

The Determinants of Constructive Deviant Behaviour of Frontline Tourism Employees: An Exploration with Perceived Supervisory Support and Intrinsic Motivation

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ABSTRACT

This study examined whether the employees' internal motivation mediated the relationship between perceived supervisory support and constructive deviance. The population of this study consisted of front-line employees who work at four and five-star hotels in Bolu, Turkey. The study employed simple random sampling, one of the probability sampling methods, and data were collected by survey method. 170 questionnaires were distributed, and the number of valid questionnaires was 154. The analysis of surveys revealed that intrinsic motivation plays a partial mediating role in the relationship between perceived supervisory support and constructive deviance and has a positive significant effect on innovative constructive deviant behaviors. In addition, it was found that positive relationship between supervisory support and challenging constructive deviant behaviours and negative relationship between supervisory support and innovative constructive deviant behaviours. No relationship has been found between supervisory support and interpersonal constructive deviant behaviour. In this context, it should be taken into account that employees should feel the support of managers in order to be more flexible and willing to deal with various situations. The study makes a theoretical contribution to the literature by presenting findings about the antecedents of the tendency of front-line workers in the hospitality industry to exhibit constructive deviant behaviors.

KEYWORDS

Perceived Supervisory Support, Constructive Deviant Workplace Behaviours, Intrinsic Motivation, Front-line Tourism Employees.

ARTICLE HISTORY

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1. Introduction

Attaining the highest possible benefit from employees is key to organizational success. The literature on organizational behavior also stresses the need for the employees to exert extra-role efforts that exceed the job requirements (Parker, Mullarkey & Jackson, 1994; Parker, Wall & Jackson, 1997). However, many organizations have been designed in a way to strictly supervise business processes in order to promote desirable business behaviors. Despite helping to create organizational routines, strict supervisions, in terms of creative task performance, hinder employees from defining their roles broadly and impair their tendency to undertake proactive roles (Galperin, 2002).

In social sciences, deviance represents revolting from customary or approved behavioral norms (Goode & Ben-Yehuda, 2009). Constructive deviant behaviors in the social sciences refer to 'the behaviors that deviate from the norms of a reference group in an honorable ways' (Spreitzer & Sonenshein, 2004, p. 841). Such behaviors have been understood to make positive changes and promote novelties within organizations, hence the greater attention the topic has started to attract in recent years (Cohen & Ehrlich, 2019).

In the hospitality sector, service quality, customer satisfaction, good customer-employee relations are key to a business' competitiveness. To these ends, particularly the front-line employees must comply with a certain set of standards when they interact with customers; however, they sometimes choose to violate such set procedures and standards to be able to meet expectations (Mertens, Recker, Kohlborn & Kummer, 2016). Nevertheless, each and every sector and profession have employees who are capable of finding better solutions engaging in deviant behaviors with good intentions although they have the same resources, challenges, and concerns as other employees (Cohen & Ehrlich, 2019).

Behaviors that deviate from the norms and the rules are mostly associated with negative outcomes and perceived as a threat; however, as is pointed out by some researchers (Galperin, 2002; Spreitzer & Sonenshein, 2004; Vadera, Pratt & Mishra, 2013), such behavior may also have positive outcomes. In this regard, in addition to the potential negativities intrinsic to its nature, constructive deviance can also be regarded as the basis of customer satisfaction (Gong, Ya Wang & Lee, 2020), creativity, and innovation in that creative and innovative processes usually require employees to compromise on existing norms and *status quo* (Cohen & Ehrlich, 2019). Deviant behaviors break norms, but they are also functional, especially when they are conceptualized as innovative ways leading to better organizational practices (Pascale, Sternin & Sternin, 2010).

Since constructive deviant behaviors are relatively a recent topic of interest, we have limited insight into the motivational processes underlying them (Michel & Hargis, 2017). In addition, some of the researchers dealing with the nature and causes of workplace behaviors that deviate from the routines suggest that such factors as supervisory support and intrinsic motivation may be the precursors of constructive deviance (Vadera et al., 2013). However, no empirical study has been found to address how supervisory support and intrinsic motivation for constructive deviant behavior affect employees' behavioral responses. This study aimed to fill this research gap. In this study, we discussed behaviors that deviate from organizational norms, but have positive intentions and benefits the reference group. To be more specific, in this study, whether perceived managerial support is related to employees' tendencies to exhibit constructive deviant behaviors and the role of intrinsic motivation in this relationship were discussed, and in this way, it was aimed to contribute to the empirical knowledge on the subject. The literature review failed to come up with a single study that examines all the relationships between the variables dealt with in this study. In addition, by considering each dimension of constructive deviant behavior separately as the dependent variables of the study, we aimed to give depth to the subject by evaluating whether the basic antecedent and psychological mechanisms are related to the three types of constructive deviance in different ways. This study also has practical implications for management practices. Managers must be reliable and make their employees feel supported in order to transform the energy of the employees to the benefit of the organization. This kind of a climate may lead employees to work harder for their organizations and to exhibit behaviors that will benefit the organization at the expense of violating norms and rules. On the other hand, since the attitudes and behaviors of managers significantly affect the way employees do their work, managers' behaviors that encourage employees to take risks and use initiative may encourage employees to engage in constructive deviant behaviors.

The paper is structured into different sections. Section 2 includes the theoretical background and hypothesis. Section 3 explains the methodology. Section 4 presents the analyses. The final section is the conclusion, and we respond to the objectives set out in the study in it.

2. Theoretical Framework

2.1 Constructive Deviant Workplace Behaviors

There are two unintegrated-to-each-other approaches to deviant behaviors, in the literature: The first approach argues that violation of rules by the employees leads to undesirable consequences and concentrates on the negative sides of deviant behaviors. The other approach, on the other hand, points out that deviant behaviors may generate positive outputs for the organizations and regards such demeanor as advantageous acts (Ridic & Aidoo, 2016).

