

# The Effects of Emotional Labor and Core-Self Assessments on Constructive Deviant Behavior in Hotel Businesses: The Mediating Role of Staff Empowerment

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## ABSTRACT

The main purpose of the research is to examine the effects of emotional labor, core-self, constructive deviant behavior and the mediating effect of staff empowerment. The sample of the study is hotel businesses that are located in Ankara and Muğla, Turkey. The data were collected from the staff in the hotel enterprises by interview form and survey technique. The data obtained from 538 questionnaires collected from the hotel employees were analyzed. In the light of the data obtained from the employees, "factor analysis" was used for sizing and validating the scales. Correlation analysis was used to determine the relationship between the scales. For the validation of the research model, "Structural Equation Modeling" was preferred in measuring the interaction of the independent variables with the dependent variable and determining the mediating role in the LISREL package program. The results of the research showed that staff empowerment has a partial mediating role in the effect of collective emotional labor on constructive deviant behavior. On the other hand, it has been revealed that staff empowerment is a full mediator in the effect of core-self on constructive deviant behavior.

**Keywords:** Hotel Management, Emotional Labor, Core-Self Evaluations, Constructive Deviant Behavior, Staff Empowerment, Organizational Behavior, Turkey.

**JEL Classification Codes:** O15, Z30, M12

**Referencing Style:** APA 7

## INTRODUCTION

The competitive environment of businesses including consumers, competitors, vendors, unions, and financial institutions determines the position of businesses. When the macro and micro balances in competitive are evaluated, the reasons such as rapid development of information technologies and the fact that the changes for the future cannot be predicted clearly have led to the emergence of a new competitive environment in the new market structure (Akpan et al., 2020; Arica et al., 2021; Arica et al., 2023). One of the vital components for businesses in keeping up with this new competitive environment is qualified employees (Frolova et al., 2020; Rakmatov, 2020). As in hotel businesses and other sectors, one of the most significant factors in adapting to development and change is considered to be employees (Şeyhanlioğlu and Kingir, 2021; Wong et al., 2021; Cheng et al., 2022). Hotel businesses, which offer a labor-intensive service, consider the emotional nature of the employees as social capital (Gera et al., 2022; Bayrakçı, 2022). Emotions are one of the key factors that direct the

behavior of employees. The effect of emotional labor on the behavior of employee is of great importance. Because different behaviors are expected to be exhibited in accordance with certain emotional patterns within each department in hotel businesses (Knežević et al., 2021).

The core-self (ego) phenomenon is an internal state related to how employees evaluate themselves. This phenomenon is also related to where individuals position themselves in their business life. The aforementioned evaluations and positioning of individuals are closely related to their success in business life (Keegan and Den Hartog, 2019; Dong et al., 2020). If there is service orientation and teamwork in hotel businesses, businesses will be successful and they will want to keep qualified individuals and even qualify them as managers. At this point, the core-self becomes one of the important criteria (Dai et al., 2019; Dalgıç and Akgündüz, 2022). The core self of hotel employees can turn into constructive deviant behavior with the instinct of protection. Violation of the rules, policies and norms of the organization in order to make positive contributions to the organization

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and employees or both, is known as the phenomenon of constructive deviant behavior (Chung and Moon, 2011; Tekmen and Kaptanligil, 2022). In this context, two aspects should be considered. The first aspect provides an overall benefit and contribution to the business. The second aspect includes intentional breaches of ethics or rules (Gatzweiler et al., 2017).

In hotel businesses, it is necessary to take the initiative in order for the employee to manage their work well. This is possible with staff empowerment. The phenomenon of empowerment is known as the initiative and responsibility of the employees in order to provide service to customers in hotel businesses (Batman and Mesci, 2010; Thomsen et al., 2022). This phenomenon is an external process provided to the employees from the outer ring. With the empowerment, it is possible that the managerial power and initiative status of the employees operating in the hotel businesses will improve (Koç, 2019). However, the increase in the authority and responsibility given to the personnel ensures the protection of the enterprise. Because the staff will be strengthened. The results of the research, the place of the mental states of the employees in business life and their reflections on the customer are important for the starting point of the study. Behavioral results are prioritized, especially in business roles that are always face-to-face with customers (Nyanjom and Wilkins, 2021).

In the literature, there are studies on the effect of self-concept on constructive deviant behavior and the mediating role of staff empowerment in the academic review conducted at the focus of the research. However, few researchers have examined the mediation of staff empowerment between these phenomena (Tsaour et al., 2019). In addition, there is little information about the perspectives of tourism professionals at this point (Dar and Rahman, 2022; Li and Chen, 2022). In this context, it is thought that the study will contribute to the tourism literature and shed light on future studies. For this reason, situations related to the model and purpose of the study are included.

## **THEORETICAL FRAMEWORK AND HYPOTHESIS DEVELOPMENT**

In the section where the theoretical framework and hypothesis development will be discussed; constructive deviant behavior, core self, staff empowerment, emotional labor. In addition, hypotheses will be given on the basis of theoretical background.

