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Role of Workplace Spirituality and Organizational Behavior Organizational Learning Culture in the Private Security Sector

Yong Wenying
Alireza Mohammadi
Amer Hamzah Jantan
City Graduate School City University Malaysia, Malaysia

Abstract

This research delves into the intricate dynamics between occupational fatigue, organizational cynicism, and the learning culture within private security firms in Beijing. A total of 708 valid questionnaires were received from private security company employees and analyzed using the Partial Least Square Structure Equation Modeling (PLS-SEM) method by SmartPLS statistics software. Through quantitative analysis, significant correlations and mediating effects were identified, demonstrating that occupational fatigue not only fosters organizational cynicism but also hampers the establishment of an effective learning culture. The study highlights organizational cynicism as a mediator between fatigue and learning culture, shedding light on previously unexamined pathways. Additionally, workplace spirituality was found to moderate these relationships. The findings provide both theoretical insights and practical recommendations for enhancing employee well-being and promoting organizational resilience within the private security industry.

Keywords: Occupational fatigue, Organizational cynicism, Organizational learning culture, Private security companies, Workplace spirituality

Corresponding Author*

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Introduction

In recent years, organizational cynicism and occupational fatigue have increasingly surfaced as pivotal concerns undermining organizational health, drawing the attention of scholars who aim to explore their intricate effects on organizational learning culture. Organizational cynicism manifests as employees' skeptical and adverse attitudes toward their organization, while occupational fatigue typically emerges as emotional disengagement coupled with physical exhaustion (Rho, Jung, & Nam, 2020). These phenomena are particularly acute within the private security industry, where their impact on employee well-being and organizational long-term productivity is both profound and alarming. Therefore, a more granular understanding of how these conditions operate within organizational settings is indispensable.

Occupational fatigue has been demonstrated to markedly diminish employee productivity, leading to the deterioration of physical health, the escalation of anxiety, and a pervasive decline in job satisfaction (Cohut, 2019). Simultaneously, cynicism often stems

from unmet organizational expectations, engendering resistance to change and fostering critical attitudes towards organizational operations (Çaylak & Altuntaş, 2017). Although typically regarded as negative, cynicism can occasionally act as a catalyst for positive organizational reform by exposing areas in need of improvement (Ergun & Atalay, 2011). Thus, when appropriately managed, cynicism may serve as a conduit for organizational self-reflection and constructive change.

In an organizational culture that prioritizes continuous learning, open dialogue and the acceptance of change are paramount. However, occupational fatigue frequently inhibits employees' ability to engage with new information and diminishes their willingness to partake in learning opportunities (Taris, Ybema, & Beek, 2017). Concurrently, cynicism promotes self-justification and a sense of moral superiority, thereby obstructing the development of a robust learning culture (Voigt, 2019). These phenomena not only impede individual growth but also stifle the organization's adaptability and capacity for innovation. A comprehensive exploration of these dynamics is critical for understanding how to foster more resilient and forward-thinking organizational environments.

Despite the importance of these issues, there remains a dearth of literature directly linking occupational fatigue and cynicism to the organizational learning culture, particularly within the private security sector (Song et al., 2023; G. Yao et al., 2024; Yong et al., 2024). This industry, characterized by high levels of stress, inadequate regulatory frameworks, and persistent management challenges, is especially vulnerable to the detrimental effects of these phenomena (Nalla, Lim, & Demirkol, 2015). Thus, investigating ways to manage these challenges effectively could provide essential insights for improving employee experiences and enhancing the sector's overall sustainability.

This study aspires to examine the multifaceted ways in which occupational fatigue, cynicism, and workplace spirituality impact the organizational learning culture within the private security industry (Chen et al., 2024; Li et al., 2024). Through empirical analysis, this study expands the research boundaries for the literature on factors influencing organizational learning culture, and also aims to provide theoretical and practical guidance for managers in the private security industry sector. The findings will provide valuable insights into enhancing employee well-being and optimizing organizational culture, thereby contributing to the long-term viability of the private security industry. Specifically, this research seeks to address the following questions:

RQ1: Does occupational fatigue undermine the development of organizational learning culture in private security firms in Beijing?

RQ2: Does occupational fatigue influence the emergence of organizational cynicism in private security firms in Beijing?

RQ3: Does organizational cynicism influence the organizational learning culture of private security firms in Beijing?

RQ4: Does occupational fatigue impact organizational learning culture through its influence on cynicism in the private security industry in Beijing?

RQ5: If cynicism is the mediating variable, will it receive moderating effects from other workplace spirituality?

By probing above questions, this study endeavors to broaden the theoretical foundations of organizational learning culture while simultaneously offering actionable recommendations. These insights will assist in creating more conducive work environments, enhancing employee engagement, and fostering a more dynamic and productive workforce within Beijing's private security sector.