The concept of constructive deviant behavior represents voluntary acts through which the employees deliberately violate the organizational norms and rules but nevertheless that contribute to the wellbeing of either the organization or the employees or both (Galperin, 2002). Such behaviors that deviate from the norms of the reference group, exhibited deliberately and voluntarily (Spreitzer & Sonenshein, 2004), and performed with good intentions (Galperin & Burke, 2006) are deemed to be of importance in terms of organizational competitive advantage (Li & Li-Yun, 2015). Constructive deviant behaviors that positively influence the organization have good intentions, conform to the hyper norms, and never cause harm to other employees and the organization as a whole (Mayanja, Ntayi & Munene, 2020).

As to the conceptualization of constructive deviant behaviors, some researchers focus on the outcomes of behaviors (Pascale & Sternin, 2005), whereas others on whether such behaviors are exceptional or not (Galperin, 2002; Spreitzer & Sonenshein, 2004). In this regard, Vadera et al. (2013) argue that in order to consider a behavior constructive it must have a positive impact on and benefit the organization, the reference group, and the organizational members, whereas for Seidman and McCauley (2008), the behavior needs to leave a strategic impact on either the performance or the achievement.

The literature suggests that there is a positive correlation between constructive deviant behaviors and the good and interests of the organization or the customers (Gong et al., 2020). Such behavior, despite its problematic nature, can contribute to the effectiveness of work, improve service quality, and boost performance (Cohen & Ehrlich, 2019). In addition, constructive deviant behaviors, which can also be regarded as an internal source of creativity for learning and change (Mayanja et al., 2020), are capable of contributing to the wellbeing of organizations by way of developing innovative processes, products, and services (Kitchell, 1997) and thus considered a source of positive organizational change (Galperin, 2012).

Employees, who are inclined to deviate from the norms and explore different ways of doing business to improve competitiveness can be found in every organization (Mayanja et al., 2020). According to Vadera et al. (2013), those who try to behave differently from the routines and normal are the active change agents who help the organization adapt to the changes and new environmental expectations. Such employees owe their success mostly to the fact that they adopt a simplistic and unusual approach when performing a task and sometimes, they stretch the rules and do not conform to the procedures for a faster, better, and cost-effective performance. However, it should be noted that employees with unconventional behaviors that deviate from the routines can be perceived as positive yet atypical (Spreitzer & Sonenshein, 2004; Cropanzano, Anthony, Daniels & Hall, 2017). The constructive deviance concept is dealt with as regards three dimensions, namely interpersonal, challenging, and innovative constructive behaviors (Galperin, 2002). *Interpersonal constructive deviant behaviors* target individuals and include behaviors such as not complying with the orders of management to improve organizational processes and reporting the wrongdoings and injustices toward colleagues (Bodankin & Tziner, 2009). *Challenging constructive deviant behaviors* refer to the behaviors that do not comply with the existing norms of the organization, such as violating the grievance mechanism and breaking or bending the rules in order to fix customer-related problems and influence the course of the business processes positively. Actors of interpersonal and challenging constructive deviant behaviors are willing to oppose and speak their minds for the sake of improv-

ing the existing system (Galperin, 2002). Finally, *innovative constructive deviant behaviors* are innovative practices, unusual yet value-delivering behaviors to benefit an organization (Galperin, 2002; Galperin & Burke, 2006). Such behaviors aim to try and find innovative ways to perform daily tasks and come up with creative solutions to problems (Robbins & Galperin, 2010), and in some cases, enable organizations to attain their goals even if they are not approved by the managers (Mayanja et al., 2020). Employees who are inclined to exhibit constructive deviant behaviors in order to act innovatively and offer creative solutions are aware of the performance gaps that are not easily recognized by others. They breach important norms and rules because they recognize such gaps and want to solve problems. Innovative constructive deviant behaviors always entail risks and require a proactive standpoint (Yıldız, 2015). It should also be noted that constructive deviant behaviors do not always end up as desired or meet the personal expectations of the relevant employee. In this regard, Dahling, Chau, Mayer, and Gregory (2012) found that employees' rule-breaking behaviors negatively influence the performance reviews they receive from their managers and colleagues, in other words, such behaviors pose a risk for the individual (Li & Li-Yun, 2015).

Although constructive deviant workplace behaviors are considered important with respect to making innovations, organizational change, and customer satisfaction, there are limited studies on the mechanisms that underlie such behaviors (Robbins & Galperin, 2010; Vadera et al., 2013). In addition, the literature suggests a relationship between the tendency to engage in constructive deviant behaviors and the factors including psychological ownership (Vandewalle, Van Dyne & Kostova, 1995; Chung & Kim, 2013), personality traits (Bodankin & Tziner, 2009), role breadth self-efficacy (Galperin, 2002), cultural factors (Galperin, 2002), leader-member exchange (Tziner, Fein, Sharoni, Bar-Hen & Nord, 2010), psychological empowerment (Appelbaum, Iaconi & Matousek, 2007; Mayanja et al., 2020), perceived organizational support (Vadera et al., 2013; Appiah, 2015; Kura, Shamsudin & Chauhan 2016; Yalap & Polatçı, 2019), organizational trust (Kura et al., 2016; Yalap & Polatçı, 2019), supervisor support and openness (Vadera et al., 2013), job autonomy, colleagues, risk-taking (Galperin 2002; Morrison, 2006) and networking skill (Vadera et al., 2013; Yıldız, 2015). Vadera et al. (2013) propose three antecedents that might underlie constructive deviance, namely intrinsic motivation, felt obligation, and psychological empowerment in addition to such factors as Machiavellianism, disposition to ethical or unethical behavior, idealism, extroversion, proactive personality, and self-esteem that might be related to it. On the other hand, constructive deviant behaviors cannot be explained only with personal characteristics but emerge out of the interaction between personal characteristics and environmental conditions (Peterson, 2002; Bodankin & Tziner, 2009). In this context Liu, Zhang and Zhao (2021) investigated the impact of the Covid-19 pandemic, which has erupted all over the world since the beginning of 2020, on emotional exhaustion and deviant workplace behaviors. As mentioned earlier, constructive deviant behaviors of employees in the workplace are important for the survival and development of the organization. This major public health problem has disrupted the previous lifestyle of the people, changed the way employees do work, and caused emotional exhaustion and negative emotions. While employees experience emotional exhaustion, their work motivation decreases and it becomes difficult for them to exhibit behaviors that meet organizational expectations. However, the study of Liu, Zhang and Zhao (2021) showed that the innovative and challenging constructive deviant behavior of employees that has been affected by the epidemic increased generally even if they had experienced emotional exhaustion.

