Examination Of The Relationship Between Organization Cynicism And Employees Workplace Behaviors: Modeling Islamic (Servant) Leadership As A Moderator

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Abstract: This research aims to examine the effect of organization cynicism on employee's workplace deviance behavior and organization citizenship behavior and to assess role of Islamic (servant) leadership as a moderator. Current study is empirical in nature and study executes cross sectional survey method to collect data from female flight attendants serving in Pakistan Airline industry. 400 questionnaires were distributed through applying stratified sampling technique and got responses from 280 respondents. Results of the study reveal that organization cynicism has positive significant effect on workplace deviance behavior, coupled with significant negative effect on organization citizenship behavior. In addition, Islamic (servant) leadership not only significantly weakens the positive effect of organization cynicism on workplace deviance behavior but also mitigates the negative effect of organization cynicism on organization citizenship behavior. Overall, the findings of current study suggest that organization cynicism is an eminent factor which results in elevating the negative behavior in employees such as workplace deviance behavior and diminishes positive behavior in employees such as organization citizenship behavior. However; through employing Islamic (servant) leadership style, organizations can overcome the employee's workplace behaviors issues. Study represent significance through developing and analyzing a model that acquaints the hitherto uninvestigated behavioral issues resulting from cynical belief along with suggesting Islamic (servant) leadership as a remedy towards such reactive behavioral problems. Further, the study offers productive insights for practitioners and researchers and is an addition to the field of organization behavior.

Key words: organization cynicism, workplace deviance behavior, organization citizenship behavior, Islamic (servant) leadership.

1. Introduction

Flight attendants are significant part of Airline industries all around the world with the fact that little research has been conducted on this female dominating occupational group. Regardless of executing a extensive and unique range of adverse job-related problems, most of the research work has been carried out on passenger's violence as well as toxic aircraft atmosphere influence on flight attendants health (Griffiths & Powell, 2012; Williams et al., 2000). The little attention on investigating cynical attitude of flight attendants as well as on negative workplace behaviors have been paid,

even though flight attendants experience problems from management and workplace environment like other occupational groups experience, which ultimately could influence their perceptions, attitude, and behaviors. Dean Jr et al. (1998) described organizational cynicism as embracing negative feelings for organization such as anger, hopelessness, and disappointment. Notably, a study by Warner (2011) evident that if flight attendants perceive to receive little social support, as a result they will have higher cynicism, lower enthusiasm, challenge, inspiration and work pride, even they show apathetic and indifferent attitude

towards customers and might treat them like objects .

when employees feel cynicism, they give reaction to organization by showing more negative behaviors such as workplace behaviors of employees (Shahzad & Mahmood, 2012) and involving in less positive behavior such as organization citizenship behavior (Mohamed & Ali, 2020).Many studies highlighted employee's workplace deviance behavior and organization citizenship behavior as eminent behaviors at workplace with undeniable significance (AMIN et al., 2021).In Robinson and Bennett (1997) viewpoint, when a faction of colleagues shows behaviors to violate the common norms of the organization, such behavior is known as deviant workplace behavior. Organ (1988) introduced concept of organization citizenship behavior as "OCB in organization theory context appears as a cooperation system and people willingness to contribute and work to a cooperation system and an absolute requirement in organization".

"Leadership is the capability of a person to lead a cluster of individuals for the completion of a certain specified mission, grooming their followers with the aim of succession Management so that no flaw can be created. A true leader is always a man of principle who has effective communication, firmness and dynamism in their personalities" (Jamil, 2015). Numerous theories related to leadership styles have been developed to resolve management and organizational issues and to run organization effectively and Islamic (servant) leadership in organization is one of them as an emerging concept generally in eastern and western countries and specifically in Muslim countries.

Notably, researchers recommended numerous organizational and individual factors that positively influence organization cynicism ,workplace deviance behavior and negatively influence organization citizenship behavior, however; few studies have actually assessed the buffering impact of Islamic (servant) leadership on cynicism (Sheikh et al., 2019), workplace deviance behavior (Abdelzaher et al., 2017; WIGATI), and organization citizenship behavior (Ramalu et al., 2016; Sule & Kaltum, 2017). Most importantly, current study is an endeavor to contribute to existing knowledge by investigating theory-based and hitherto empirically uninvestigated interaction of Islamic (servant) leadership to organization cynicism to modify its effect on workplace deviance behavior and organization citizenship behavior.

2. THEORETICAL FOUNDATION OF THE STUDY

Current study theoretical foundation is based upon few significant theories such as social exchange theory, affective event theory, and attitude theory. One of the most prominent theories to get knowledge about employer behaviour is the social exchange theory (Blau, 1986) which places much importance towards the affable relationship among individuals. Next, affective events theory (Weiss & Cropanzano, 1996) identified how employees' emotions for their job and performance influence on their actions. Lastly, Liegman (2015) mentioned attitude as a "reflections of a person's tendency to feel, think, or behave in a positive or negative manner towards the object of attitude".

3. LITERATURE REVIEW

3.1 Organization cynicism:

The cynical attitude within organizations is assumed as a negative and critical element for the flawless performance of organizations. As far as background of Organization Cynicism is concerned, in the workplace it was rooted back to the philosophers of fourth century B. C and the fifth century B. C. ancient Cynic School (Andersson & Bateman, 1997). Since the 60's researchers started to focus on its different perspectives for instance some of studies related to professional engagement, others paid attention on the cynical attitudes in the relation of boss and employees (Fernández et al., 2018) , nevertheless, the exploration on organization cynicism began from 40's and have progressed as an emerging concept in forthcoming decades (Cook & Medley, 1954; Dean Jr et al., 1998; Niederhoffer, 1967; Peterson, 2002).

Dean Jr et al. (1998) have described the concept of Organizational Cynicism by defining as a "negative attitude toward one's employing organization, comprising of three dimensions:

belief that the organization lacks integrity, negative affect towards the organization, and tendencies to exhibit disparaging and critical behaviours towards the organization that is consistent with these beliefs and affect".