The private security industry presents unique challenges that amplify the effects of occupational fatigue and cynicism. Employees in this field frequently face intense pressures, exacerbated by inadequate support structures and rigid operational demands, which foster environments conducive to burnout and disengagement (Jie et al., 2023; Tingfeng et al., 2022; A. Yao et al., 2024). As the industry continues to grow in size and complexity, addressing these issues becomes increasingly crucial for maintaining both organizational efficiency and employee morale. The findings of this study will provide a foundational understanding that can help bridge the gap between theoretical concepts and practical solutions, thereby contributing to the sector's long-term growth and sustainability.

Furthermore, understanding the intricate relationship between workplace spirituality and organizational learning culture is essential for promoting organizational agility in a rapidly changing global environment. As new challenges emerge, especially those driven by technological advancements and shifting economic landscapes, organizations that successfully manage occupational fatigue and cynicism will be better positioned to foster continuous learning, embrace innovation, and maintain a competitive edge in their respective industries (Mohammadi et al., 2017, 2021; Pan et al., 2023). Through this lens, the present research seeks to contribute meaningfully to both the academic discourse and practical applications within the private security industry and beyond.

Theory Background and Hypotheses

Organizational Learning Culture (OLC)

Most of scholars think organizational learning culture (OLC) refers to the continuous process of learning and adaptation that allows organizations to thrive in fast-paced, dynamic markets. It emphasizes on the collective growth and development of organizational members through knowledge sharing, experiential learning, and collaborative problem-solving (Shao, Feng & Liu, 2012). The formation of a robust OLC is shaped by several key factors, including leadership, organizational structure, and work environment. Leadership, in particular, plays a critical role by fostering a supportive atmosphere that encourages curiosity and innovation, leading to sustained organizational success (Liu et al., 2024; Wanqi et al., 2024). Moreover, the openness and trust embedded within the organizational culture significantly influence the degree to which learning environments can flourish. According to Xie (2018), flexible and adaptive management practices empower employees, enhancing their engagement in continuous learning processes. Davis (2016) further highlights that assigning challenging tasks and offering opportunities for lateral movement can enhance employees' skills and maintain their engagement, which is vital for organizations to remain competitive.

OLC is not solely dependent on leadership and management practices; it is also influenced by the work environment and employees' psychological states. Employees who feel valued and supported, and who are provided with opportunities for ongoing learning and development, are more likely to contribute to a thriving OLC. Conversely, a lack of supportive structures may hinder the formation of such a culture, affecting the organization's adaptability and long-term growth potential.

Occupational Fatigue (OF)

Occupational fatigue manifests as profound mental and physical exhaustion, stemming from high-intensity work, lifestyle factors, and personal traits such as pessimism or perfectionism (Edú-Valsania, Laguía & Moriano, 2022). The detrimental impacts of occupational fatigue have been thoroughly explored in recent research. Fatigue not only diminishes productivity but also negatively affects emotional well-being and job satisfaction (Dyrbye et al., 2019).

However, the implications of occupational fatigue extend further, impacting both organizational cynicism and the broader learning culture. Elevated levels of fatigue contribute to growing distrust and negative emotions toward the organization, exacerbating organizational cynicism (Ozgener, Ogut & Kaplan, 2008). Employees who feel overwhelmed and unable to meet job demands are more likely to harbor resentment, which fosters a cynical outlook toward the organization, ultimately degrading the workplace environment and collaboration.

Occupational fatigue also undermines the development of OLC by discouraging participation in learning and innovation. Employees under high stress and fatigue levels are less likely to engage in organizational learning, which stifles both individual and collective growth. Addressing occupational fatigue is therefore crucial for maintaining a vibrant OLC (Sun, Soh, et al., 2024; Sun, Soh, Mohammadi, et al., 2022; Yuan et al., 2023). Organizations can weaken the negative effects of fatigue on employee motivation to learn and participate fully in organizational innovation, but a good working atmosphere is necessary for this process (Verduijn & Heijboer, 2016).

Organizational Cynicism (OC)

Organizational cynicism is characterized by negative sentiments and distrust toward the organization, often triggered by unmet expectations, perceived injustices, and organizational failures (Dean, Brandes & Dharwadkar, 1998). Cynicism negatively affects multiple facets of organizational functioning, including job satisfaction, commitment, and the overall learning culture (Durrah, Chaudhary & Gharib, 2019). Employees who perceive that the organization has failed to fulfill its promises or has treated them unfairly are more likely to develop cynical attitudes, which lead to disengagement from both their work and the organizational learning process. This disengagement hinders organizational growth and innovation as employees become less inclined to invest in their personal development or contribute to the organization's learning culture.