Consequences of constructive deviant behaviors depend on the organizational circumstances and have a complex nature. Engaging in behaviors that are different from routines may have significant consequences for workgroups and the overall organization so that the groups may perform better (Vadera et al., 2013) thanks to the alternative group norms introduced by such behaviors (Dahling & Gutworth, 2017). However, it should be noted that behaviors that benefit a certain workgroup might lead to chaos in another (Vadera et al., 2013), and some constructive deviant behaviors might lead to undesirable results regardless of how good their intentions are (Dahling & Gutworth, 2017). In addition, although they require violating the rules and norms, constructive deviant behaviors have the potential to help the organization attain its goals, benefit the organization (Galperin & Burke, 2006; Robbins & Galperin, 2010), and ensure customer satisfaction as well as they can help improve the organization's competitiveness (Galperin, 2012). The organizations that are capable of handling positive deviance properly are also able to maintain their competitiveness thanks to the innovations such behavior brings about (Mayanja et al., 2020).

2.2 Perceived Supervisory Support

Perceived supervisory support has significant impacts on employees' attitudes and behaviors (DeConinck & Johnson, 2009), and is related to the encouragement and attentiveness supervisors extend to their employees (Babin & Boles, 1996). Due to the frequent supervisor-employee interactions, supervisors are among the factors that potentially shape employees' perception of support. A supportive supervisor can compensate for the deficiencies present in organizational policies and executives' unsupportive decisions (Maertz, Griffeth, Campbell & Allen, 2007). On the contrary, the perception of inadequate supervisory support can lead to destructive deviant behaviors of employees, which in turn can negatively impact an organization's performance (Azim et al., 2020). Study by Khan, Mahmood, Kanwal, and Latif (2015) also confirm that supervisor support reduces workplace destructive deviant behaviour. Employees can engage in positive constructive deviant behaviors that may contribute to the competitiveness of organizations only if supervisors provide flexible environments that allow for a certain degree of autonomy, that is decision-making, learning, and trying, and where mistakes are tolerated (Mayanja et al., 2020), and when employees can perceive it. Employees who feel supported by their supervisors feel secure and can be more willing to engage in behaviors departing from the norms for the sake of the organization.

Employees are more responsive when the feedbacks come from the closest ones. Thus, when they receive feedback from and interact with their supervisors (Edmonson & Boyer, 2013) they can have a general insight into whether or not their supervisors support them, care for their well-being, and to what extent the supervisors value their contributions to the organization (Eisenberger, Stinglhamber, Vandenberghe, Sucharski & Rhoades, 2002). This becomes clear when a completed task is appreciated, the extra efforts are acknowledged, approved, and the work is autonomous (Edmonson & Boyer, 2013).

Perceived supervisory support stems from the social exchange that happens between the employee and the supervisor and is based on the social exchange theory and the norm of reciprocity. Social exchange theory assumes that all employee-supervisor interactions take place bases on a subjective cost-benefit analysis (Edmonson & Boyer, 2013). The norm of reciprocity, on the other hand, represents that the employees will feel obliged to return the positive treatment they receive (Eisenberger, Lynch, Aselage & Rohdieck, 2004). Accordingly, when a supervisor is kind to their employees, values them, and supports them the employees feel in return the obligation to behave in a way that is deemed valuable for the organization (i.e., in a way to meet the supervisor's aims and objectives) (Eisenberger, Armeli, Rexwinkel, Lynch & Rhoades, 2001). The social exchange theory can also explain employees' decision to have a work done in ways different from the standard. In this regard, constructive deviant behaviors reflect the quality of existing exchange relationships between the employees and their supervisors (Cohen & Ehrlich, 2019) and serve as a way in which the employees can contribute to their organizations in response to the positive exchange relationships they have with the organization (Eisenberger et al., 1990). In other words, employees who perceive supervisory support may respond to it by engaging in activities that violate official rules and procedures but at the same time benefit the organization.

2.3 Intrinsic Motivation

Motivation, one of the fundamental subject matters as to organizational behavior, represents the psychological processes that underlie the direction, intensity, and duration of behavior (Michel & Hargis, 2017). Deci and Ryan (2000) addresses motivation as a continuum ranging from the least autonomous (extrinsic motivation) to the most autonomous (intrinsic motivation). When individuals get extrinsically motivated, they perform tasks for external reasons, such as punishment avoidance or reward (Zapata- Phelan, Colquitt, Scott & Livingston, 2009). As a result, such behaviors are more vulnerable to external factors because they are governed by external forces but the task itself (Deci & Ryan, 1985).

