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Effect of Horizontal Violence on Workplace Deviance Behavior: Analyzing Organization Cynicism as a mediator

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Abstract

This study investigates the impact of horizontal violence on workplace deviance behavior while taking in account the intervening role organizational cynicism. Current research theoretical foundation lies upon few significant theories such as “social exchange theory, affective event theory, and attitude theory”. Using a cross-sectional survey design, data were collected from female flight attendants serving in Pakistan’s airline industry. 400 questionnaires were disseminated through stratified sampling technique. The findings indicate that Horizontal violence exerts a significant positive influence on organizational cynicism. In turn, organizational cynicism is positively associated with workplace deviance behavior. Moreover, victim of horizontal violence get more engage in workplace deviance behavior when the feel organization cynicism. Overall, the study highlights organizational cynicism as a key driver of negative employee behaviors and a barrier to positive one. The research contributes to organizational behavior literature by introducing a model that explains behavioral outcomes of cynicism and offers practical insights for both scholars and practitioners.

Introduction:

Airline industries depend on a wide range of resources to operate effectively, making efficient planning and management essential for their survival. The industry reflects a “survival of the fittest” dynamic, where only well-managed organizations succeed (Bazargan, 2010). Factually, airlines require substantial financial investment, human resources remain equally critical. In particular, pilots and flight attendants play a vital role in operations, and their demand continues to grow globally.

Flight attendants must maintain strong physical and psychological well-being to deliver high-quality hospitality to passengers (Henning, 2015). However, in practice, they often face challenges related to management and workplace conditions, unfortunately, insufficient attention given to workplace environment stressors and mental health concerns. Issues such as workplace violence at workplace from colleagues can foster negative perceptions of the organization, leading to adverse work behaviors. In other words, a toxic environment may contribute to cynicism toward management and the organization, fosters cynicism among employees, leading them to care less about colleagues and develop negative views of the organization. This pessimistic mindset encourages harmful attitudes and behaviors, ultimately increasing the likelihood of voluntary employee turnover an outcome organizations struggle to manage (Naziret al, 2016). Higher levels of organizational cynicism increase workplace deviant behavior, particularly through burnout, while negative emotions further strengthen this relationship (Shahzad&Mahmood, 2012).

The proposed research endeavor to address a key gap in existing literature by examining organizational cynicism as a mediator construct in between horizontal violence and workplace devianceIt also aims to extend this investigation within Pakistan’s airline industry, a significant yet under-researched sector where most studies have focused on administrative issues, financial performance, and customer satisfaction, particularly in Pakistan International Airlines(e.g. Asghar&Mohsin, 2023;Wajid&Saleem ,2016). This research contributes by focusing on female flight attendants, a group that has received limited scholarly attention despite being a prominent female-dominated workforce. While previous studies on organizational cynicism have mainly centered on sectors like healthcare especially studies conducted on nurses (e.g., Mohamed & Ali, 2020; Nazir, T et al, 2016; Volpe et al., 2014). This study broadens the scope by exploring its antecedents and outcomes in the airline context, thereby enriching the existing body of knowledge.

Literature Review:**Horizontal violence:**

Interpersonal violence has existed throughout human history, with evidence dating back thousands of years (Sala et al., 2015). In organizational settings, research has largely focused on workplace violence, which emerged as a recognized issue during last century industrialization era. Johnson & Indvik's (1996) Presented workplace violence as a relatively new organizational issue which embrace novel historical background. It was initially referred to as "eating our young" and is now commonly known as "horizontal or lateral workplace violence". Although definitions vary across studies (Bambi et al., 2017), there is no single standard classification; however, it is generally categorized into physical, verbal, and psychological forms (Embree & White, 2010). Horizontal violence is a complex issue arising from intricate interpersonal dynamics and uncertain work environments, often reinforced by organizational processes. Employees may experience it as witnesses, victims, or perpetrators. (Mendez, 2011).