Moreover, cynicism compounds the negative effects of occupational fatigue on the organizational learning culture. Fatigued employees, already suffering from diminished motivation, are prone to develop cynical attitudes, which in turn exacerbate the challenges of fostering an effective learning environment (Sun, Geok Soh, et al., 2024; Sun, Soh, Roslan, et al., 2022). To combat this, organizations must focus on building transparency, fairness, and trust within their cultures, as these factors are crucial for mitigating cynicism and supporting the development of a positive and productive learning culture (Simha, Elloy & Huang, 2014).

Workplace Spirituality

This section examines the moderating effects of workplace spirituality, focusing on the variable play an integral role in shaping the relationship between occupational fatigue, cynicism, and OLC.

In cultivating workplace spirituality, employees are more inclined to embrace a mindset of gratitude when they can effectively plan for their futures and when organizations uphold their commitments (Davis, 2017). This perspective arises from the ability to avoid detrimental internal conflicts and the additional avenues for balancing professional and personal lives that spirituality provides, fostering a constructive outlook. The benefits of workplace spirituality extend to the broader community, as many scholars assert it enhances organizational culture and demonstrates care for employees.

Research by James, Miles, and Mullins (2011) indicates that workplace spirituality is crucial in alleviating workplace stress and its repercussions. Fabricatore, Handa, and Fenzel (2000) found that it significantly impacts employee satisfaction during stressful times, underscoring its role in enhancing overall life satisfaction. However, the increasing workplace demands have led to unprecedented stress levels, with some employees enduring harsh conditions. This often overlooks the significant benefits of workplace spirituality, which not only supports physical and mental health but also sustains productivity and manages stress effectively (Kumar & Sandeep, 2014).

While workplace spirituality is recognized for moderating stress and occupational fatigue (Davis, 2017), its interaction with organizational cynicism requires further examination. The assumption that spirituality inherently reduces cynicism may be overly simplistic. Although studies highlight the advantages of workplace spirituality, few investigate its limitations in negative environments. Understanding the conditions under which workplace spirituality might exacerbate feelings of cynicism and burnout, particularly in organizations with leadership transparency issues, would provide a nuanced perspective.

Consequently, workplace spirituality is seen as a powerful mechanism to combat frustration and exhaustion, manifestations of organizational cynicism (James, Miles, & Mullins, 2011). This study posits that workplace spirituality counters cynicism by offering employees guidance for positive living, thereby hypothesizing that it plays a vital moderating role between occupational fatigue and organizational cynicism.

Hypotheses Development

Based on the investigation of occupational fatigue, organizational cynicism, and workplace spirituality, the following five hypotheses are proposed to explore their potential impact and interrelations within the organizational learning culture of private security firms in Beijing. Thus, the below hypotheses are developed and assessed in this research.

Hypothesis 1: There is a significant relationship between Occupational fatigue and organizational learning culture in Beijing's private security sector.

Hypothesis 2: Occupational fatigue fosters the emergence of organizational cynicism within private security firms in Beijing.

Hypothesis 3: Organizational cynicism has a detrimental influence on the organizational learning culture in Beijing's private security industry.

Hypothesis 4: Occupational fatigue indirectly influence organizational learning culture by exacerbating cynicism within the private security sector.

Hypothesis 5: Workplace spirituality moderates the mediating effect of Organizational cynicism on Organizational learning culture.

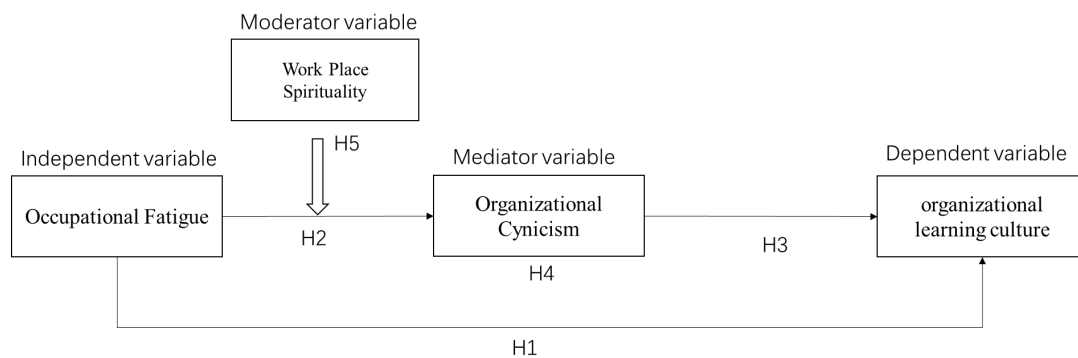


Figure 1 Research Framework

Research Methodology

This study used quantitative analysis by cross-sectional regression to explore the intricate relationship between occupational fatigue, organizational cynicism, and organizational learning culture in private security firms in Beijing. Grounded in objectivism, this study acknowledges the existence of a measurable reality wherein social phenomena can be objectively observed and assessed. A deductive approach guides this framework, wherein hypotheses are formed from preexisting literature and rigorously tested against empirical data (Joseph F. et al., 2021; Mohammadi, 2019).