Cynicism is predicted by several organizational and employees behavioral factors and has strong consequences for both organization and employees. It significantly affects organizational commitment and resistance towards change and there is a strong need to eliminate cynicism from the biggest economic activity of any country (Toheed et al., 2019).

3.2 Workplace deviance behavior:

McCardle (2007) explained Workplace deviance behavior as a purposeful behavior where staff doesn't feel any motivation to adapt expected norms or they might be motivated to breach organization norms and the organization and its staff health is threatened by such behavior. Conscious purpose exists beyond behavior as the employees don't show any motivation to adapt to the organization norm requirements or they might be motivated to violate those expectations. As per (Narayanan & Murphy, 2017). Organizations have been paying attention to know about the type of deviance behavior affecting and pursuing strategies such as leadership styles to overcome them. The constructive deviance behavior has a positive nature and is much more effective for organizations.

3.3 Organization citizenship behavior:

According to Organ (1988) "Organization citizenship behavior in organization theory context appears as a cooperation system and people willingness to contribute and work to a cooperation system and an absolute requirement in organization" (Maharani et al., 2013). Personality of employees play effective role for Organizational citizenship behavior development. Employees with consciousness, agreeableness and openness personality traits are more likely show organization citizenship behavior (Mahdiuon et al., 2010). Further, Organizational citizenship behavior comes along outcomes. For instance, Organizational citizenship behavior is one of the most significant constructs effect the organizational performance. Most importantly,, the performance of organizations not only influence the national human resources, but also have influence on national economy , hence , it could be enhanced through positive factors like job satisfaction and organization justice (Dong & Phuong, 2018). It is also very important to understand the factors affecting to begin with the solution (Abbas et al., 2018).

3.4 Islamic (servant) leadership:

Ali (2009) defined Islamic leadership is a leadership which foundation lies on the basic and secondary resources of shariah (Al-Qur'an and Sunnah). Furthermore, it ensures imperative aspects of a leader's responsibility which tends towards welfare of society, cohesiveness, and smooth performance. Islamic teaching advocates any practice that a leader adopts as long it does not refute basic Islamic values. According to Ahmad (2009) as cited by Ahmad and Ogunsola (2011) Islamic leadership also named as servant leadership. The two western leadership theories (servant leadership and transformational leadership) exhibit closely resemblance with Islamic (servant) leadership (ALABED, 2017). Islamic (servant) leadership qualities help the organizations, to have better interaction with stakeholders (Hassan & Abbas, 2019), in establishment of new and strengthen partnerships, in identification of future opportunities and for the development of the effectiveness essential to enhance organizations performance (Daud et al., 2014).

4. THEORETICAL FRAMEWORK

Employees don't show the same level of behavior .Employees more likely to experience deviance that primarily concern is caring about their own wellbeing (Peterson, 2002). Bashir (2011) put forth the conclusion on the basis of the past research work that the organizational cynicism is a negative attitude and the counterproductive work behaviors, or work deviance behavior is a negative behavior and negative attitude is followed by negative behavior. Such negative attitude is called organizational cynicism which positively relates to deviant work behavior

> H1: There would be significant positive effect of organization cynicism on employee Workplace deviance behavior.

Study by Akar, (2019) in Education Institution of Turkey predicted few consequences of organization cynicism. Organization citizenship behavior was one of them. The study results concluded that organization cynicism strongly affects work alienation, moderately affects organization Identification and Job satisfaction, and modestly affects organization commitment, job performance, and organization citizenship behavior. The negative association of organization cynicism

to Organization citizenship behavior was also evident by (Hair et al., 2006).

> H2: There would be significant negative effect of organization cynicism on organization citizenship behavior.

Kuklytė (2017) research Paper bridge the gap in Western and Eastern European research with purpose to provide conceptual clarity between Islamic leadership and workplace deviance. On the basis of objective, nature, traits and outcomes, theoretical contributions evident Islamic leadership and workplace deviance as opposite phenomenon. The main characteristics of Islamic leadership are that it overcomes workplace deviance by establishing ethical climate in organizations through congruence of value, Islamic spirituality, social responsibility and spiritual leadership. Servant leader should be spiritual .The spiritual leadership adoption in Islamic countries is utmost significant because through spiritual values, employees can be prevented from uncertainty, withstanding of turbulence, and workplace deviance (Abdelzaher et al., 2017).

> H3: Islamic (servant) leadership would moderate the effect of organization cynicism on workplace deviance behavior such that higher Islamic (servant) leadership would leads to lower the positive effect of organization cynicism on employee workplace behavior, whereas lower Islamic leadership would lead to strengthen the positive effect of organization cynicism on employee workplace behavior.

Positive relationship between leaders and subordinates is not a new concept. for instance, Weick (1995) paid emphasis on long run leader and employee relationships such as frequent interactions of leader with employees generate positive perception about an organization; in addition, staff does not feel disappointed and hopeless. In the long-run, due to the efforts of servant leader, relationships generate positive and optimism thinking. A study by Greenleaf (1979) shed light on servant leadership importance by concluding that it is based on fulfilling the needs and wants of subordinates. When servant leader meets the needs and wants of his subordinates, as a result, they don't think negatively about organization. In other words, it would result in lower cynicism which leads towards higher organizational citizenship behavior. Recently, (Shafi et al., 2020) research in Pakistan's banking sector unmasked that servant leader efforts engender both organizational citizenship behavior and knowledge-sharing behavior in employees when they get more engage in work.

> H4: Islamic (servant) leadership would moderate the effect of organization cynicism on organization citizenship behavior such that higher Islamic (servant) leadership would leads to lower the negative effect of organization cynicism on organization citizenship behavior, whereas lower Islamic leadership would leads to strengthen the negative effect of organization cynicism on organization citizenship behavior.