Horizontal violence is commonly linked to the personal traits of both perpetrators and victims (Koh, 2016), along with workplace and social factors such as power struggles, jealousy (Mougey, 2004; Ayakdaş, 2017), unequal workloads, miss fit staffing issues, verbally abusive communications experience level, generational differences, gender (Mitchell et al., 2014, Hahn, 2011; Kupperschmidt, 2006), Superior educational background, new job, rivalry, stress (Ayakdaş, 2017; Walrath et al., 2010). This behavior has detrimental and often lasting effects on victims' physical and psychological health, leading to issues such as workplace injuries, illness, weight changes, hypertension, heart palpitations, eating disorder, and irritability (Taylor, 2013; Murray, 2009). Additional at organization level, horizontal violence is positively and significantly relates to group and developmental organization cultures, while it shows a negative association with hierarchical and rational organization culture (Verma P, 2024).

Organization Cynicism:

Organizational cynicism (OC) was first explored by Niederhoffer (1967), who described it in police officers as a negative attitude toward their organization and the public, linked to a sense of anomie. He explained that this condition fosters resentment characterized by hostility, powerlessness, and the repeated experience of such negative emotions. Later, Delken (2004)

identified two widely recognized definitions of OC by Dean and Dharwadkar (1998) and Andersson (1996). However, Delken criticized these definitions for being limited, arguing that they treat cynicism mainly as an attitude, overlook its behavioral outcomes, and fail to fully capture its consequences. Furthermore, he defined organizational cynicism “as an attitude of rejection of the employing organization, or parts of it, as a viable psychological contract partner”.

Employees develop organizational cynicism when there is incongruence between their personal values and those they perceive in their organization, while alignment helps reduce such negativity. Cynicism is often viewed as a self-protective response to unfavorable conditions (Naus et al, 2017). Factors such as workplace incivility, abusive supervision, and psychological contract breaches further intensify cynicism by escalating turnover intentions and lowering self-efficacy and fostering negative behaviors like workplace gossip stronger (Manzoor et al., 2020; Kuo et al., 2013; Alola et al., 2019). Additionally, employees are more likely to become cynical when they feel forced to remain in or change jobs against their preferences (Mantler et al., 2015).

Research shows that organizational cynicism (OC) has strong direct and interactive effects on employee and organizational outcomes. Higher cynicism, especially when combined with tolerance against workplace incivility, escalates employee’s intentions to search other job (Abubakar et al., 2018). It also boost turnover intentions as a result of diminishing organizational identification, commitment, and job satisfaction (Bedeian, 2007), specifically, cognitive and behavioral forms of cynicism particularly drive employees’ intention to leave, although supportive leadership styles can help reduce these effects (Sungur et al., 2019). Additionally, factors such as low organizational support, high external prestige perceptions generate ambivalence identification further intensify cynicism. In turn, this leads employees to withhold information and views (Mignonac et al., 2018), such act reduces psychological safety which is evident across different cultural contexts (Z. Jiang et al., 2019).

Workplace deviance behavior:

Workplace deviant behavior (WDB) is generally considered a negative and unethical form of conduct that violates organizational norms (Lucas & Friedrich, 2005). It has attracted increasing research attention in recent years (Raza et al., 2017), although its conceptual roots stem from earlier studies on group norms (e.g., Feldman, 1984). Despite this growing interest, there is still no universally accepted definition or terminology for WDB. Utkarsh et al., (2019, P.12355) while focusing on WDB influence on organization described it as “a planned, purposeful, and hateful attempt to disrupt an organization by causing problems in the workplace”.

Research shows that workplace deviant behavior (WDB) is influenced more by situational and environmental factors than by job-related aspects. Key drivers include job stress, heavy workload, role conflict, toxic work environments (de Bruijn, 2021; Zhu et al., 2019), and negative experiences such as harassment or bullying, which can lead employees to engage in deviant actions and reduce performance (Jabeen et al., 2021; Samiullah, 2019). Additionally, knowledge hiding and territorial behavior further intensify WDB. Interestingly, when employees feel pressured to display organizational citizenship behavior, they may justify engaging in deviance, resulting in both interpersonal and organizational misconduct (Yam et al., 2017). Furthermore, Workplace deviant behavior (WDB) consequences are evident. It negatively affects employee performance (Harisur et al., 2018), with both interpersonal and organizational deviance (Charles, 2014) contributing to reduced job performance. Its consequences include lower productivity, toxic work environments, stress, job dissatisfaction, conflict, and increased turnover intentions, all of which harm overall organizational performance (Griffin & O’Leary-Kelly, 2004; Omotayo et al., 2015; Uii, 2011). Moreover, WDB creates a tense atmosphere where employees experience anxiety, depression, low self-esteem, sleep disturbances, and panic attacks (Sunday & Akikibofori, 2014).