The survey-based method collected data from employees across various levels of the private security sector, enabling a broad understanding of the variables at play. This empirical approach facilitates the drawing of generalizable conclusions regarding the interplay between occupational fatigue, cynicism, and learning culture within this specific industry context.

Population and Sampling Strategy

The research population consisted of employees from private security companies operating in Beijing. In this paper, 7 enterprises were randomly sampled from private security enterprises in Beijing and selected for questionnaire distribution. A simple random sampling technique was used to ensure representativeness across the population. In this paper, a total of 1005 questionnaires were collected through online research, of which 708 were valid questionnaires, and the rest of the questionnaires were excluded due to low completion and extreme cases.

Participants were recruited from various organizational tiers, including top executives, department managers, and general staff. A pre-test of the survey was conducted to ensure reliability and validity of the measurement tools. After cleaning the data to remove outliers and incomplete responses, a robust dataset was finalized for further analysis.

Variable Measurement

This study employs validated scales from previous research to measure the following eight core variables, ensuring both consistency and precision:

Occupational Fatigue: Assessed using a fatigue scale tailored for environments characterized by high-intensity demands.

Organizational Learning Culture: Evaluated through the Organizational Learning Culture Scale, which gauges the extent to which learning and development are promoted within the organization.

Organizational Cynicism: Measured by an adapted Organizational Cynicism Scale, providing an in-depth understanding of employees' negative perceptions toward organizational change.

Workplace Spirituality: Measured through a Workplace Spirituality Scale, capturing the degree of spiritual fulfillment employees derive from their work.

Each variable was measured using a five-point Likert scale, with respondents rating themselves according to their level of agreement or disagreement. The papers obtained for this paper passed Cronbach's Alpha test. The internal consistency of the constructs was confirmed by an assessment of the reliability of these scales, with all results exceeding the accepted critical value of 0.7.

Questionnaire Design

In order to collect more differentiated information and to achieve a high level of reliability, we used a five-level scale to measure the items, in which "1" stands for "totally disagree", "5" for "totally agree", and "1" to "5" for "totally agree", with the degree of intensity gradually increasing from "1" to "5". We used a five-point scale to measure the items. The scale ranges from "1" indicating "strongly disagree" to "5" representing "strongly agree," with each level progressively rising from "1" to "5". Respondents were asked to check the answers that corresponded to their own perceptions according to their actual feelings. The questionnaire was composed as follows.

The first part is the personal information of the respondents and the basic information of the company they work for. The personal information includes gender, age, education, years of working experience, etc. The second part is the response to the independent variable. The second part is the measurement of the independent variable "occupational fatigue". A total of 7 measurement items were included. The third part is the measure of the mediator variable "cynicism". A total of 12 items were included. The fourth section measures the dependent variable "organizational learning culture". A total of 7 items were included. The fifth section measures the key moderator variables of workplace spirituality. It contains 6 items.

Data Analysis

This study employed sophisticated statistical methodologies, utilizing specialized software like Smart PLS and Stata, to guarantee the precision and dependability of the data interpretation. These tools not only provide the researcher with powerful data processing capabilities, but also enable the researcher to more comprehensively understand the causal relationships between variables, thus providing a strong guidance for practice.

Data Cleaning and Screening

After completing the data organization in the preparation phase, the large-scale research phase was entered. Two main ways are adopted:

Assigned individuals were tasked with collecting data within the company. This study, leveraging personal connections, arranged for employees from various enterprises—randomly chosen without consideration of age, gender, position, or rank—to assemble, and the designated personnel explained the situation, distributed the questionnaires, and completed the questionnaires in the specified time and then recovered them. This practice ensures the timeliness of data recovery, and the same people who answer the questionnaire can relatively ensure that their energy is focused and filled out carefully, which enhances the validity of the data.

Questionnaires were conducted on WeChat. Within the constraints of time and objective conditions, questionnaires were distributed to respondents in selected enterprises through the distribution of the WeChat app "Questionnaire Star". The recovery time and recovery rate of this practice differed considerably from the effectiveness of on-site responses, but a person was also designated to follow up and monitor the data in order to ensure timely recovery.

In summary, during the formal data collection phase, questionnaires were distributed across seven companies in Beijing, with a total of 1,005 questionnaires distributed. Of these, 810 were returned, representing 80.60% of the total, and 708 were deemed valid, resulting in an effective response rate of 87.41%.