4.1 Theoretical model of the study:

Figure 1 showing theoretical model of the study:
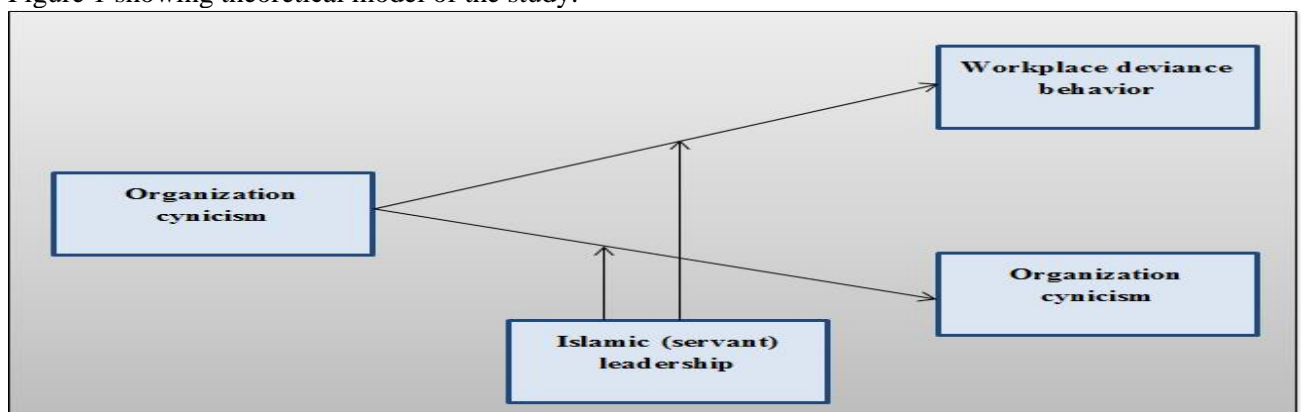
5. RESEARCH DESIGN AND METHODOLOGY

Current study stands under positivism research philosophy for the reason that research will be conducted in value free while executing scientific and systematic procedures to generalize theory, taking in consideration flight attendants' perceptions and feelings as a data source for testing hypotheses. Therefore, the nature of the study is quantitative, empirical, and cross sectional. As aforementioned the study is quantitative in nature, therefore, research methodology is pursued that best fit the criteria of quantitative approach to get objective and reliable quantitative data for testing hypotheses. Unit of study will be Pakistan Airline Industry and the target population will be female flight attendants serving in both public sector Airlines: Pakistan International Airline (PIA), and Private sector Airlines: Serene Airline and Air Blue Airline. The total population of female flight attendants serving in Airlines is 983 (PIA = 459, Air Blue = 319, Serene Airline =205).

Sample size will be 400 (Hussain & Shahzad, 2022) Ratio of questionnaires distribution among Airlines is computed through applying stratified sampling technique. For data distribution, sampling technique will be convenience sampling technique as it will not be possible to approach female flight attendents through random sampling technique.

Table 1 showing detail of sample size distribution in each Airline:				
Airlines	No of female flight attendants	% in total population	Sample size distribution	% in total sample
Pakistan International Airline	459	47%	188	47%
Serene Airline	205	32%	128	32%
Air Blue	319	21%	84	21%
Total	983	100%	400	100%

Questionnaire for current study will contain demographic and instrumental questions. Well established structured questionnaire will be adapted to collect data. Measurement instruments include organization cynicism 10 items scale by Salessi and Omar (2014), workplace deviance behavior 10 items scale by Bennett and Robinson (2000), organization citizenship behavior scale by 8 items scale by (Podsakoff & MacKenzie, 1994), Islamic (servant) leadership scale 11 items scale: 8 items by (Ahmad & Fontaine, 2011) & 4 items by Aabed (2005). 7 Likert scale with agreement options and frequently options will be applied. Structural equation modeling will be executed for confirmatory factor analysis, assessment of model fit, convergent and discriminant validity, and regression hypotheses testing. To test moderation hypotheses, Process macro will be run. All data analysis will be conducted using SPSS v .28, Amos v.23, and Process macro v 4.1 .

5.1 Results of pilot study:
To assure the feasibility of an approach including research method and measurement tools to be applied in a larger scale study, pilot study was conducted after getting responses from 50 participants (25 responses were from PIA, 13 responses were from Serene Airline, and 12 responses were from Air blue). In pilot study, data was used to assess construct validity of data through exploratory factor analysis and construct reliability of data through Cronbach's Alpha reliability test.

As a rule of thumb, rotated factor loading of at least $|0.4|$ (meaning $\geq +.4$ or $\leq -.4$) onto one of the factors is acceptable (Maike Rahn, http: // www.theanalysisfactor.com/factor-analysis-5/). OC4 was deleted as it is failed to be loaded at matrix due to loading less than 0.40. OC1, OC2, OC3, OC5, and ISL11 Items were deleted as they were loaded on other factors. Other than these, all others items were loaded at their respective factors and remained in questionnaire for further data collection. .

Further Cronbach's alpha test of pilot study data revealed consistency among items measuring variables: workplace deviance behavior ($\alpha=0.922$), Islamic (servant) leadership ($\alpha=0.902$), organization cynicism ($\alpha=0.889$) and organization citizenship behavior ($\alpha=0.701$). Over all the measurement

instruments were evident reliable for further data collection of the study.

5.2 Results of the study:

From 400 questionnaires disseminated, 280 responses (70%) were received. two responses contained missing data in instrumental questions. These responses were eliminated and no outliers were detected in data.

5.2.1 Construct validity and models fit indices: Construct validity is the "evaluation of the extent to which a measure assesses the construct it is deemed to measure' (Strauss & Smith, 2009). Construct validity is applied experimentally to describe that a survey distinguishes between participants who hold different characteristics. As cited by Taherdoost (2016), construct validity is evaluated through exploratory factor analysis and confirmatory factor analysis (Thompson, 2004). Principal component analysis with varimax rotation technique was used for exploratory factor analysis along 4 factors .

extractions. 0.40 was set as the minimum loading criteria.