.Theoretical frame work:

Workplace incivility involves subtle or ambiguous intent to harm others, often violating social norms and manifesting as horizontal violence. Employees who experience such treatment tend to develop cynical attitudes, as “aggression breeds aggression”. Individuals with negative and cynical mindsets are more likely to engage in similar harmful behaviors (Baltimore, 2006;

Bashir, 2011). Despite this, the cyclical nature of this phenomenon has received limited scholarly attention. The work environment plays a significant role in shaping employees' attitudes and actions. For example, when close coworkers engage in badmouthing, it can foster organizational cynicism in the targeted employee, which may subsequently lead that individual to adopt similar behaviors. This suggests the presence of a chain-reaction effect. In other words, if coworkers' negative talk contributes to an employee's cynicism and prompts them to badmouth others, it is reasonable to assume that this behavior may continue to spread, influencing others in the same manner (Wilkerson et al., 2008).

Organizational cynicism and workplace deviant behavior hold significance as constructs for researchers. Studies examining the causes of deviant behavior indicate that organizational cynicism is a key factor influencing such behavior, which may manifest in various forms (Moghaddam&Mahmoudi, 2018; Shahzad&Mahmood, 2012). For example, a case study conducted at "Lorestan University in Iran" by Esmaili et al. (2016) found that employees' cynical beliefs can heighten perceptions of organizational politics, which in turn increase deviant behavior. Furthermore, when employees repeatedly experience organizational injustice such as unfair resource distribution or biased policies and procedures they tend to develop cynicism toward the organization. This cynicism often leads them to respond with negative intentions, expressed through deviant workplace behaviors (Dar et al., 2020).

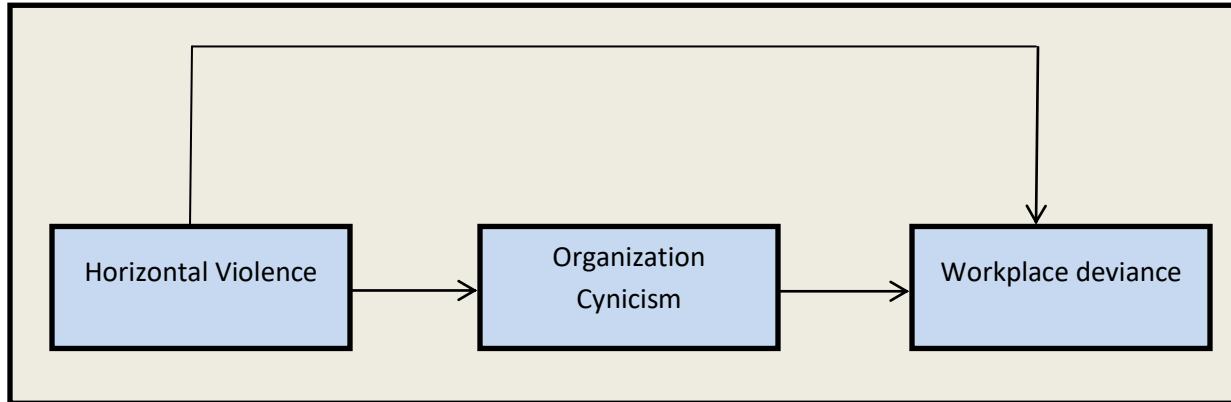
Literature review on the association of horizontal violence to organization cynicism and further, organization cynicism links to workplace deviance behavior leads to the formulation of following hypotheses.

H₁: A significant positive relationship is anticipated between horizontal violence and organizational cynicism.

H₂: A significant positive relationship is anticipated between organizational cynicism and workplace deviance behavior

H₃: The positive effect of horizontal violence on workplace deviance behavior is mediated through organizational cynicism.