Pre-testing

This pre-test effectively identified potential issues in the questionnaire and provided directions for improvement. We will further optimize the questionnaire based on the pre-test results to ensure the validity and reliability of the formal survey. The results of pilot test are shown in Tabel 1. This pre-test analysis confirms the high reliability and rationality of the questionnaire, establishing a foundation for conducting a pilot test.

Table 1 Pre-testing for questionnaire.

Agreement measure	NO of Item	Participates	Round1	Round2
organizational learning culture	7	Judge1	0.79	0.82
		Judge2	0.82	0.77
		Judge3	0.78	0.95
		Judge4	0.93	0.99
		Judge5	0.81	0.9
		Average	0.826	0.886
Occupational Fatigue	7	Judge1	0.8	0.86
		Judge2	0.89	0.89
		Judge3	0.87	0.83
		Judge4	0.82	0.87
		Judge5	0.89	0.9
		Average	0.854	0.87
Organizational Cynicism	12	Judge1	0.78	0.82
		Judge2	0.81	0.93
		Judge3	0.79	0.89
		Judge4	0.85	0.83
		Judge5	0.81	0.95
		Average	0.808	0.884
Workplace Spirituality	6	Judge1	0.84	0.81
		Judge2	0.89	0.85
		Judge3	0.83	0.88
		Judge4	0.92	0.88
		Judge5	0.96	0.91
		Average	0.888	0.866
		Total Average	0.85375	0.86075

Pilot Study

In the pilot test phase of this questionnaire survey, we conducted an extensive assessment of the questionnaire design and the overall research process to ensure their practical feasibility and effectiveness. This pilot test involved multiple evaluation metrics, such as organizational learning culture, occupational fatigue, organizational cynicism, and work-family conflict. Detailed reliability analyses were performed for these metrics.

Table 2 Reliability statistics of pilot study(N=57).

Variable	NO of Item	Cronbach's Alpha
Organizational Learning Culture	7	0.924
Occupational Fatigue	7	0.915
Organizational Cynicism	12	0.915
Workplace Spirituality	6	0.926

A representative sample of 57 participants was chosen, and various measurement indicators included in the questionnaire were assessed. The comprehensive findings are presented in Table 2. The pilot test outcomes revealed that Cronbach's Alpha values for all assessment metrics exceeded 0.866, demonstrating high internal consistency and reliability. This confirms that the questionnaire is stable and reliable in practical application and provides a solid foundation for its continued use.

Descriptive Analysis

In this section, we will delve into the demographic and organizational profiles of the respondents that participated in the empirical study centered on private security companies in Beijing, China. Table 3 provides an overview of the sample's characteristics and distribution, underscoring its representativeness and relevance to the study. Meanwhile, Table 4 offers an initial assessment of the interactions among the variables.

Table 3 Demographic respondents for this study.

Variable	Category	Frequency	Percentage
Position	Senior Manager	13	1.8
	Department Manager	80	11.3
	General Employee	615	86.9
Gender	Male	502	70.9
	Female	206	29.1
Marital status	Married	593	83.8
	Unmarried	115	16.2
Age (years)	< 20	5	0.7
	21-30	114	16.1
	31-40	202	28.5
	41-50	186	26.3
	51-60	199	28.1
	>61	2	0.3
Education	Under matric	111	15.7
	Matric	325	45.97
	Intermediate	102	14.47
	Bachelors	104	14.7
	Masters	66	9.37
Experience (years)	<5 years	160	22.6
	6-10	396	55.9
	11-15	77	10.9
	16-20	56	7.9
	>21	19	2.7

The demographic data provides valuable information for understanding the workforce of private security companies in Beijing. It highlights a predominantly male, middle-aged workforce, most of whom have university degrees. Their experience levels varied, but were skewed towards those who had been in the industry for 6-10 years. Understanding these

demographic characteristics is crucial when interpreting the findings and drawing relevant conclusions about occupational fatigue, organisational cynicism and learning culture based on the participants' backgrounds.

Table 4 Correlation Analysis Results

	OLC	OF	OC	WPS
OLC	1			
OF	-0.398***	1		
OC	-0.459***	0.300***	1	
WPS	-0.032	0.080**	-0.288***	1

Note:*, **, and *** indicate significance levels of $p < 0.1$, $p < 0.05$, and $p < 0.01$, respectively. The same table below.

Table 4 underscores that occupational exhaustion exerts a detrimental influence on the development of an organizational learning environment, while simultaneously showing a pronounced positive linkage with organizational cynicism. Moreover, a discernible inverse association exists between organizational cynicism and the cultivation of a learning culture within organizations. Workplace spirituality appear to modulate the connection between occupational exhaustion and cynicism, though certain moderating influences still necessitate deeper examination.