Intrinsic motivation, on the other hand, differs from extrinsic motivation that represents the willingness to make effort for external factors (Michel & Hargis, 2017). Intrinsically motivated behavior is about intrinsic outcomes such as avoidance of guilt or shame. Individuals who are intrinsically motivated engage in a certain behavior not because they are obliged to but because they deem it of value and importance (Deci & Ryan, 2000). Intrinsic motivation is considered one of the key precursors of performance in complex tasks and has a greater influence on the persistence of effort compared to extrinsic motivation

(Vallerand, 1997). According to Hackman and Oldham (1980), there is a positive relationship between the feeling of intrinsic motivation and the quality of performance (Zapata-Phelon et al., 2009). On the other hand, autonomy is an important precursor of intrinsic motivation (Van Yperen & Hagedoorn, 2003). Studies suggest that intrinsic motivation can result in increased activity, initiative-taking, resiliency, and flexibility so as to benefit task performance (Thomas & Velthouse, 1990) and intrinsically motivated individuals will have higher levels of concentration, learning, cognitive flexibility, and creativity compared to those who are motivated extrinsically (Vallerand, 1997). Intrinsic motivation reflects an individual's natural inclination towards making innovations, digging up problems, and improving, exploiting, and exploring one's skills (Ryan & Deci, 2000) and involves the experience of positive impact (Zapata-Phelan et al., 2009). According to Deci and Ryan (1985), emotions are related to intrinsic motivation, which is one of the basic elements of positive affect.

In this sense, self-determination theory can serve as another basis to understand constructive deviant behaviors. Self-determination theory holds that the type or the quality of motivation is of greater importance than the amount of motivation that is required for attaining such outcomes as effective performance and creative problem solving. Employees with a higher level of perceived autonomy are not only guided by intrinsic motivation but also by extrinsic motivation which they define as the value of an activity and they integrate this into their sense of self. When employees are intrinsically motivated, just as is the case in constructive deviance, they experience willingness or self-affirmation (Cohen & Ehrlich, 2019). Examining the satisfaction and dissatisfaction of basic psychological needs with respect to self-determination theory, Vansteenkiste and Ryan (2013) argue that especially supportive environments facilitate needs satisfaction, which paves the way for improvement. Forestalling environments, on the other hand, result in disappointment in meeting the needs and lead to defensive negativities such as oppositional challenges (Michel & Hargis, 2017).

2.4 Inter-conceptual Relationships and Hypotheses of the Study

Departing from standard ways despite the rules deliberately for the purpose of benefiting the organization or individuals is always risky since, while pleasing someone, it might be disapproved by another (Majanja et al., 2020). Such a dilemma makes us inquire of the factors that might have a part in employees' preference for constructive deviant behavior in the workplace. Supervisors' attitudes and behaviors say a lot about what is acceptable and unacceptable within the organization and thus, in many cases, influence employees' behaviors and decisions (Kim, 1999).

Employees' belief that their organization values their contribution and cares about their well-being plays an important role in determining the behaviors that will benefit the organization (Robinson & Galperin, 2010). Perceived organizational support encourages employees to help the organization attain its objectives (Liao, Joshi & Chuang, 2004) and potentially urges them to engage in constructive deviant behaviors (Vadera, Pratt & Mishra, 2013). In addition, some researchers agree that employees can differentiate their relationship with first-level supervisors from their relationship with the organization. Such differentiation allows employees to perceive their relationship with each focal point (Maertz et al., 2007) and they can be willing to engage in constructive deviant behaviors when they feel valued and supported by their first-level supervisors, even if they do not feel so in the organizational scale.

The perceived supervisory support-constructive deviance relationship can be attributed to social exchange theory. Social exchange theory highlights the significance of employee motivation and relationships in attaining organizational goals (Aselage & Eisenberger, 2003). The theory takes as the basis the assumption that the exchange between parties is mutual (Eisenberger, Fasolo & Davis-Lamastro, 1990) and the parties forge and maintain relationships with the expectation of mutual benefit. Eisenberger et al. (2001) argue that, by way of a norm of reciprocity, perceived supervisory support may result in employees' feeling an obligation to help their organization. Accordingly, when employees receive nice and constructive treatment from their supervisors they might feel obliged to respond in a similar way. In this sense, it can be said that employees who perceive supervisory support will exhibit constructive deviant behaviors. In other words, employees who perceive high levels of support can be expected to return the favor to their employees through discretionary behaviors that benefit their supervisors and organizations, even if such behaviors contradict the organizational rules and norms (Kura et al., 2016).

Based on what has been mentioned, perceived supervisory support is thought to be influential on employees' inclination towards constructive deviant behaviors, and the following hypotheses and sub-hypotheses have been proposed pertaining thereto.

Hypothesis 1: There is a significant and positive relationship between perceived supervisory support and employees' inclination towards engaging in constructive deviant workplace behaviors.

In this regard, a significant and positive relationship is expected between perceived supervisory support and the tendency to engage in innovative (H1a), challenging (H1b) and interpersonal (H1c) constructive deviant behaviors.

One of the aims of this study is to broaden our understanding of how perceived supervisory support affects constructive deviant behaviors. To this end, the study also examines intrinsic motivation's role in the relationship. Personal factors and interpersonal differences play a crucial role in employees' tendency to engage in constructive deviant behaviors (Galperin, 2002). However, as mentioned above, personal characteristic cannot explain such behaviors alone. Constructive deviant behaviors emerge from the interaction between personal characteristics and environmental conditions (Peterson, 2002). This raises the question: is it possible for intrinsic motivation, one of the employee characteristics, to influence the relationship between perceived supervisory support and constructive deviant behaviors. The reason we propose this is because perceived supervisory support is influential on emotions. Vadera et al. (2013) also point out that there might be a relationship between intrinsic motivation and constructive deviance. Employees who feel attracted to their job are willing to exhibit behaviors that are likely to improve the organization (Ridic & Aidoo, 2016). Intrinsic motivation can enable employees to take risk and try new things. On the other hand, since positive affects increase individuals' propensity to consider the stimuli positively (Zapata-Phelan, 2009), an employee who perceives supervisory support (i.e., who feels a positive affect) may consider a task more enjoyable and intrinsically motivating and opt for departing from the routines with the urge to benefit the organization. In this regard, representing an intrinsic desire to act (Ryan & Deci, 2000) intrinsic motivation can act as the full mediator between the perceived supervisory support and positive deviance. When employees want to exert effort because they are interested in the task itself and they perceive supervisory support they might be more inclined to respond by engaging in constructive deviant behaviors. Based on the aforementioned theoretical arguments the following hypothesis has been developed.