Theoretical model of the study:



Research design and methodology:

The present study is anchored in the positivist research paradigm, adopting a value-neutral stance and employing systematic, scientific procedures to test and generalize theoretical relationships, using flight attendants’ perceptions as empirical data. Accordingly, the research follows a quantitative, empirical, and cross-sectional design. In line with this approach, an appropriate methodological framework is employed to ensure the collection of objective and reliable data for hypothesis testing. The unit of analysis is the airline industry in Pakistan, with the target population comprising female flight attendants employed by Pakistan International Airlines (PIA), Airblue, and SereneAir. The total population consists of 983 flight attendants (PIA = 459, Airblue = 319, SereneAir = 205). A sample size of 400 following Hussain&Shahzad (2022), is considered adequate for the study. Stratified sampling is used to proportionally allocate questionnaires across the three airlines, while convenience sampling is applied at the data collection stage due to practical constraints in accessing respondents through random selection.

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% |

The questionnaire for the present study will consist of both demographic and main (instrumental) items. Data will be gathered using a well-established, structured questionnaire adapted from prior research. The measurement scales include “10-item organizational cynicism scale developed by Salessi& Omar (2014), horizontal violence scale of 13 items developed by (Longo & Newman, 2014), 10-items workplace deviance behavior scale by Bennett & Robinson (2000)”. 7-point Likert scale, incorporating both agreement and frequency response options, will be utilized. Structural Equation Modeling (SEM) will be employed to perform confirmatory factor analysis, evaluate model fit, and assess convergent and discriminant validity, as well as to test regression hypotheses. Moderation effects will be examined using the Process Macro. All statistical analyses will be carried out using SPSS version 28, AMOS version 23, and Process Macro version 4.1. Data will be collected from 51 participants for pilot study.

Pilot study results:

Pilot study with 51 participants (“25 from PIA, 13 from Serene Airline, and 13 from Air Blue”) was conducted to evaluate the feasibility of the research method and measurement instruments for a larger study. The collected data were analyzed using exploratory factor analysis to examine construct validity and Cronbach’s alpha to examine reliability and convergent validity. All

measurement instruments demonstrate adequate validity and reliability, rendering them appropriate for subsequent data collection in the study.

Table 2 showing Cronbach's Alpha value

| Variables | Number of items | Cronbach's α value |
|-------------------------------|------------------------|---|
| Horizontal violence | 13 | 0.92 |
| Work deviance behavior | 11 | 0.97 |
| Organization cynicism | 10 | 0.89 |

In exploratory factor analysis, the overall variance explained by all variable items was 75.66%. Item OC4 was removed because its factor loading was below 0.40, while OC1, OC3, and OC5 were excluded due to cross-loading. The remaining items, which loaded appropriately on their respective factors, were retained for further data collection.

Main study results:

Data were collected from the study's target population using a survey method. Out of 400 distributed questionnaires, 386 were returned (181 from PIA, 80 from Airblue, and 125 from Serene Air), yielding a 95% response rate. Two responses with missing data were excluded, and no outliers were detected. For analysis, exploratory factor analysis was conducted to assess construct validity, along with evaluations of convergent and discriminant validity. Descriptive statistics were analyzed using SPSS version 28. Structural Equation Modeling (SEM) in AMOS was employed for confirmatory factor analysis, normality checks, and hypothesis testing. Prior to these analyses, the dataset was evaluated for construct validity, reliability, convergent validity, and discriminant validity to ensure a high response rate, clean dataset, and robust validation of the measurement instruments, providing a reliable foundation for hypothesis testing.

Construct validity and models fit:

Construct validity is the “evaluation of the extent to which a measure assesses the construct it is deemed to measure’ (Strauss & Smith, 2009).In a current study, construct validity is evaluated through “exploratory factor analysis and confirmatory factor analysis”.

Exploratory Factor Analysis:

“Exploratory factor analysis (EFA) was applied to evaluate the association between the items of variables”. The rotated component matrix obtained from the exploratory factor analysis indicates that all items load appropriately onto their respective components or factors.