Partial Least Square-Structural Equation Modelling (PLS-SEM)

Reliability and Validity Assessment

Reliability assesses the extent to which an instrument consistently reflects the construct it is intended to measure. As shown in Table 5, the reliability coefficients (typically represented by Cronbach's Alpha) for all constructs exceed the widely accepted benchmark of 0.7, signifying consistent measurement across the items within each construct.

Table 5 Assessment of Reliability Testing

Indicator reliability	Cronbach's Alpha	Composite Reliability	AVE
OLC	0.905	0.906	0.637
OF	0.913	0.914	0.657
OC	0.927	0.928	0.557
WPS	0.929	0.932	0.737

Table 6 Assessment of Discriminant Validity (Fornell-Larcker criterion)

	OLC	OF	OC	WPS
OLC	0.798			
OF	-0.398	0.811		
OC	-0.459	0.3	0.746	
WPS	-0.032	0.08	-0.288	0.858

Table 7 Assessment of Discriminant Validity (Heterotrait-Monotrait)

	OLC	OF	OC	WPS
OLC				
OF	0.438			
OC	0.501	0.326		
WPS	0.052	0.087	0.31	

The Fornell-Larcker criterion evaluates the discriminant validity of constructs by comparing the square root of AVE values to the correlations between constructs. All constructs meet the Fornell-Larcker criterion, indicating that the constructs have good discriminant validity.

The HTMT ratio offers an alternative approach to evaluating discriminant validity, with values under 0.90 suggesting strong discriminant validity. The HTMT values between constructs are all below 0.90, which supports the discriminant validity of the constructs.

Assessment of Collinearity Issues

Table 8 VIF the Collinearity between the Indicators

	OLC	OF	OC	WPS
OLC				
OF	1.18			
OC	1.34			
WPS	1.54		1.51	

The variance inflation factor (VIF) is used to assess multicollinearity between indicators. A VIF above 10 indicates the presence of significant multicollinearity, while values below 5 are generally considered to be within acceptable limits.

Assessment of Model' s Explanatory Power

Table 9 Assessment of the Level of R²

	Coefficient of Determination (R ²)	R ² Square Adjusted
OC	0.349	0.339
OLC	0.313	0.301

Table 9 presents the Coefficient of Determination (R²) and Adjusted R² for two dependent variables: Cynicism (OC) and Organizational Learning Culture (OLC). These metrics offer insight into the adequacy of the regression models in predicting the variables. Figure 2 demonstrates the research model in SmartPLS software.

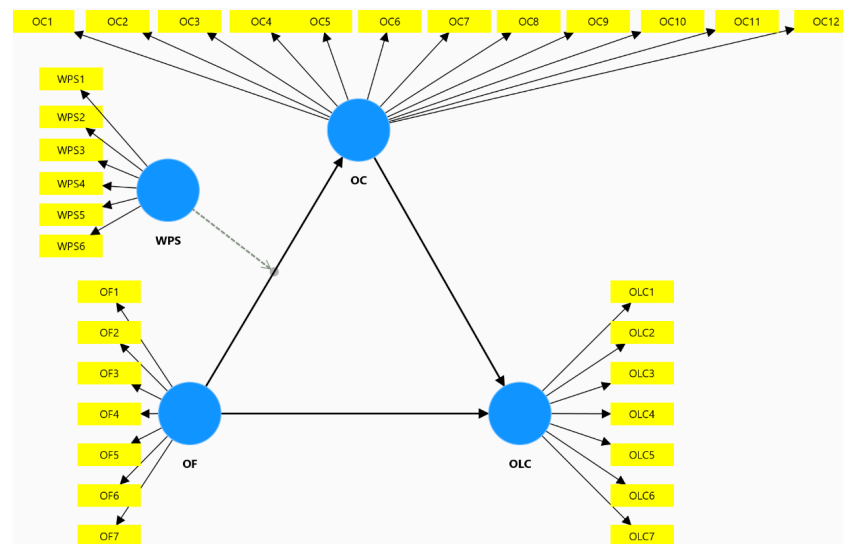


Figure 2. SmartPLS Research Model

Assessment of Model' s Predictive Power

Table 10 PLS Predict Summary of Items

	Q ² predict	PLS-SEM_RMSE	PLS-SEM_MAE	LM_RMSE	LM_MAE
OLC1	0.094	1.447	1.274	1.498	1.315
OLC2	0.125	1.416	1.238	1.474	1.277
OLC3	0.119	1.408	1.236	1.476	1.28
OLC4	0.114	1.479	1.303	1.543	1.348
OLC5	0.107	1.452	1.274	1.511	1.315
OLC6	0.074	1.443	1.265	1.489	1.313
OLC7	0.127	1.411	1.224	1.459	1.251

Predictive relevance (Q^2) serves as a metric in PLS-SEM for gauging the model's predictive proficiency. With all indicators displaying Q^2 values above zero, it affirms that the model retains predictive validity. Furthermore, the PLS-SEM model consistently yields lower RMSE and MAE values, indicating superior predictive performance. This underscores the enhanced capability of PLS-SEM in managing data intricacies and ensuring more reliable forecasting results.