Constructive deviant behavior is defined as behaviors that are consciously performed outside of a certain reference group in an organization and that are seen to be virtuous in line with the interests of the organization (Spreitzer and Sonenshein, 2004). Even if the employees who violate the business norms for the welfare and future of the organization exhibit negative behaviors in the business paradigm, they will ultimately have taken positive steps for the future of the business (Garg and Saxena, 2020). Constructive deviant behaviors are expressed as voluntary behaviors that occupy important organizational norms but contribute to the well-being of an organization and/or its members. In this context, it can be said that constructive deviant behaviors are unauthorized, but useful actions that can facilitate the achievement of organizational goals (Galperin and Burke, 2006).

According to Hochschild (1983), emotional labor is the display of observable facial and bodily behavior for a fee. It has a monetary value. According to Grandey (2000), emotional labor is considered to be the process of regulating emotions and behaviors to serve organizational purposes. Emotional labor also plays a key role in exhibiting behaviors in organizational and managerial contexts. Especially in the service sector, the communication skills, human relations and emotional efforts of the employees are very crucial and serious conditions in terms of the survival and profitability of the institutions / businesses and organizations. For this reason, some businesses aim to make it easier for them to reach their organizational goals by revealing the showing rules they expect from their employees from the beginning (Diefendorff and Richard, 2008; Nyanjom and Wilkins, 2021).

Core self-assessment is a broad concept because of the individual's belief in his/her abilities (control over his/her life), current competences, ideas that the return of life will be positive for him/her (Gabbred and Romanelli, 2021; Stephenson et al., 2022). Core self-evaluations refer to the concept of a latent locus of control, self-esteem, core competence, and a high level of emotional stability (or low neuroticism) (Işiker, 2019). According to Judge et al. (1997), people subconsciously evaluate themselves, other people and the world or reality. For instance, individuals may view themselves as fundamentally weak or view others as unreliable. Other individuals may think that life is exhausted or regard the world as a dangerous place. This situation affects people's evaluations of themselves, nature and society (Lee and Ok, 2015).

Staff empowerment is the transfer of responsibility and authority by a senior manager to employees at lower level/levels. It should also be noted that the application of only an individual at the upper level to the transfer of authority is not sufficient for the employees at the lower level (Appelbaum, 2014, p. 380). The empowerments made within the enterprise are phenomena that increase the trust between the employee and the enterprise. Empowered employees in tourism businesses are known to have good communication with customers (Guzel et al., 2008; Çelik et al., 2015; Dolezal and Novelli, 2020; Chen, 2022). In order to understand the power of the employees in staff empowerment and the scope of their success within the organization, the staff turnover rate and the employee's stay in the organization and the time spent in the organization are very important (Dwesini, 2019). Because the desire of the empowered employee to stay in the organization will increase. Thus, employees who feel like they are a part of the business are expected to be honored to serve the business (Berridge et al., 2018).

Emotional labor in hotel management is expected during encounters where service workers are expected to show understanding of guests' emotions and to respond with appropriate, empathetic emotional expressions (Lee and Ok, 2015; Lam et al., 2022). Emotional labor influences the formation of rule violations that are constructive to protect business interests by providing a sense of ownership of employees operating in enterprises. Thanks to the internal harmony, the employee who adopts the enterprise can resort to deviant behaviors that are positive (Chung and Moon, 2011). In order to protect the position of the employees in managerial positions or to get promoted, they may prefer to violate the rules by suppressing their emotions and prioritizing the interests of the enterprise (Chi et al., 2018). Thus, both the tourism business and the employee's interests will be embraced. In order for this situation to occur, the employee is expected to exert emotional labor instead of individual feelings.

Unethical violations for individuals to exhibit constructive deviant behavior may be self-sufficient. Martin et al. (2009) in their research on individuals with individual differences, they discussed that the violation of the code of ethics was caused by their self-identity status. In addition, the strong self-esteem of the employees in the enterprises enables them to exhibit constructive deviant behavior (Bonus, 2016).

The suitability of emotional patterns within the enterprise is important for both the enterprise and the employee to achieve their goals with its effect on staff

empowerment. Empowered employees help to elicit positive emotions. In addition, in another study on hotel businesses (Kim et al., 2012; Lee and Ok, 2012; Li et al., 2021) it is discussed that emotional labor strategies are effective in the development of staff empowerment practices. It has been taken into account that the empowerment of the internally directed employee with emotional job adaptation is effective in order to make the right decision in hotel operations (Li et al., 2021). The basic self affects the participation of employees in decisions. In this way, it is envisaged that the internal self-structure is effective in the empowerment practices of the staff (Giderler, 2015). Pioneering study (Karatepe and Demir, 2014; Su et al., 2022) in hypothesizing development highlighted that the basic self-status of the employees affects the staff empowerment status. Because the self-structure or personality states of individuals affect the situations of their behaviors in strengthening (Laschinger et al., 2007).

The phenomenon of staff empowerment, which gives significant authority and responsibility to the employee, leads to the formation of constructive rule violations for the protection of organizational interests through the formation of initiative. Therefore, the phenomenon of staff empowerment affects the phenomenon of constructive deviant behavior (Malik and Lenka, 2019a). Therefore, the hypotheses are proposed in the following sections.