Table 3 showing Rotated component matrix

| | WDB | HV | OC |
|------|------|------|------|
| HV1 | | .504 | |
| HV3 | | .741 | |
| HV4 | | .775 | |
| HV6 | | .585 | |
| HV7 | | .779 | |
| HV8 | | .710 | |
| HV9 | | .587 | |
| HV10 | | .639 | |
| WD1 | .615 | | |
| WD2 | .894 | | |
| WD3 | .840 | | |
| WD4 | .486 | | |
| WD5 | .887 | | |
| WD6 | .835 | | |
| WD7 | .854 | | |
| WD8 | .805 | | |
| WD9 | .732 | | |
| WD10 | .660 | | |
| OC6 | | | .455 |
| OC7 | | | .601 |
| OC8 | | | .716 |
| OC9 | | | .729 |
| OC10 | | | .455 |

Confirmatory factor analysis:

Construct validity was examined using confirmatory factor analysis (CFA) on an independent measurement model comprising all 3 variables. The model fit indices showed a significant chi-square (“ $\chi^2 = 5675.339$, $df = 1916$, $CMIN/df = 2.96$), $RMSEA = 0.090$, $NFI = 0.681$, and $CFI = 0.762$ ”), indicating that the model required improvement. Model fit was enhanced by allowing covariance among error terms with loadings greater than 20 within the same constructs.

Construct reliability:

Cronbach’s alpha and composite reliability were employed to determine construct reliability, as composite reliability likewise measures the internal consistency of the instrument items., however; in words of Fornell&Larcker, (1981) “It can be thought as being equal to the total amount of true score variance relative to the total scale score variance”.

Table 4 showing factor loadings and construct reliability

| Construct reliability | | | | |
|------------------------------------|-------|-----------------|---------------------------|-----------------------|
| Constructs | Items | Factor loadings | Cronbach’s alpha α | Composite reliability |
| Horizontal violence | | | | |
| | HV1 | 0.573 | | |
| | HV3 | 0.748 | | |
| | HV4 | 0.761 | | |
| | HV7 | 0.799 | | |
| | HV8 | 0.796 | | |
| | HV9 | 0.633 | | |
| | HV10 | 0.677 | 0.876 | 0.877 |
| Organization cynicism | | | | |
| | OC6 | 0.755 | | |
| | OC7 | 0.805 | | |
| | OC8 | 0.912 | | |
| | OC9 | 0.804 | | |
| | OC10 | 0.777 | 0.904 | 0.906 |
| Workplace deviance behavior | | | | |
| | WDB1 | 0.675 | | |
| | WDB2 | 0.907 | | |
| | WDB3 | 0.887 | | |

| | | | |
|-------|-------|-------|-------|
| WDB4 | 0.543 | | |
| WDB5 | 0.907 | | |
| WDB6 | 0.911 | | |
| WDB7 | 0.917 | | |
| WDB8 | 0.857 | | |
| WDB9 | 0.771 | | |
| WDB10 | 0.665 | 0.946 | 0.950 |

Convergent and discriminant validity:

Morrison et al., (2017) cited Abell, & Hudson, (2002) as “convergent validity examines whether scores on the measure that is being validated correlate with other variables with which, for theoretical and/or empirical reasons, they should be correlated. Discriminant validity, on the other hand, targets variables that, again for theoretical and/or empirical reasons, should have a negligible association with the measure being validated”. Convergent validity was assessed using average variance extracted (AVE), while discriminant validity was examined through maximum shared squared variance (MSV) and squared inter-construct correlations. These measures were computed using the AMOS plugin “Master Validity Tool” developed by Gaskin and Lim (2016).

Convergent validity is assured when the AVE is at least 0.50 and below than the value of the composite reliability. In addition, discriminant validity is established when the AVE value becomes greater than the maximum shared squared variance (MSV), and when a construct’s squared correlation with itself is higher than its squared correlations with other constructs (Fornell&Larcker, 1981). All results in table 5 of independent measurement model meet the abovementioned criteria.