Hypothesis 2: Intrinsic motivation has a mediator role in the relationship between perceived supervisory support and propensity to exhibit constructive deviant workplace behaviors.

In this context the sub-hypotheses include that the "intrinsic motivation serves as a mediator in the relationship between perceived supervisory support and innovative (H2a), challenging (H2b), and interpersonal (H2c) constructive deviant behaviors".

2.5 The Aim and the Model of the Study

Service sector pushes employees to be more creative, more productive, and more involved in the performance and persistence of the organization not only due to its nature and characteristics but also to be able to ensure customer satisfaction. This may require employees to deviate from the organization's established norms and rules, i.e., engage in constructive deviant behaviors in a way to benefit the reference group or its members. The aim of this study is to find out whether employees' perception that their supervisors support them is influential on their tendency to exhibit constructive deviant workplace behaviors. In addition, the study also investigates whether intrinsic motivation acts as a mediator in the relationship between perceived supervisory support and constructive deviant workplace behavior. Data in this study were collected from front-line service employees working at four- and five-star hotels in Bolu. The context was chosen because the tasks therein required high levels of interactions among individuals, which allowed to test the hypotheses. In addition, the employees were told that they were expected to answer the questions taking into consideration their relationships and interactions with the first-level supervisors.

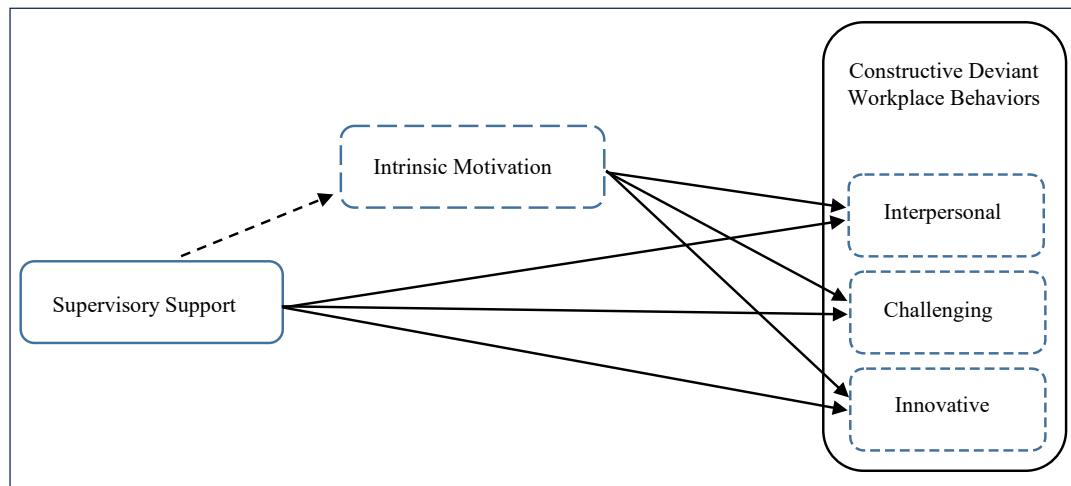
As has been mentioned in the previous section, constructive deviant behaviors potentially affect an organization's performance and well-being. Thus, it is thought that it would be useful to reveal in the study the relationship between constructive deviant workplace behaviors and perceived supervisory support as well as intrinsic motivation that have been claimed to have the potential to affect constructive deviance. The study's variables have been chosen based on constructive deviance, other constructs that are related to constructive deviance, and theoretical and experimental evidence that are related to such constructs. In addition, as far as the literature could be reviewed, no study has been found to have a holistic approach to the relationship between factors such as constructive deviance, perceived supervisory support, and intrinsic motivation. It is aimed to draw attention to the subject and to eliminate some gaps by way of investigating the relationships between the variables discussed. The study is believed to be able to broaden the perspective on constructive deviant behaviors that violate organizational norms and procedures.

3. Methodology

3.1 Study Model

The study model is presented in Figure 1. The model prescribes a relationship between perceived supervisory support and constructive deviation on the one hand and maintains that intrinsic motivation plays a mediating role in this relationship, on the other hand.

Figure 1. Study Model



Source: Own Elaboration

3.2 Data Collection Method and Tools

The study employs field study (survey), one of the quantitative research methods. Front-line workers employed in four-and five-star hotels in Bolu constitute the theoretical population of the study. The study employs simple random sampling, one of the probability sampling methods, and surveys have been used to collect data.

The first part of the questionnaire encompasses questions designed to determine the participants' demographic characteristics (age, gender, marital status, education level, duration of work in the profession), and the second part, employees' propensity to exhibit constructive deviant workplace behavior, intrinsic motivations, and perception of supervisory support. To this end, the 16-item Constructive Deviant Workplace Behaviors scale developed by Galperin (2002) was used. Internal consistency of that measure was $\alpha= 0,83$. To identify innovative and interpersonal constructive deviant behaviors, the scale includes 5 expressions, and 6 to identify challenging constructive deviant behaviors. The scale (consisting of 11 items) compiled by Giray and Şahin (2012) was used to measure employees' perceptions of supervisory

support. In that study the Cronbach alpha reliability coefficient of the original scale was reported as 0,94. The 9-item scale compiled by Dündar, Özutku and Taşpınar (2007) was used to determine the level of intrinsic motivation. It has been reported that the internal consistency of intrinsic motivation scale as 0,83 in their study. All the scales are of the Likert type. Cronbach's Alpha coefficients of our study are given in Table 1.

