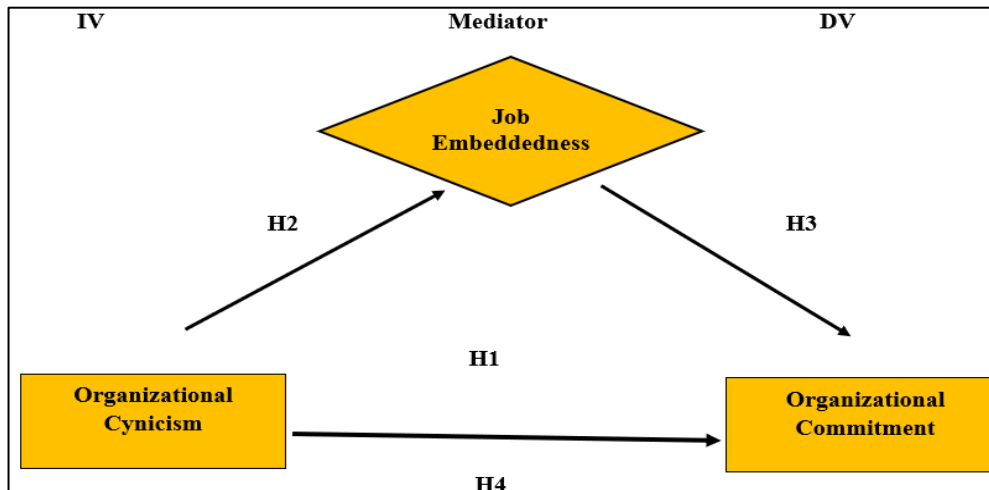


Figure 02: Conceptual Framework (Author Generated)

Compared to workers with low JE, those with high JE are better able to control their negative attitudes about the company. The idea that all JE aspects were adversely correlated with all OC dimensions was supported by Nafei's (2014) findings. Thus, for empirical testing, the following assumption was developed:

H2- There is an impact of Organisational Cynicism on Job Embeddedness.

While organisational commitment and engagement are important, the concept of job embeddedness is considered further relevant. Job embeddedness encompasses the factors that retain employees in their positions, preventing them from leaving the organisation (Lee et al., 2012).

The preceding factors may be influenced by each dimension of job embeddedness, which in turn affects organisational commitment. Accordingly, the following hypothesis was proposed for practical testing:

H3- There is an Impact of Job Embeddedness on Organizational Commitment.

According to Greene et al. (2018), JE has been identified as a crucial mediator between employees' inclination to quit and both on- and off-the-job factors. Thus, for empirical testing, the following fictitious assumption was made:

H4- The relationship between organisational cynicism and organisational commitment is mediated by job embeddedness.

Definitions for Variables:

Organisational Cynicism (OC)

The independent variable:

The term "organisational cynicism" (OC) refers to a person's unfavourable opinions about the staff and organisation. According to Dean et al. (1998), OC has a negative attitude that encompasses behavioural, affective, and cognitive aspects related to one's place of employment.

Organizational Commitment

According to Wagner (2007), the dependent variable, organisational commitment, is the degree to which a person is willing to dedicate their time and

energy to an organisation. Organisational commitment is a multifaceted conceptualisation with three dimensions: affective, normative, and continuance, according to Meyer and Allen (1996).

Job Embeddedness (JE)

The Mediator:

Links, fitness, and sacrifice are the three component dimensions of JE, according to Mitchell et al. (2001). Three factors, which are impacted by aspects of both on-the-job (organisational) and off-the-job (community) embeddedness, determine why people remain in organisations. On-the-job embeddedness had a bigger impact than off-the-job embeddedness, according to later research by Lee et al. (2004). The

Population, Sample, and Sampling Technique

The ABC Military Organisation confines the seniority and personal information of all regular, volunteer, and reserve officers, who form the population for this study. Based on the 2022 published list, officers are categorised into three hierarchical levels: senior, middle, and junior. Accordingly, the population was defined according to these classifications. The sample size was calculated using the Morgan table, and a stratified random sampling method was applied to select the sample, as detailed below:

Table 01: The study Population and the sample

	No. of Officers			Sample			Final Sample count
	Officers (Top Level)	Officers (Middle- Level)	Officers (Lower Level)	Officers (Top Level)	Officers (Middle Level)	Officers (Lower Level)	
Total	66	1135	1248	9	154	169	332

off-the-JE paradigm has not been

Operationalization

Source: List of ABC Military Organization – 2022

considered when evaluating overall job satisfaction and organisational commitment. (Shah and others, 2020).