Table 5 showing convergent validity and discriminant validity of each variable

| | Convergent Validity | Discriminant Validity | | | |
|-----|---------------------|-----------------------|-------|-------|-------|
| | AVE | MSV | HV | WDB | OC |
| HV | 0.510 | 0.268 | 0.713 | | |
| WDB | 0.662 | 0.196 | 0.307 | 0.814 | |
| OC | 0.660 | 0.276 | 0.381 | 0.397 | 0.812 |

Note:HV= horizontal violence, WDB= workplace deviance behavior, OC=organization cynicism.

Descriptive statistics:

Table 6 showing descriptive and Pearson correlation results

| | M | S.D | HV | OC | WD |
|-----------------------------|-------|-------|--------|--------|----|
| Horizontal violence | 1.869 | 0.937 | 1 | | |
| Organization cynicism | 3.277 | 1.375 | .388** | 1 | |
| Workplace deviance behavior | 1.948 | 1.072 | .292** | .363** | 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 , HV= Horizontal violence, OC= Organization cynicism,
 WD= Workplace deviance behavior)

Hypotheses testing:

Regression analysis:

Path analysis using AMOS and SPSS was employed to determine the influence of demographic variables on workplace deviance behavior (dependent variables). The findings indicated that age ($\beta = 0.199, p < 0.05$), qualification ($\beta = 0.128, p < 0.05$), work experience ($\beta = 0.246, p < 0.05$), and the type of flight most frequently served by flight attendants ($\beta = 0.137, p < 0.05$) have a significant influence on workplace deviance behavior. Accordingly, these demographic factors were included as control variables in the regression analysis.

The findings presented in Table 7 exhibits that horizontal violence shows a significant positive impact on organizational cynicism ($\beta = 0.24, C.R = 2.008, p < 0.05$), accounting for 19% of its variance. Moreover, organizational cynicism significantly and positively influences workplace deviance behavior ($\beta = 0.40, C.R = 5.669, p < 0.01$). Organizational cynicism contributes 26% of

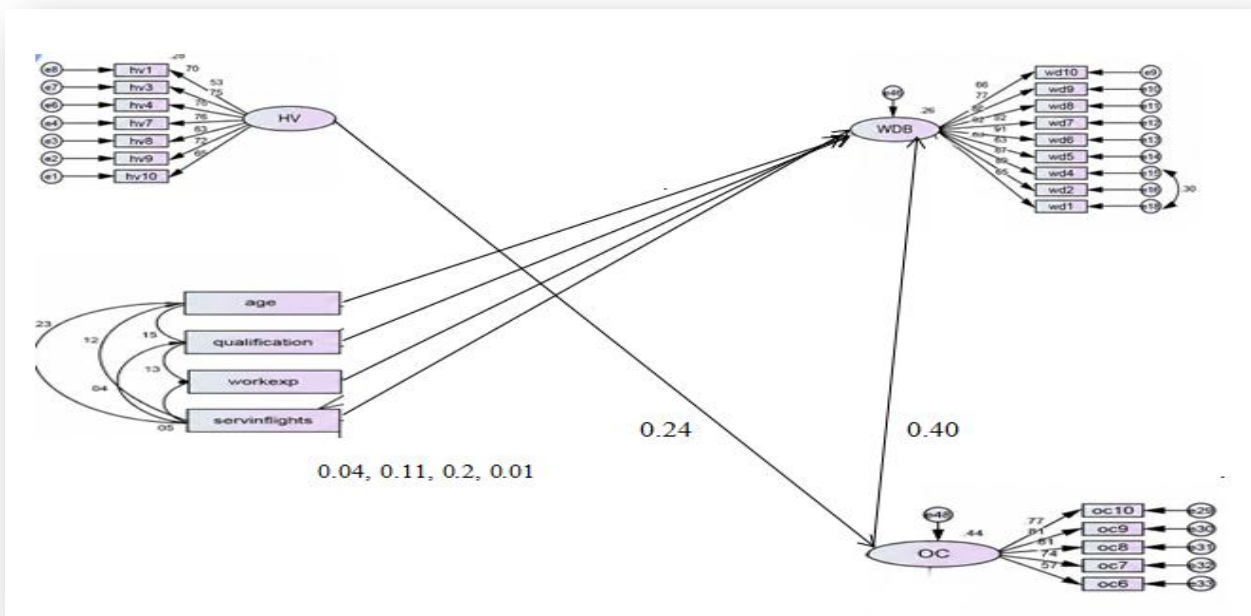
the variance in workplace deviance behavior. All hypothesized relationships receiving empirical support.