However, in the initial EFA two items from OCB: ocb7 and ocb8 were not loaded at any factor. Hence, these two items were deleted from data and EFA was re ran. The results revealed that all communalities extraction values are above 0.40 which shows acceptable amount of variance in each item or indicator. The result of the Bartlett's test of sphericity is significant ($\chi2$ (df =465) = 8107.319, p < 0.001) measuring statistical probability that components are significantly correlates to each other in correlation matrix and having a significant relationship to proceed for the further factor analysis. Additionally, Kaiser-Meyer-Olkin Measure of Sampling Adequacy (MSA) = 0.912, which is above 0.800, directs that data is fit for further analysis. The rotated component matrix as shown in table 2 of EFA exhibits that all items are loaded at their respective component or factors. Further, all 4 factors bring cumulative 73.822 % of variance among the items in the data

Table 2 showing Rotated Component Matrix

	ISL	WDB	OC	OCB
wd1		.697		
wd2		.911		
wd3		.860		
wd4		.586		
wd5		.903		
wd6		.880		
wd7		.885		
wd8		.839		
wd9		.803		
wd10		.715		
oc6			.682	
oc7			.770	
oc8			.841	
oc9			.821	
oc10			.752	
ocb1				.695
ocb2				.863
ocb3				.843
ocb4				.817
ocb5				.746
ocb6				.447
isl1	.795			
isl2	.877			
isl3	.889			
isl4	.886			
isl5	.888			
isl6	.900			
isl7	.884			
isl8	.851			
isl9	.854			
isl10	.885			

Confirmatory factor analysis was run on independent measurement model (which includes all constructs) and structural

measurement model. Model fit results exhibits significant chi-square ($\chi2$ = 1450.482, DF = 428, CMIN/df = 3.39), RMSEA = 0.1, CFI =

.873, SRMR = 0.058), except SRMR value all other results shows space for model fit improvement. To improve model fit, error terms with loadings greater than 20 at respective construct were covariate. Further, items having standardized regression weights or factor loading lower than 0.40 (OCB1 =0.15, OCB=0.27) were removed and test was re run.

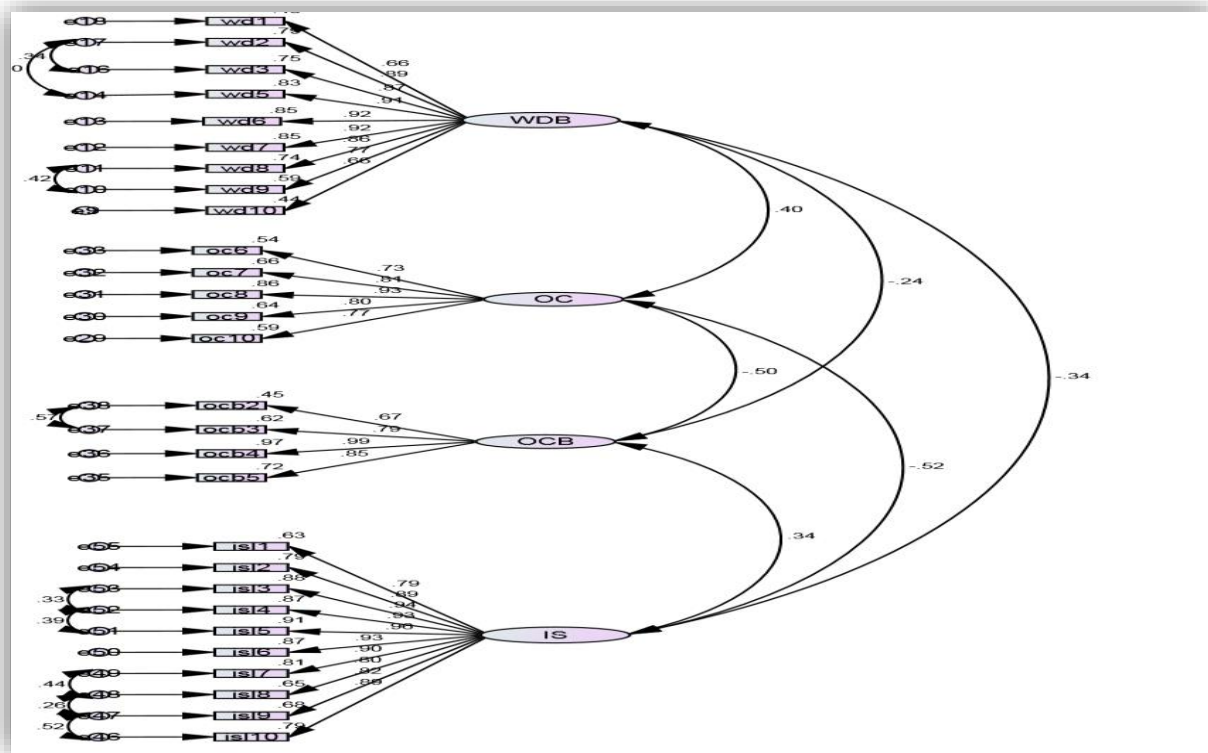**Figure 2 showing factor loadings of 4 constructs independent measurement model:**

Table 3 showing model fit indices for 4 constructs independent measurement model, 7 constructs structural measurement model.						
	CMIN	**Df**	**CMIN /df**	**CFI**	**SRMR**	**RMSEA**
4 construct independent measurement model [a]	823.629	335	2.459	0.936	0.046	0.078
7 constructs structural measurement model [b]	405.821	188	2.150	0.950	0.051	0.068

Notes: (CMIN = Competitive fit index , CFI = Comparative fit index, SRMR = Standardized root mean square residual, RMSEA = Root mean square error of approximation).
[a] 4 constructs independent measurement model includes organization cynicism,, workplace deviance behavior, organization citizenship behavior, and Islamic (servant) leadership.
[b] 7 constructs structural measurement model includes organization cynicism, workplace deviance behavior, organization citizenship behavior along controlling variables age, qualification, work experience, type of flight mostly serve in .