Table 1. Cronbach Alpha Reliability Test

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Intrinsic Motivation	0,898	0,924	0,928	0,763
Interpersonal	0,859	0,958	0,879	0,592
Challenging	0,955	0,972	0,964	0,818
Innovative	0,832	0,850	0,882	0,599
Supervisory Support	0,942	0,953	0,955	0,779

Source: Own Elaboration

The collected data were subjected to a series of preparatory processes before multivariate analysis. First, a missing value analysis was carried out. The rate of missing values in the data set was found to be low. Removing observations with missing data from the data set can lead to a serious reduction in the number of sample and a sufficiently formed sample may turn into an insufficient number of

samples. This will lead to a decrease in the power of the statistical analyzes to be made (Roth, 1994). There are many methods used to assign approximate values instead of lost data. These are simple assignment-based methods such as mean substitution, median of nearby points, linear interpolation. Among these methods, in cases where the amount of missing data is distributed in a small number and completely randomly, and in data sets with relatively low units, the average assignment method gives more consistent results with the full data set (Schafer, 1999; Obsome, 2013). Therefore, the mean value of the relevant series was assigned for the current missing values (Hawthorne & Elliot, 2005). Second, outlier analysis was performed in the data set. Outliers occur due to errors in data entry or when the unit is not a member of the population from which the sample was taken and may corrupt the data set (Tabachnick & Fidell, 2007). Thus, standardized z-scores were used in outlier analysis. A data point that is 4.0 standard deviations far from the mean is considered an outlier (Hair, Black, Babin & Anderson, 2010). The surveys that had been found to be an outlier were excluded from the analysis and the remaining 154 were analyzed. Finally, the normal distribution analysis was performed on the data set based on the skewness and kurtosis values. The literature suggests that when skewness and kurtosis are in the range of ± 2 , this means the data are normally distributed (Cameron, 2004). Some items in the data set were found to exceed this value range and thus applied square root transformation (Ghiselli, Campbell & Zedeck, 1981), after which the values were observed to be distributed normally. Finally, descriptive statistical analyses, exploratory factor analysis (EFA), confirmatory factor analysis (CFA), and partial least squares structural modeling (PLS) were adopted to analyze the data.

PLS-SEM is being used in tourism studies frequently (Pinto & Assaker, 2015; Zhang, Yang, Zheng & Zhang, 2016). This method offers a number of advantages. First, PLS' ability to model latent constructs as either formative or reflective (Chin, 1998). Also, PLS makes minimal demands in terms of sample size to validate a model, compared to alternative structural equation modeling techniques. PLS can be used to examine structural models when the multivariate normality of the data cannot be supported (Chin, 1998; Chin & Newsted, 1999). A two-stage data analysis approach was followed in the PLS application. First the reliability and validity of the measurement model, then, the structural model, through which the inter-structural relationships are examined, were tested.

In the analyses, the study used SPS 21 and SmartPLS 2.0 software Exploratory factor analysis (EFA) was performed on SPSS to verify the reliability and validity of the data whereas SmartPLS was used to carry out confirmatory factor analysis (CFA) and test the structural model.

4. Results

4.1 Preliminary Analyses

In the analysis of data obtained in the study, first, the demographical information of the participants were examined on a descriptive level and summarized in Table 2. The participants are predominantly aged 26 to 41 ($n=142$). Of the participants, 62 are women and 92 are males. Single and married participants have an equal representation ($n=77$). When the participants are examined in terms of education level, it is seen that the majority hold a university degree ($n=128$), followed by associate degree graduates ($n=12$), despite the significant difference between the two groups. As to the term of employment, the participants who have been working for 1-5 years constitute the majority ($n=67$), followed by those who have been working for 6-10 years ($n=41$) and those for 11-15 years ($n=39$).

Table 2. Characteristics of the Participants

Variable		n	%	Cumulative %
Age	18-25	6	3,90	3,9
	26-33	87	56,49	60,39
	34-41	55	35,71	96,11
	42-49	6	3,90	100,00
	50- above	0	0,00	100,00
	<i>Total</i>	154	100,00	
Gender	Female	62	40,26	40,26
	Male	92	59,74	100,00
	<i>Total</i>	154	100,00	
Marital Status	Married	77	50,00	50,00
	Single	77	50,00	100,00
	<i>Total</i>	154	100,00	
Education Status	Primary school	2	1,30	1,30
	Secondary school	5	3,25	4,55
	High school	0	0,00	4,55
	Graduate	12	7,79	12,34
	Higher education	128	83,12	95,45
	Master/Doctorate	7	4,55	100,00
	<i>Total</i>	154	100,00	
Working duration	Less than 1 year	2	1,30	1,30
	1-5 year	67	43,51	44,81
	6-10 year	41	26,62	71,43
	11-15 year	39	25,32	96,75
	Over 16 years	5	3,25	100,00
	<i>Total</i>	154	100,00	

Source: Own Elaboration

When the scope of the study and characteristics of the participants are evaluated together, it is thought that education and working period may be more determinant than age and gender variables. According

to the results of the research it can be expected that the internal motivation of the employees who are university graduates and who enter the working period relatively early will be higher. In addition, it can be concluded that employees with higher education levels and shorter working period who receive managerial support exhibit a more challenging structure and a more open attitude to innovations in their career. However, the fact that the participants of the research show different demographic characteristics may enable the results to be interpreted differently, considering the limitations in social sciences.