Table7 showing Regression analysis results

| | Standardized estimates (β) | Critical Ratio (C.R) | P | R ² | Hypothesis |
|--|------------------------------------|----------------------|-------|----------------|------------|
| HV \longrightarrow OC | 0.24 | 2.008 | 0.045 | 0.187 | Supported |
| OC \longrightarrow WDB | 0.40 | 5.669 | 0.000 | 0.257 | Supported |

Note: (HV= Horizontal violence, OC= Organization cynicism, WD= Workplace deviance behavior)

Figure 1 showing the structure measurement model for regression analysis



Mediation analysis:

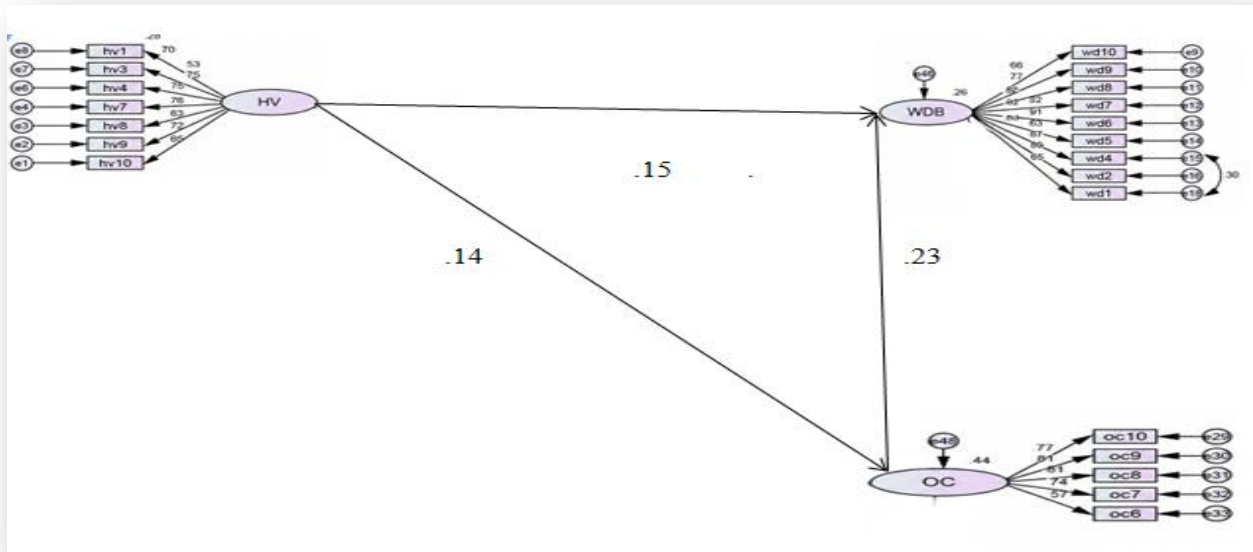
The results in Table 8 demonstrate a significant indirect effect of horizontal violence on workplace deviance behavior ($\beta = 0.032, p < 0.05$). The bootstrap analysis at a 95% confidence interval shows that zero does not fall between the lower and upper bounds, thereby supporting the hypothesis. Moreover, when organizational cynicism is excluded, the direct effect of horizontal violence on workplace deviance behavior becomes insignificant ($\beta = 0.155, p > 0.05$). This indicates that organizational cynicism fully intervenes the relationship between horizontal violence and workplace deviance behavior.

Figure 1 showing the structure measurement model for regression analysis

| Table 8 Showing mediation analysis results | | | | | | | | | |
|---|------------------|---------|--------------------|---------------------|-------------|---------|----------------|--|--|
| Relationships | S. direct effect | P-value | S. Indirect effect | Confidence interval | | P-value | Conclusion | | |
| | | | | Lower bound | Upper bound | | | | |
| HV \longrightarrow OC \longrightarrow WDB | 0.155 | 0.089 | 0.032 | 0.004 | 0.083 | 0.022 | Fully mediated | | |

Note: (S. Direct effect = Standardized direct effect, S. Indirect effect= Standardized indirect effect, HV= Horizontal violence, OC= Organization cynicism, WDB= Workplace deviance behavior).