The CMIN/DF , CFI , SRMR , RMSEA model fit measures were established to assess overall goodness of model fit As per Hu and Bentler (1999) model is recognized fit if hold CMIN/DF < 3, CFI $\geq$ 0.95, SRMR <0.08, RMSEA<0.08. Beside this, Akkuş (2019) in his research paper referred that CFI $\geq$ 0.8 (Browne & Cudeck, 1992) too indicates good model fit. On the basis of the above-mentioned thresholds the table 3 indicates that all values of two measurements model are within their general acceptable range. it can be assessed that 4 constructs independent measurement model

and the 11-construct structural measurement model yielded good fit for data. However, 7 constructs structural measurement model evident to exhibits better model fit indices (lower CMIN/DF, excellent CFI, excellent SRMR, and lower RAMSEA). than other 4 constructs measurement model.

5.2.2 Construct reliability, convergent validity, and discriminant validity:

Table 4 showing construct reliability, and convergent and discriminant validity results

Constructs	Construct reliability		Convergent validity		Discriminant validity			
	Cronbach's alpha α	Composite reliability	AVE	MSV	WDB	OC	OCB	ISL
Workplace deviance behavior	0.946	0.953	0.698	0.162	0.835			
Organization cynicism	0.904	0.906	0.657	0.268	0.402***	0.811		
Organization citizenship behavior	0.883	0.897	0.690	0.246	-0.244***	-0.496***	0.831	
Islamic (servant) leadership	0.974	0.974	0.788	0.268	-0.341***	-0.518***	0.344***	0.888

Note: ***P<0.001. OC= Organization cynicism, WD= Workplace deviance behavior, OCB= Organization citizenship behavior, ISL= Islamic (servant) leadership.

As per (Hair et al., 2013), constructs are recognized reliable with the Alpha (α) value greater than 0.70 .the Cronbach's alpha. Table 4 exhibits that alpha value of all variables greater than 0.70 which show internal consistency among items measuring respective constructs. Further, another reliability test to assess the internal consistency of items used to measure the scale is composite reliability. Composite reliability value 0.6 or higher represents reasonable internal consistency of items (Jogiyanto, 2011). According to the results reported in Table 4, all items of constructs express higher composite reliability values: Convergent validity was established through average variance extracted (AVE), coupled with, discriminant validity was examined through maximum shared squared variance (MSV) as well as by squared correlations of each variable Convergent validity is achieved when AVE value becomes equal or greater than .50   and lower than composite reliability value. Beside this, discriminant validity occurs when average variance extracted (AVE) value is greater than maximum shared squared variance (MSV) and squared correlation value of a variable exceeds its squared correlation value with other variables (Fornell & Larcker, 1981). Table 4 shows that all variables AVE value is above the threshold value 0.50 and lower than respective composite reliability value. Furthermore, table 4 also represents discriminant validity as AVE values for all variables are greater than MSV values and variance extracted for each variable exceeds its squared correlation. Value with other variables in model. Results are consistent with thresholds, and it can be concluded that results indicates no validity concern and explain sufficient evidence for both convergent validity and discriminant validity of independent measurement model.

5.2.3 Demographical characteristics of respondents:

The target population of the study was female flight attendants, therefore all respondents (N=278) of the study were female (100%). a high proportion (37.8%) of the respondents were in the age range of 20 years- 30 years and 30years to 40 years and lower proportion of respondents were above 50 years age (0.4%). 50% of the respondents were married which becomes higher percentage and 6.6% were divorced which represent lower percentage. Most of the respondents held bachlor degree (56.3%) and only few have M.Phil. degree (1.3%). Respondents with work experience of 5years - 10years have higher percentage (31.5%), on the other hand, respondents with work experience of 20 years - 25years have lower percentage (4.1%) and no one has working experience above 30 years. 19% of respondents mostly serve in domestic flights, 25% mostly serve in international flights ,while 56% serve equally in both domestic and international flights.

5.2.4 Descriptive statistics & Pearson correlation:

Table 5 showing descriptive & Pearson correlation results						
	M	S.D	OC	WD	OCB	ISL
Organization cynicism	3.277	1.375	1			
Workplace deviance behavior	1.948	1.072	.363**	1		
Organization citizenship behavior	3.681	1.319	-.456**	-.280**	1	
Islamic(servant) leadership	5.161	1.385	-.488**	-.321**	.345**	1

Correlation is significant at the 0.01 level (2-tailed). **
Correlation is significant at the 0.05 level (2-tailed). *
Note: M= Mean, S.D= Standard deviation, OC= Organization cynicism, WD= Workplace deviance behavior, OCB= Organization citizenship behavior, ISL= Islamic (servant) leadership.

5.2.5 Hypotheses testing:

a) Regression Analysis:
Path analysis in AMOS was applied to test regression hypotheses. To test which demographic variables have effect on workplace deviance behavior and organization citizenship behavior (dependent variables) regression analysis was conducted in SPSS 28. The results revealed that age ($\beta = 0.20$, $p < 0.05$) qualification ($\beta = 0.13$, $p < 0.05$), work experience ($\beta = 0.25$, $p < 0.05$), and type of flight mostly flight attendents serve in ($\beta = 0.14$ =, $p < 0.05$) significantly affect workplace deviance behavior. In addition, type of flight mostly flight attendents serve in significantly affects ($\beta = -0.22$, $p < 0.05$) organization citizenship behavior. Therefore, to run regression test, control variables for current study are care age, qualification, work experience, and type of flight mostly flight attendents serve in.