Table 02: Operationalization of Variables

Variable	Dimensions	Indicators	Measure	Source
Organizational Cynicism	Cognitive	absence of justice, integrity, and sincerity within the company	13 items	Brandes, et al., (1999)



	Emotional	entails psychological responses such as annoyance, tension, anxiety, and unease, where the Cynics frequently feel disrespected and frustrated by their organisation.	Five-point Likert scale	
	Behavioral	includes cynical expectations about the organisation's future activities, sarcastic humour, criticism of the organisation, unfavourable nonverbal behaviour, and negative assessments of the organisation's attitudes.		
Organizational Commitment	Affective Commitment	Work experiences, job qualities, personal traits, and structural traits.	17 items Five-point Likert scale	Allen and Meyer (1996)
	Continuance Commitment	People's apparent lack of options and the size and/or quantity of investments (or side bets) they make.		
	Normative Commitment	Influenced by the person's experiences prior to (familial/cultural socialisation) and after (organisational socialisation) joining the company		

Job embeddedness	Fit: Organisation (On-the-job)	As a measure of an employee's perceived compatibility with their work, performance, and organisation	19 items Five-point Likert scale	(Mitchell et al., 2001)
	Sacrifice: Organisation (On-the-job)	When quitting the current position, the perceived cost of psychological and physical convenience is forfeited.		
	Links: Organisation (On-the-job)	How interconnected he or she is with other individuals, groups, or organizations		

Source: Author Created (2022)

Data Collection

Primary data were gathered from the chosen sample using self-administered questionnaires on Organisational Cynicism (Brandes et al., 1999), Organisational Commitment (Allen & Meyer, 1996), and Job Embeddedness (Mitchell et al., 2001). Out of 2,449 officers, 332 officers in the top, medium, and lower levels of the organisation were included in the sample. The questionnaire was developed in the English language and circulated among the selected sample of officers, who confirmed that it was understandable.

Thirty officers participated in a pilot study that produced validity and reliability values greater than 0.7, confirming the questionnaire's validity and reliability (0.733). After that, the researcher was instructed to fill out and submit the questionnaire.

Results

Validity Test

After all the information was gathered, the validity of the self-administered questionnaire was examined. The validity test revealed that $p < 0.05$, and the KMO value was 0.784. The questionnaire was considered valid for this study because the test's KMO value exceeded 0.7. Table 03 presents the test's results.

Table 03: KMO Test results (Validity Test)

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.784
Bartlett's Test of Sphericity	Approx. Chi-Square	5587.014
	df	630
	Sig.	.000

Source: Survey Data (2022)

Reliability Test

After all the data was gathered, the reliability of the questionnaire was examined. Cronbach's Alpha value exceeds 0.7, indicating that each instrument's internal reliability is adequate (Table 04).

Table 04: Cronbach Values (Reliability Test)

Variable	Cronbach's Alpha	No of Items
All Variables	0.900	49
Organizational Cynicism	0.847	13
Organizational Commitment	0.879	17
Job Embeddedness	0.914	19

Source: Survey Data (2022)

Descriptive Analysis

The demographic information analysis in the ABC Military Organisation is presented below.

Frequency distribution analysis of Respondents' Gender

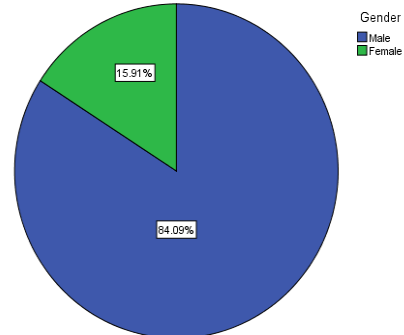


Figure 03: Gender Response Analysis

Source: Survey Data (2022)

Frequency distribution analysis of Respondents' Age Groups

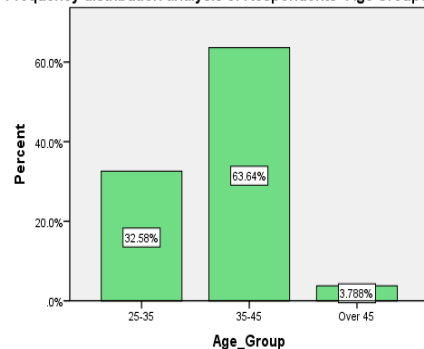


Figure 04: Analysis of Respondents' Age Groups' Frequency Distribution

Source: Survey Data (2022)

Frequency distribution analysis of Respondents' Service Period

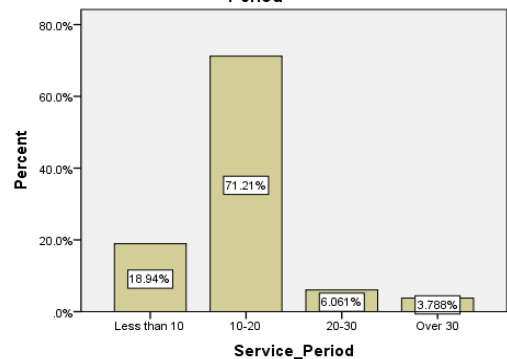


Figure 05: Analysis of Respondents' Service Period Frequency Distribution



Source: Survey Data (2022)

Correlations Analysis

As all assumptions were satisfied, a correlation analysis was conducted to test the relationships between the variables. Pearson's correlation was tested using a two-tailed significance approach.