Figure 2 showing the structure measurement model for mediation analysis



Discussion:

Drawing on social exchange theory (Blau, 1965), social identity theory (Tajfel& Turner, 1979),attitude theory (Katz &Stotland, 1959; Rosenberg &Hovland, 1960) and equity theory (Adams, 1965), this study examines the relationship between horizontal violence and workplace behaviors, highlighting organizational cynicism as a mediating factor.The results of H₁ analysis confirm that horizontal violence significantly influences organizational cynicism, while outcomes of H₂analysis show that organizational cynicism positively impacts workplace deviance behavior Further Findings proven H₃mediating relationship, indicating that organizational cynicism among air hostesses emerges as a consequence of workplace violence and, in turn, increases their deviant behavior.

The findings of the study complement previous research. Extensive research has sought to identify predictors of workplace deviance, with employee-to-employee bullying or violence recognized as a key situational factor. In toxic environments, individuals often respond to negative treatment with similar antisocial behaviors(Robinson& O’Leary-Kelly, 1998), reflecting a positive link between an employee’s misconduct and that of their peers, particularly at the same

hierarchical level. Such behaviors can spread within workgroups, raising the likelihood of deviance, including theft (Jeewandara.,&Kumari , 2021).However, this study provides a distinct perspective by showing that horizontal violence does not directly trigger deviant behavior among female flight attendants. Instead, organizational cynicism plays a crucial mediating role. Deviant behavior tends to arise only when air hostesses develop cynicism toward the organization, using such actions as a means of expressing frustration and retaliation in response to the mistreatment they experience from colleagues.

Implication of the study and limitation:

This study is an endeavor to develop a theoretical model explaining how horizontal violence at workplace leads female employees to develop organizational cynicism, which in turn shapes workplace behaviors that can harm both individuals and organizations. Emphasizing the mediating role of organizational cynicism, the study offers important implications at both individual and organizational levels.The findings suggest that horizontal violence creates a cycle of negative attitudes and behaviors, particularly in collectivist contexts like Pakistan where group dynamics and normalization of such behaviors may intensify the issue. To address this, organizations should proactively identify the root causes, frequency, and patterns of horizontal violence before it escalates. Implementing ethical workplace policies, enforcing disciplinary actions, and promoting a respectful environment are essential to mitigating such issues.At the individual level, employees can help reduce horizontal violence through rational responses to verbal abuse (Cassum, 2014), co-worker support(Diane, 2018), assertiveness, and open communicative openness (Bambi et al., 2017;Egues&Leinung, 2013;Bohlken et al., 2020). Additionally, fostering positive relationships, supportive behaviors(Walrafen et al., 2012) , and strengthening psychological capital can serve as effective strategies to combat workplace violence from colleagues(Hsieh et al., 2016; Babanataj et al., 2019).

Despite offering valuable theoretical and methodological prominence, the study has certain limitations beyond the researcher's control. First, the use of self-reported single data source. To overcome this issue, respondents were assured of confidentiality and that their responses would

be used solely for research purposes. Additionally, both positively and negatively phrased items, along with varied scales, were employed to reduce bias. While employees are the most suitable source for variables like horizontal violence and organizational cynicism, more reliable assessments of workplace deviance could be obtained from supervisors or colleagues. The study relied on convenience sampling instead of random sampling due to practical constraints, as flight attendants' varying schedules made it difficult to access randomly selected participants and ensure their availability.

Conclusion:

The current research established to advance our understanding of the positive effect of horizontal violence on workplace deviance behavior through organization cynicism of female flight attendants of Pakistan Airline industry. Notably, organizational cynicism plays a central role in channeling the effects of horizontal violence on employees' workplace positive and negative behaviors. This underscores the importance for human resource and organizational behavior practitioners to manage horizontal violence that foster cynicism, as well as to address employees' cynical attitudes and their impact on workplace behaviors.

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