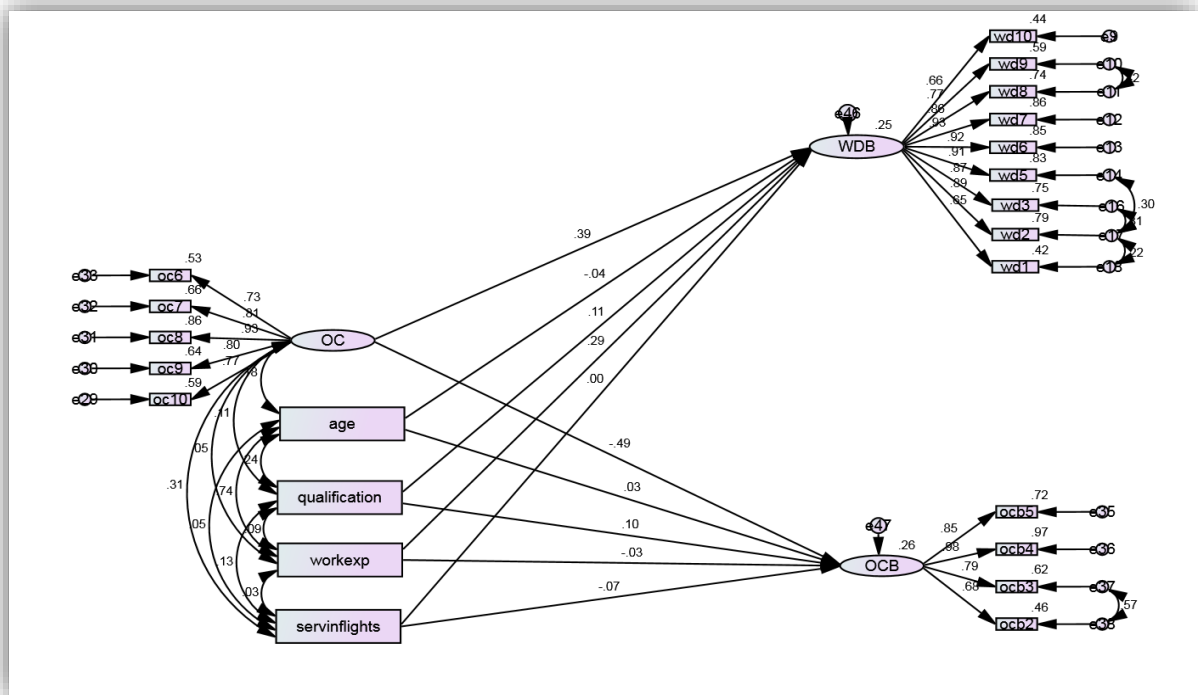**Figure 3 showing structure measurement model for regression analysis:**

Table 6 showing Regression analysis results					
	Standardized estimates (β)	**Critical Ratio (C.R)**	**P**	**R²**	**Hypothesis**
OC ⟶ WDB	0.386	5.225	0.000	0.248	supported
OC ⟶ OCB	- 0.494	-7.096	0.000	0.265	supported

Note: (OC= Organization cynicism, WD= Workplace deviance behavior, OCB= Organization citizenship behavior).

The results in structure measurement model (figure 3) and table 6 indicate that organization cynicism significantly positively affects workplace deviance behavior (β = 0.386, C.R = 5.225, p < 0.01). Organization cynicism significantly negatively affects organization citizenship behavior (β = 0.494, C.R = - 7.096, p < 0.01). Organization cynicism brings 25% variance in workplace deviance behavior, and 27% variance in organization citizenship behavior. All regression hypotheses are supported.

b) Moderation analysis:

the effect of moderating variable Islamic (servant) leadership on the relationship of organization cynicism to organization citizenship behavior and workplace deviance behavior was tested by means of conditional process modeling (PROCESS macro v 4.1) for SPSS (28) as the "process macro was developed by Andrew Hayes is very convenient for conducting a number of different types of regression analyses that involve moderation and mediation". PROCESS macro is used to analyse mediated , moderated , and mediated moderated models and we get expended results in the form of interaction effect, R² change, F change , conditional effect of focal predictor at moderator , significance region , and visualization of data for plotting . Notably, PROCESS macro has been used in numerous studies newly published in eminent journals (Mignonac et al., 2018; Naseer et al., 2020).

Table 7showing moderated regression results of Islamic (servant) leadership as moderator

Predictors	B	T	P	Conclusion
Model 5 (Workplace deviance behavior DV)				
Organization cynicism (OC)	0.226	4.499	0.00	Hypothesis supported
Islamic (servant) leadership (ISL)	- 0.065	-1.354	0.17	
OC * ISL	- 0.094	-2.683	0.01	
F	12.259**			
R^2	0.134**			
R^2 change	0.026**			
Model 6 (Organization citizenship behavior DV)				
Organization cynicism (OC)	- 0.037	-3.957	0.00	Hypothesis supported
Islamic (servant) leadership (ISL)	0.026	2.923	0.01	
OC * ISL	- 0.016	-2.555	0.01	
F	18.8729**			
R^2	0.192**			
R^2 change	0.022*			