Examining Hypotheses

To determine the link between the variables, Pearson's Correlation test was used.

Table 05: Pearson's Correlation of the Variables

Combination	Pearson's Correlation Value	P-Value Sig. (2-tailed)
Organizational Cynicism and Organizational Commitment	-0.104**	0.768
Job Embeddedness and Organisational Cynicism	-0.317**	0.000
Job Embeddedness and Organisational Commitment	0.755**	0.000

** Correlation is significant at the 0.01 level (2-tailed).

Source: Survey Data (2022)

(i) Correlation between Organisational Cynicism and Organisational Commitment

According to Table 05, there is a -0.104 association between organisational commitment and organisational cynicism. It indicated that personnel of ABC Military Organisation had a weakly negative association between organisational cynicism and organisational commitment. Furthermore, the p-value, or significance value, was 0.768 ($0.000 < 0.05$). Consequently, the independent and dependent variables do not have a statistically significant connection. Therefore, a weak negative relationship existed between these two variables.

(ii) Correlation between Job Embeddedness and Organisational Cynicism

According to Table 05, there is a -0.317 association between job embeddedness and organisational cynicism. It indicated that among personnel of ABC Military Organisation, job embeddedness and organisational cynicism have a modest negative association. Furthermore, the p-value or significance value was 0.000 ($0.000 < 0.05$). As a result, the two variables have been shown to have a statistically significant association. As a result, the link between these two variables was noticeably weak.

(iii) Correlation between Job Embeddedness and Organisational Commitment

According to Table 05, there is a 0.755 association between organisational commitment and job embeddedness. It showed that among ABC Military Organisation employees, job embeddedness and organisational commitment were strongly positively correlated. Furthermore, the p-value or significance value was 0.000 ($0.000 < 0.05$). As a result, the two variables have been shown to have a statistically significant association. Consequently, a

highly positive correlation existed between these two factors.

Regression Analysis

Hypotheses Testing

Since this study examined only one independent variable, linear regression analysis was used to investigate the variable's effects and test the hypothesis. The following effects were found using this analysis.

- H1 - There is an impact of Organisational Cynicism on Organisational Commitment.
- H2- There is an impact of Organisational Cynicism on Job Embeddedness.
- H3- There is an Impact of Job Embeddedness on Organisational

Commitment.

- H4- The relationship between organisational cynicism and organisational commitment is mediated by job embeddedness.

Table 06, presented below, explains the results of the linear regression of H1, H2, and H3.

Table 06: Linear Regression Results

IV	DV	R	R ²	Adj R ²	Std. Error	F	Sig	B	β	p
OCyn _i	OCom _m	-0.104	0.009	0.010	0.5486	0.002	0.768	-0.106	-0.104	0.768
OCyn _i	JE	-0.317	0.101	0.094	0.5134	14.008	0.000	-0.327	-0.317	0.000
JE	OCom _m	0.755	0.571	0.567	0.3595	166.132	0.000	0.766	0.755	0.000

Source: Survey Data (2022)

N=127

Source: Survey data, 2022

- □ OCyni = Organizational Cynicism
- □ OComm= Organisational Commitment

• □ JE = Job Embeddedness

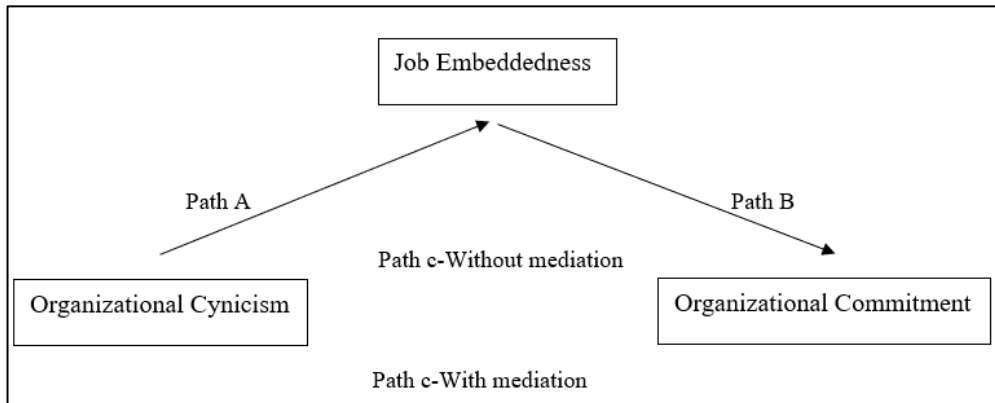


Figure 06: Mediation Analysis

There is an impact of Organisational Cynicism on Organisational Commitment.