4.2 Hypothesis Tests

Table 3. Scale Items, Reliabilities, and Confirmatory Factor Analysis Results

Scale items	Factor Loading	α	CR	AVE
Intrinsic Motivation		0,924	0,898	0,763
1. I am successful at my job	0,825			
2. I can take initiative in my job.	0,901			
3. My colleagues appreciate me for my work.	0,899			
4. I believe my job is worth doing.	0,867			
Perceived Supervisory Support		0,958	0,942	0,779
1. My supervisor defends me against others in the organization when I make a mistake.	0,885			
2. My supervisor is someone I can trust when things get stuck.	0,900			
3. My supervisor is always ready to listen to problems related to my responsibilities.	0,909			
4. My supervisor makes me appreciated by others when I achieve something important in my job.	0,918			
5. My supervisor takes my opinions into consideration.	0,758			
6. My supervisor takes time for me to learn about my goals and aspirations for my job.	0,913			
7. My supervisor appreciates me when I do a job well.				
8. My supervisor guides me on how to improve my performance.	0,885			
Constructive Deviance Behaviour				
Innovative		0,972	0,832	0,602
1. I developed creative solutions to problems.	0,762			
2. I searched for innovative ways to perform day to day procedures.	0,871			
3. I decided on unconventional ways to achieve work goals.	0,687			
4. I departed from the accepted tradition to solve problems.	0,782			
5. I introduced a change to improve the performance of your work group.	0,758			
Challenging		0,850	0,955	0,818
6. I sought to bend or break the rules in order to perform my job.	0,927			
7. I violated company procedures in order to solve a problem.	0,942			
8. I departed from organizational procedures to solve a customer's problem.	0,955			
9. I bent a rule to satisfy a customer's needs.	0,770			
10. I departed from dysfunctional organizational policies or procedures to solve a problem.	0,933			
11. I departed from organizational requirements in order to increase the quality of services or products.	0,885			
Interpersonal		0,953	0,859	0,592
12. I reported a wrong-doing co-workers to bring about a positive organizational change.	0,787			
13. I didn't follow the orders of your supervisor in order to improve work procedures.	0,751			
14. I disagreed with others in my work group in order to improve the current work procedures.	0,735			
15. I disobeyed my supervisor's instructions to perform more efficiently.	0,796			
16. I reported a wrong-doing to another person in my company to bring about a positive organizational change.	0,778			

CFA was conducted on SmartPLS. First, composite reliability (CR) and Cronbach's alpha (α) values were analyzed. As is previously specified in Table 1, Cronbach's alpha is above the recommended value of 0.6 (Nunnally, 1967). The composite reliability values of all constructs range from 0.83 to 0.95, so all were above (better than) the recommended benchmark of 0.70 (Fornell & Larcker, 1981). Table 3 also shows the factor loadings for each item. Accordingly, factor loadings are greater than 0.50, which suggests satisfactory convergent validity (Thompson & Higgins, 1995; Chin, 1998). In addition, the average variance extracted (AVE) values are above 0.50, which means, on an acceptable level (Fornell & Larcker, 1981).

Table 4. Correlations, Means, Standard Deviations of Model Constructs, and Discriminant Validity

Constructs	Mean	Standard Deviation	1	2	3	4	5
1. Intrinsic Motivation	4,53	0,999	0,873				
2. Interpersonal	3,18	0,969	0,036	0,770			
3. Challenging	3,80	0,847	-0,018	0,696	0,894		
4. Innovative	3,68	0,921	0,351	-0,005	-0,067	0,774	
5. Perceived Supervisory Support	3,58	0,886	-0,041	0,241	0,531	-0,184	0,882

Note: The diagonal elements (in bold) represent the square roots of the AVE of each construct. The off-diagonal elements represent the correlations among constructs.

Source: Own Elaboration

The criterion of Fornell-Larcker was used to assess the discriminant validity of data. As seen in Table 4, the square root of AVE for each construct is greater than the levels of correlations involving the construct (Fornell & Larcker, 1981). Also, there is no correlation greater than 0.90 between constructs, which means that the multicollinearity problem is not present in the data (Tabachnick & Fidell, 1996). The analyses show that the measurement model is sufficient in terms of validity and reliability conditions. Using the PLS method, the structural model of the research was analyzed in order to test the research hypotheses. A bootstrapping procedure (with 500 samples) was used to evaluate the significance of the path coefficients (Chin, 1998).

Table 5. Structural Model Test Results

Hypothesized Relationships	Path Coefficient	Standard Deviation	T value	Supported/ Not supported
Intrinsic Motivation -> Interpersonal	0,046	0,145	0,315	Not supported
Intrinsic Motivation -> Challenging	0,004	0,057	0,066	Not supported
Intrinsic Motivation -> Innovative	0,344	0,072	4,814**	Supported
R2: 0,342				
Supervisory Support -> Intrinsic Motivation	-0,041	0,076	0,537	Not supported
Supervisory Support -> Interpersonal	0,243	0,189	1,287	Not supported
Supervisory Support -> Challenging	0,531	0,084	6,302**	Supported
Supervisory Support -> Innovative	-0,170	0,076	2,242*	Supported
R2: 0,269				

*p < .5; ** p < .01

Source: Own Elaboration

In the hypotheses of the research, the mediating role that intrinsic motivation plays in the relationship between supervisory support and constructive deviant behaviors was tested. Results of hypothesis tests

can be found in Table 5. Accordingly, perceived supervisory support is seen to affect constructive deviant behaviors partially and positively. In addition, intrinsic motivation was found to create a positive and significant impact on innovative constructive deviant behaviors ($\beta: 0.34, p <.001$). The results of the analysis revealed that supervisory support had a positive effect ($\beta: 0.53, p <.001$) on challenging constructive deviant behaviors and a negative significant effect on innovative constructive deviant behaviors ($\beta: -0.17, p <.5$). No significant relationship was found between other variables.

5. Conclusion and Discussion

This study addresses the driving forces underlying constructive deviant behaviors. Although all organizations impose various rules and regulations for both the employees and the customers, such rules and regulations are in many cases observed to get violated and some behaviors may help the organization attain its goals even if they contradict the rules. Thus, understanding the reasons behind constructive deviant behaviors is of importance. In this study, the relationship of perceived supervisory support to employees' propensity to exhibit constructive deviant behaviors and the role that intrinsic motivation plays in this process were analyzed based on the data collected from employees working in the hospitality sector.