Figure 4 conditional effect of organization cynicism on workplace deviance behavior in the presence of Islamic (servant) leadership.
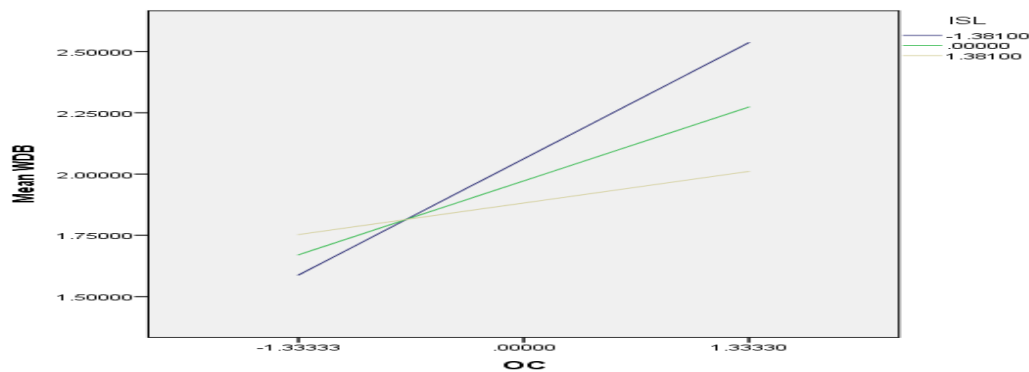

Figure 5 conditional effect of organization cynicism on organization citizenship behavior in the presence of Islamic (servant) leadership..

the
 interaction terms results in table 7 indicates that that islamic (servant) leadership demonstrates significant and negative moderating effect on the positive relationship between organization cynicism and workplace deviance behavior (β = 0.464, t =5.892, p < 0.05) which means the islamic (servant) leadership weakens the positive relationship between organization cynicism and workplace deviance behavior . Further, it explains significant value of variance on workplace deviance behavior when interacting with organization cynicism (ΔR2 = 0.026, ΔF (1, 381) = 7.204, p < 0.05). furthermore, figure 4 evident cross over interaction as the main effect of islamic (servant) leadership on workplace deviance behavior is insignificant, howerever, the negative moderating effect of islamic (servant) leadership on the positive relationship between organization cynicism and workplace deviance behavior is significant such that . Islamic (servant) leadership weaken the relationship: in flight attendents it leads to lower workplace deviance behavior even with increase in organization cynicism. Conditional effect of organization cynicism at average, above average, and below average values of Islamic (servant) leadership appeared that flight attendents work under lower Islamic (servant)

leadership express more workplace deviance behavior as a result of strong cynical feelings; conversely, employees who serve under higher islamic (servant) leadership get less involve in work deviance behavior due to cynical feelings. Islamic (servant) leadership has significant and negative moderating effect on the relationship between organization cynicism and organization citizenship behavior (β = - 0.016, t = -2.555, p < 0.05) and accounted for significant proportion of variance in organization citizenship behavior with organization cynicism interaction (ΔR2 = .022, ΔF (1, 381) = 6.531, p < 0.05). Moreover, conditional effect of organization cynicism on organization citizenship behavior at average, above average, and below average values of islamic (servant) leadership in figure 5 outlines , for flight attendants, the negative association between organization cynicism and organization citizenship behavior is stronger when islamic (servant) leadership is at lower , while, the negative association between organization cynicism and organization citizenship behavior is weaker when Islamic (servant) leadership is at higher.

6. DISCUSSION

Based on the foundation theories, this study investigated the effect of organization cynicism on female flight attendents workplace deviance behaviors and their organization citizenship behavior. We also inspected the moderating role of Islamic (servant) leadership to change magnitude of relationships. Over the recent decades, numerous studies highlighted cynicism in organizations. However; early investigations paid more atention on

consequences of cynicism on employee's feelings and trust.
Subsequent researches taken in account cynicism consequences which organizations directly face. Most significantly, now organizational cynicism has been recognized as crucial predictor of negative employee outcomes at workplace (James, 2005). It was expected that negative feelings towards organization leads to increase participation in workplace deviance behavior. Organization cynicisms have been found to boost cynical feelings in female flight attendants .Previous

studies support the results of the study. Shahzad and Mahmood (2012) mentioned as in the presence of organizational cynicism employees get involve in minor demonstration such as accusing and disturbing colleagues to serious acts such as stealing and damaging office equipment's. Unfortunately, cynical beliefs in employees generate feelings of revenge as employees frequently get pleasure from the activities that are counterproductive to achieving organizational objectives (Ahmed et al., 2013).Beside this, cynical employees could fell victim to negative factors such as burnout (Shahzad & Mahmood, 2012), psychological contract breach and organizational injustice (Ahmed et al., 2013), and abusive supervision (Michel et al., 2016) and consequently, employees who were cynical towards organization less incline to be ethical in their acts (Nair & Kamalanabhan, 2010).

We introduced Islamic (servant) leadership as a moderator to the relation between organization cynicism and workplace deviance behavior, and we proposed that Islamic (servant) leadership buffer their relationship, expectedly, the results of the study are agreemental to the hypothesis. The role of Islamic (servant) leader changed the magnitude of the relationship of organization cynicism to workplace deviance behavior, such as, under the supervision of Islamic (servant) leader, female flight attendants cynical feelings reduces, but interestingly, the intervening effect of Islamic (servant) leader proved that of Islamic (servant) leader influences in such a way that as if female flight attendants feel cynical, they participate less in workplace deviance acts. Therefore, the research finding adds study to previous researches on modification of cynicism and deviance acts relationship in reactions to how leader adopting servant leader principles treat followers. Study carried out by Özdemir et al. (2022) in Ankara directorate of provincial agriculture and forestry, Turkey manifests that employees with strong/weak perceptions of burnout and cynicism hold weak/strong perceptions of servant-leader role, in other words, when managers lead through servant leadership style, it enhances servant leadership perception in employees, and ultimately employees feelings of organizational cynicism (cognitive, affective and behavioral cynicism) and burnout diminishes. Next, Kuklytė (2017) argue that Islamic leadership and workplace deviance are the opposite constructs on the basis of their nature , objective, characteristics, and outcomes. Leadership through Islamic principles prevents workplace deviance when leader create ethical environment through applying value congruence, spirituality in leadership. Hence, Islamic social responsibility style is evident as an antecedent to social moral climate. In the presence of servant leader, employees perceive social moral climate positively and less tend to embrace organizational cynicism and to involve in deviant behaviors. (Pircher et al, 2015).