Analysis of Direct Impact

Table 11 Results of Direct Impact

Analysis Type	Variable Relationship	Coefficient (β)	t-value	p-value	Interpretation
Total Impact	OF $\rightarrow$ OLC	-0.401***	11.32	<0.01	H1 supported
	OC $\rightarrow$ OLC	-0.443***	12.451	<0.01	H2 supported
	OF $\rightarrow$ OC	0.245***	6.892	<0.01	H3 supported

The Table 11 presents the regression analysis results, showing the direct impacts of Occupational Fatigue (OF) and Organizational Cynicism (OC) on Organizational Learning Culture (OLC), as well as the impact of Occupational Fatigue on Organizational Cynicism. The coefficients (β), t-values, and p-values are reported, along with the interpretation of whether the hypotheses are supported.

The association between Occupational Fatigue (OF) and Organizational Learning Culture (OLC) is represented by a coefficient (β) of -0.401, and a p-value below 0.01, suggesting a notably negative effect. **This result supports Hypothesis 1 (H1).**

The link between Organizational Cynicism (OC) and Organizational Learning Culture (OLC) is indicated by a coefficient (β) of -0.443, and a p-value below 0.01, revealing a strong negative effect. **This result supports Hypothesis 2 (H2).**

Regarding the connection between Occupational Fatigue (OF) and Organizational Cynicism (OC), the coefficient (β) stands at 0.245, with a p-value below 0.01, signifying a significant positive influence. **This result supports Hypothesis 3 (H3).**

Mediating Role of Organizational Cynicism

Table 12 Results of Mediating Effect

Analysis Type	Variable Relationship	Coefficient (β)	t-value	p-value	Interpretation
Mediating Impact	OF $\rightarrow$ OC $\rightarrow$ OLC	-0.109***	6.01	<0.01	H4 supported

The Table 12 presents the mediation analysis results, showing the indirect impact of Occupational Fatigue (OF) on Organizational Learning Culture (OLC) through Organizational Cynicism (OC).

For the indirect impact of Occupational Fatigue (OF) on Organizational Learning Culture (OLC) through Organizational Cynicism (OC), the coefficient (β) is -0.109. The p-

value below 0.01 reveal a significant negative indirect effect. The negative coefficient implies that increased occupational fatigue results in greater organizational cynicism, which subsequently diminishes the organizational learning culture. **This result supports**

Hypothesis 4 (H4).

The Moderating Effect of Workplace Spirituality

Table 13 Results of Moderating Effect

Analysis Type	Variable Relationship	Coefficient (β)	t-value	p-value	Interpretation
Moderating Impact	OF*WPS $\rightarrow$ OC	-0.116***	2.325	<0.05	H5 supported

Table 13 presents the moderating effects of Work-Family Conflict (WFC), Workload (WL), Workplace Spirituality (WPS), Job Autonomy (JA), and Organization-Based Self-Esteem (OBSE) on the moderator effect of Organizational Cynicism (OC).

Table 12 shows the moderating effects hypothesized in this study are supported. The findings suggest that WPS weakens the relationship between OF and OC. These findings highlight the significant role of these moderating factors in influencing how occupational fatigue affects organizational cynicism. Organizations can leverage these insights to develop targeted interventions aimed at reducing the negative impact of occupational fatigue, thereby fostering a more positive organizational climate and reducing cynicism among employees. By addressing these moderating factors, organizations can create a more supportive environment that mitigates the adverse effects of occupational fatigue on employee attitudes and behaviors. This result supports Hypothesis 5 (H5).