At a 95% confidence interval, the coefficients show that $\beta = -1.004$ and $p > 0.05$. These findings suggested that organisational cynicism had a detrimental effect on the officers' organisational commitment in ABC Military Organisation.

There is an impact of Organisational Cynicism on Job Embeddedness.

$\beta = -0.317$ and $p < 0.05$ with a 95% confidence interval are the results of the Coefficients. These findings show that officers' job embeddedness in ABC Military Organisation is significantly impacted negatively by organisational cynicism.

There is an impact of Job Embeddedness on Organisational Commitment

The results show that, at a 95% confidence

Source: Baron and Kenny (1986)

interval, $\beta = 0.755$ and $p < 0.05$. These findings showed that officers' organisational commitment at ABC

Military Organisation is strongly positively impacted by job embeddedness.

The study's goal is to evaluate the connection between organisational commitment and cynicism through job embeddedness. Researchers use Baron and Kenny's Mediation analysis (1986) to achieve this goal.

H4- The relationship between organisational cynicism and organisational commitment is mediated by job embeddedness.

Before conducting the mediation analysis, it is essential to establish whether relationships exist among the three variables: the independent variable, the dependent variable, and the mediating variable, using simple regression analysis.

The p-value was 0.768 ($0.000 < 0.05$), indicating a weak negative relationship between organisational cynicism and organisational commitment. Thus, no statistically significant association exists between the independent and dependent

variables. Consequently, the correlation between these variables is modest and negative. Since there is no meaningful

relationship, mediation is not applicable. Therefore, it can be concluded that job embeddedness does not mediate the

relationship between organisational cynicism and organisational commitment.

Table 07: Summary of Hypotheses Testing

Hypotheses	Decision
The impact of Organisational Cynicism on Organisational Commitment.	Organisational commitment is negatively impacted by organisational scepticism.
The impact of Organisational Cynicism on Job Embeddedness.	Organisational cynicism has a major detrimental effect on job embeddedness.
The Impact of Job Embeddedness on Organisational Commitment.	Organisational commitment is greatly enhanced (impacted) by job embeddedness.
The relationship between organisational cynicism and organisational commitment is mediated by job embeddedness.	The association between organisational cynicism and organisational commitment is not mediated by job embeddedness.

Source: Author Compiled (2023)

Discussion

A theoretical framework derived from numerous previous studies on the subject served as the foundation for this investigation. The purpose of the questionnaire was to determine how job embeddedness mediates the association between organisational cynicism and employees' organisational commitment at ABC Military Organisation.

According to the study's findings, personnel at ABC Military Organisation exhibit a negative correlation between organisational dedication and organisational cynicism. According to Mous's (2017) report on the investigation of the negative relationship between cognitive, emotional, and behavioral cynicism on the one hand and the three approaches of organizational commitment (affective, continuous, and normative) on the other, the study's findings regarding the relationship are not surprising because some previous studies have also reported similar results in the findings of hypothesis one.

According to Dean et al. (1998), a negative correlation exists between the two variables; however, cynicism does not necessarily imply a restricted commitment.

Nafei (2015b) examined the connection between organisational cynicism and job embeddedness. On the other hand, cynicism has a detrimental impact on organisational results by reducing employee performance (Bommer et al., 2005) and organisational citizenship behaviour (Jung & Kim, 2012). The results show that JE and OC officers in ABC Military Organisation have a negative association. The study's findings show a direct correlation between employees' JE levels and OC, albeit in the reverse direction. The study's findings indicate that officers of the ABC Military Organisation have a favourable association between organisational commitment and work embeddedness. Similar high associations between organisational commitment and worldwide job embeddedness were found by Crossley et al. (2007).



Conclusion

In the workplace, organisational cynicism is typified by negative emotions and mistrust in an individual, group, social norm, or institution, as well as dissatisfaction and disillusionment. Organisational cynicism has been linked to a lack of civic engagement and organisational commitment. Additionally, prior studies have demonstrated that cynicism lowers organisational commitment. The analysis showed that officers' commitment to ABC Organisation is negatively impacted by organisational cynicism. Officers' lack of dedication because of organisational Decision-making and risk-taking abilities

may result in cynicism. The study has supported important theoretical claims. Specifically, the current study has achieved three goals and effectively addressed three research issues, supported by a substantial body of literature.

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