Supervisors create behavioral models that shape practices that are (re)produced by individuals and groups in the work environment (Lugosi, 2019), and in many cases, employees use them to make decisions about their behavioral choices (Gatling, Shum, Book & Bai, 2017). Various studies (Wang, Mao, Wu & Liu, 2012; Gatling et al., 2017) also show that supervisors' behaviors are influential on deviant behavior (Lugosi, 2019). Positive emotions of employees are significantly related to constructive deviant behaviors in the workplace. Employees actively breaking the previous rules to improve work efficiency is a manifestation of organizational health (Mertens et al., 2016). In this study, it was also observed that perceived supervisory support had a positive impact on challenging constructive deviant behaviors. This result shows that when employees can trust their supervisors, they are more likely to exhibit behavior that does not follow the rules but benefits the organization, which can increase customer satisfaction. On the other hand, the fact that employees engage in behaviors that do not comply with the norms but will create mutual benefits in the course of the processes and that this is supported by the supervisors reveals a need for reviewing existing procedures. The study conducted by Chen, Chen, and Sheldon (2016) proved that perceived organizational support has an important role in reducing destructive deviant workplace behaviors. In addition, there are studies showing that perceived organizational support positively affects constructive deviant workplace behaviors (Kura et al., 2016; Yalap & Polatçı, 2019). Employees can attribute their trust in their organizations to their managers. In this context, it can be said that the result obtained is in parallel with the results of the related studies. In the study, no significant relationship was found between perceived supervisory support and interpersonal constructive deviant behaviors. As to the relationship between perceived supervisory support and innovative constructive deviant behaviors, a negative correlation was found. While the negative relationship between perceived supervisory support and innovative constructive deviant behavior is surprising, Liu, Zhang, and Zhao (2021) note that employees, despite their managers, may prefer to solve problems in unconventional ways from time to time. In addition, face-to-face communication and the necessity of reacting in a short time, which is a feature of the working environment of front-line employees in the accommodation sector, may have had an impact on this result. As stated in the study of Li, He, and Sun (2020), even if employees lack managerial support, positive emotions can motivate employees to break stereotypes, challenge and adapt better to the environment. Another result of the study is that intrinsic motivation plays a partial mediating role in the relationship between perceived supervisory support and constructive deviant behaviors. This means, intrinsic motivation only mediates the relationship between perceived supervisory support and innovative constructive deviance. When employees are happier, their innovation performance is higher and creative (Liu, Zhang & Zhao, 2021). In this reason, even if the employees do not believe their supervisors will support them, they can still exhibit innovative constructive deviant behaviors since they are intrinsically motivated. This indicates that behaviors that depart from usual practices within the organization correlate with employees' degree of intrinsic motivation. When employees are highly motivated in their work, they will implement some be-

haviors in order to improve the existing work procedures, such as making suggestions and negating the opinions of other members of the working group (Galperin, 2012). A possible explanation of this might be that intrinsically motivated employees' tendency to self-affirm predominates their behaviors (Cohen & Ehrlich, 2019). Intrinsically motivated employees are more willing to come up with creative alternatives for routine tasks and practices, act proactively, take risks, and create a change. Thus, intrinsically motivated employees can still engage in behaviors that create value for the organization, are innovative, beneficial but extraordinary even if their supervisors do not encourage them to do so (because they do not want to take risks, they are inclined to maintain status quo, and believe that new processes will not be of help). On the other hand, this result reveals the critical role intrinsic motivation plays in employees' attitudes toward their jobs. In this regard, employees' behaviors that violate the rules but have good intentions and benefit the organizations require reassessment of the organizational rules, policies, and procedures. In addition, supervisors' attitudes in the face of such behaviors should also be reconsidered for the interests of the organization.

The supervisors can be offered some recommendations based on the results of the study. It is important for the supervisors to understand that deviant behaviors, contrary to the common negative connotations, may create opportunities in the hospitality sector (Lugosi, 2019). Especially the front-line employees frequently encounter grievances that impair customer satisfaction and requests. In such cases, some employees, for example, employees who are intrinsically motivated, may play an active role to improve organizational processes or exhibit constructive deviant behaviors to make up for the organizational deficiencies. Supervisors, at this point, should be aware of that deliberate violation of rules and procedures by the employees in order to benefit the organization and improve customer satisfaction or service quality might have positive outcomes and that standardized policies might even augment problems. Encouraging the creativity of the employees by the supervisors, supporting the employees to take the initiative to do their job better, rewarding the employees who contribute to the organization, can help to create the necessary environment for the survival and development of the organization.

Like other studies in social sciences, this study also has certain limitations. Each passing day, more studies are carried out to understand employee behaviors and new concepts are introduced to the literature. Ever-expanding literature on constructive deviant behaviors can be regarded as an important limitation laying the theoretical foundations of hypotheses, which poses a limit to set forth how the results of this study are similar to and different from other studies. Another limitation of the study is about the generalizability of the results. To be able to generalize the results of this study, it is recommended to address the matter in future studies based on a greater number of samples gathered from sectors other than tourism.

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Kerem Kaptangil is an Assistant Professor of the School of Tourism and Hotel Management at Sinop University, Turkey. He completed his PhD in the Faculty of Politics at Ankara University and studied post-doctorate at the Business Faculty of Manchester University. He has taken part in many projects led by Emerald and Rockefeller. He worked as an academic staff at universities in the country and abroad. As his field of research, he studies business administration, economy and human resource management. He has authored or co-authored around 25 research articles, 2 books and 7 book chapters. He is also a referee in many academic journals. He is still working as a lecturer at Sinop University.