Results and Discussion

Our empirical examination uncovered several compelling insights into the relationships under study. First, the quantitative results demonstrated a pronounced inverse relationship between occupational fatigue and the organization's learning culture. This indicates that the effects of occupational fatigue extend beyond individual well-being, influencing how employees perceive the organization's commitment to nurturing growth and progression. Second, we identified a notable positive relationship between occupational fatigue and organizational cynicism. This signifies that as occupational fatigue intensifies, the likelihood of employees developing a skeptical and distrustful attitude towards the organization also rises. This suggests that the emotional toll of fatigue may contribute to a cascading effect that heightens cynicism and distrust. Third, our analysis revealed a substantial negative connection between organizational cynicism and the learning culture of the organization. Employees who adopt a cynical perspective are likely to perceive the organization as lacking in fostering a strong learning culture. This underscores the potential for skepticism to overshadow organizational efforts aimed at promoting continuous learning and improvement. Fourth, we elucidated the mediating influence of cynicism, illustrating how occupational fatigue can undermine the establishment of a learning culture via the conduit of cynicism. This finding is crucial as it suggests that mitigating organizational cynicism could directly obstruct these negative effects, offering a pathway for intervention. Fifth, our investigation brought to light the moderating effects of WPS exert an influence on the mediating role of cynicism in these dynamics.

Interpretation of Results

The implications of our study's findings reverberate through the corridors of existing literature, resonating with prior research while unearthing novel insights. As we navigate

this intellectual landscape, we find that our findings echo and amplify established notions while simultaneously forging new paths.

Our discovery of a positive correlation between occupational fatigue and organizational cynicism resonates with established studies that have highlighted the profound impact of occupational fatigue on employee attitudes. This alignment underscores occupational fatigue's far-reaching consequences, where emotional exhaustion ripples into a sea of cynicism, eroding trust and faith in the organizational fabric. This harmonious chorus underscores the universal nature of this phenomenon across diverse contexts.

The significant negative correlation between occupational fatigue and organizational learning culture finds a supportive echo in the literature. Our results reinforce the idea that occupational fatigue is a formidable barrier to creating an environment conducive to continuous learning and innovation. This alignment reinforces the well-documented notion that occupational fatigue saps an individual's capacity to engage in growth-enhancing activities, perpetuating a cycle of stagnation.

Our study's identification of a positive correlation between occupational fatigue and organizational cynicism aligns seamlessly with existing research that has consistently emphasized the profound impact of occupational fatigue on employee attitudes. This congruence with prior studies underscores the far-reaching consequences of occupational fatigue, which extend beyond personal distress to permeate the organizational landscape. The ripple effect of emotional exhaustion, magnified by cynicism, corrodes the foundation of trust and faith in the organizational structure. This harmony between our findings and established literature highlights the universality of this phenomenon, reaffirming its existence across diverse work contexts and cultures.

Recommendations for Future Research

While our research has contributed significant insights into the nexus of occupational fatigue, organizational cynicism, and learning culture, several limitations and uncharted areas remain, presenting fertile ground for future investigation. These unexplored dimensions offer intriguing possibilities for deepening our understanding of the intricate relationship between organizational dynamics and employee well-being, ultimately leading to a more thorough comprehension of the underlying mechanisms.

Individual Resilience Factors. Our study uncovered an intriguing paradox: certain individuals, despite experiencing occupational exhaustion, retain favorable perceptions of their organizations. Investigating the resilience factors or coping mechanisms that facilitate this divergence could illuminate the subtle interplay between personal characteristics and organizational environments.

This finding unveils an intellectually stimulating paradox. Some employees manage to sustain positive attitudes toward their organizations even amidst significant occupational fatigue. This discovery invites further inquiry into the resilience factors and coping strategies that underpin this phenomenon. By examining how and why certain individuals resist the expected downward spiral of fatigue and cynicism, we can gain valuable insights into the complex interrelation between individual attributes and the organizational landscape.

Conclusion

In this research, we delved into the intricate interplay between occupational fatigue, organizational cynicism, and the learning culture within organizations, methodically disentangling their interrelationships, underlying dynamics, and broader implications. This final chapter encapsulates the core of our investigation, distilling the primary findings while

emphasizing the significance of our contributions to both academic scholarship and practical organizational frameworks.

This study commenced with the objective of elucidating the impact of occupational fatigue on organizational cynicism and learning culture. Through rigorous quantitative analysis, we unearthed compelling insights that revealed key correlations and mediating effects. The observed positive correlation between occupational fatigue and organizational cynicism aligns with prevailing literature, highlighting the pervasive influence of fatigue on employees' attitudes and perceptions. Likewise, the negative correlation between occupational fatigue and the cultivation of a learning culture substantiates the idea that fatigue poses considerable impediments to creating an environment conducive to continuous learning and organizational growth.

However, the contribution of this research extends beyond merely corroborating existing paradigms. It ventures into previously uncharted territories, introducing novel dimensions to the discourse. Notably, the discovery that organizational cynicism acts as a mediating factor in the relationship between occupational fatigue and learning culture illuminates an unexamined pathway, prompting further inquiry into the mechanisms through which fatigue morphs into cynicism. Additionally, our exploration of workplace variables as moderating factors offers nuanced contextual insights, further enriching our comprehension of these complex interdependencies.

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