In consonance with research work on explaining relationship between organization cynicism and organization citizenship behavior (James et al., 2011; Mohamed & Ali, 2020), we proposed that organization cynicism diminishes organization citizenship behavior. We found strong support for the buffering hypothesis. Case in point, Female flight attendants who embrace cynical attitude for organization show less interest in extra role behaviors which give benefit to organization. (Kuang-Man, 2013) conducted research work on Airline staff which indicated that employees' cynicism intervene the relationship of psychological contract breach to organizational citizenship behavior, and employees intention to exit. Reducing participation in citizenship behavior as response to organization cynicism could have adverse effects on organizations and could produce a gap between expected extra role performance of employees and their real performance. Putting in other words, several researchers examined firms performance in numerous of industries have found that employee citizenship results in visible benefits for organizations. Hence, citizenship behaviors need to be observed and properly managed in order to enhance positive effects rather than deleterious effects on organizations coupled with employee performance (Bolino & Turnley, 2003).

In this regard, the current study emphasized on the moderating role of Islamic (servant) leadership in the relation between organization cynicism and organizational citizenship behavior. We proposed that higher Islamic (servant) leadership would overcome the negative effect of organization cynicism on organizational citizenship behavior and the result affirms. The present study provides both theoretical and empirical evidence that in the presence of Islamic (servant) leadership, organization citizenship behavior of female

flight attendents get less affected from organization cynicism feelings and when Islamic (servant) leadership is exercised less, female flight attendents cynical attitude escalate and they participate less in extra role behavior. Interestingly, numerous previous studies focused on servant-leader role as to "serve" first and "lead" second not only effectively reduce employee's organizational cynicism but also enhances employee's organizational citizenship behavior which advocates our outcomes. As per Aziz et al. (2018) and Sheikh et al. (2019), cynicism is one of the major issues faced by today organizations and this issue can be controlled through implementation of servant leadership approach. Servant leadership focuses on a bond that joins the leader and subordinates where a leader gives primacy to subordinate's interests and it has been showed up as a leadership style that fits more significantly and appropriately in the current environment than other leadership styles as today, majority of the organizations that are emphasizing on the leadership styles which pinpoint employees wellbeing. Both servant leadership style and transformational leadership style on the basis of Islamic principles motivate employees to engage in citizenship acts. Additionally in the presence of strong piety belief (Tqawa), both leadership styles strongly influence organization citizenship behavior (Mohammad, 2015). Aziz et al. (2018) findings suggest that employees more enthusiastically engage in extra role performance when servant leaders successfully overcome their cynical belief for the organization as well their perception of psychological contract breach.

Theoretical Contribution and Limitations of the Study

The current study contributes to previous research work in many regards. Notably, in most previous researches attention was paid on investigating organizational and contextual consequences of organization cynicism, nevertheless, the current study findings add to previous researches by representing how negative attitude (cynicism) produce negative behavior (WDB) and reduces positive behavior (OCB) in female employees effect of organization cynicism on workplace deviance behavior and organization citizenship behavior. Next, the current study addresses these relationships issues by introducing interacting

role of Islamic (servant) leadership which could be exercised in both eastern and western countries. Moreover, previous knowledge on consequences of organization cynicism based upon occupational groups which contain both gender and mostly with male domination .hence, majority female perception and female dominance occupational groups have been ignored. Therefore, the current study is a successful effort to fill this gap by highlighting cynicism, and workplace behaviors problems of female flight attendents and their resolution. Hence, present sturdy findings are addition to the fields of human resource management, and organization behavior.

Although, the current study overture additional theoretical insights and methodological prominence, yet, it has few limitations. Firstly, collection of data from a single source (flight attendants) self-reports could increases the probability of common method bias (Jarvis et al., 2003). To reduce the chances of common method biased and get honest responses, it was assured to respondent's data gathered will be securely protected and only researchers would access to all responses and further only be used for research purposes (Schmitt, 1994). Further, the inclusion of both positively and negatively worded items and varying scales were included (Baumgartner & Steenkamp, 2001). For some of the variables, including organization cynicism and Islamic (servant) leadership, the best source of information are the focal employees, on the other hand, more reliable data for employees organization citizenship behavior and workplace deviance could be taken from their immediate supervisors or colleagues (Waseem, 2016). Secondly, date was collected by applying convenience sampling technique rather than random sampling techniques with reason that it was not possible to access randomly selected flight attendents due to their different flight schedules and higher chances of unavailability for giving responses when required.

Recommendations for implication and further research:

As far as current study practical implications are concerned, findings recommend that organizations generally, and organization specifically having female dominance group should pay attention to cynical attitude of employees as it produces reactive behaviors which could be deleterious for both employees

and organizations. Secondly, organization should make serious efforts to mitigate the effect of cynical attitude on workplace deviance behavior and organization citizenship behavior. In this regard, leader is an important person which remains close to subordinates and could act as an agent of organization to address employee's negative attitude and behaviors issues. Subsequently, taking in account Islamic (servant) leadership style, the findings of study suggests that in organizations, management should encourage leaders to adopt servant leader style in order to lower cynical attitude

7. CONCLUSION

Taking all together, the current study established to advance our understanding of the positive effect of organization cynicism on workplace deviance behavior of female flight attendents and negative effect of organization cynicism on organization citizenship behavior

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and modify workplace deviance behavior and organization citizenship behavior in employees.

In future investigation on variables could be studied on other female occupational groups or other female dominating occupational groups. Further extension of the study is suggested through examining relationship among dimensions of variables.

of female flight attendents serving in Pakistan Airline industry. Further, study endeavors in a way that presence of Islamic (servant) leader at workplace strongly changes the positive magnitude of relationship between organization cynicism and workplace deviance behavior and mitigates the negative effect of organization cynicism on organization citizenship behavior of female flight attendants.

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