H1: Emotional labor has a significant and positive effect on constructive deviant behavior in hotel businesses.

H2: In hotel businesses, the core self-perception has a significant and positive effect on constructive deviant behavior.

H3: Emotional labor perception has a significant and positive effect on staff empowerment in hotel businesses.

H4: In hotel businesses, core self-perception has a significant and positive effect on staff empowerment.

H5: Staff empowerment has a significant and positive effect on constructive deviant behavior in hotel businesses.

The basic self directs the status of the employees in life. Thus, the employee who is directed within the enterprise can resort to constructive rule violations with the perspective provided internally. For this reason, employees who are guided by the self can violate the rules for the benefit of the enterprise (Alias et al., 2013).

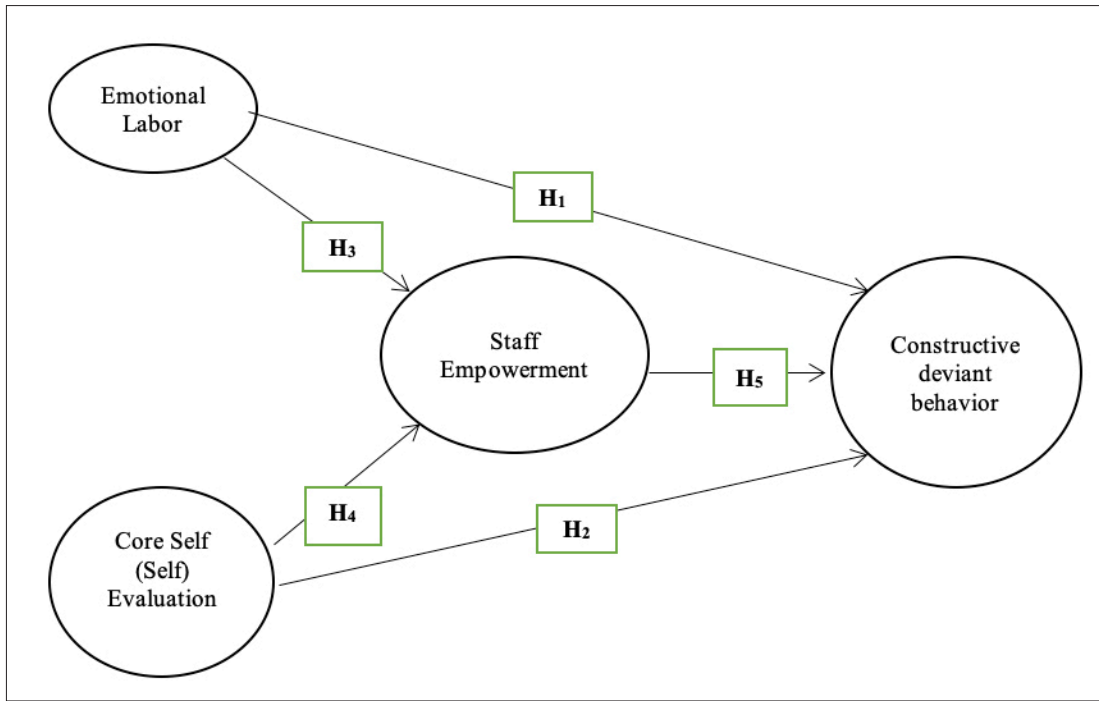


Fig. 1: Research Model

Table 1. Number of hotels in the study universe (Ministry of Tourism, 2021)

	4 stars	5 stars
Ankara	58	29
Muğla	94	83

Since the empowered employees in these violations have high authority, their internal situations lead to this type of behavior. Employees who are emotional tend to break the rules. While exhibiting this behavior, they use their authority by being empowered as a basis (Kim and Beehr, 2017). Hypotheses regarding mediation are proposed in the following sections. In this section, the variables that are mediators on the model can be seen.

H6: In hotel operations, staff empowerment has a mediating role in the effect of emotional labor on constructive deviant behavior.

H7: In hotel operation, staff empowerment has a mediating role in the effect of core self on constructive deviant behavior.

In the light of the developed hypotheses, the research model was formed as follows. The structural model of the research is given below (see Figure 1).

**RESEARCH METHODOLOGY**

**Research Sampling and Data Collection**

The population of the study consists of employees and managers working in hotels with various structural

features (coastal and city hotels, national independent, national chain and international chain hotels, 4 and 5 star hotels) in the Republic of Türkiye. The sample of the research consists of staff and managers working in hotels with various structural features (coastal and city hotels, national independent, national chain and international chain hotels, 4 and 5 star hotels) operating in the cities of Ankara and Muğla. The most important reason for this is that Ankara stands out in city hotel management and, being the capital city, has a high customer portfolio suitable for this. In addition, the perspectives of the employees serving this portfolio are important. The fact that the city of Muğla has come to the fore in coastal hotel management and has a high number of tourists. Additionally, these two cities are rich in terms of 4 and 5 star hotels. The sample was made with 538 hotel employees included in the research.

In the research, it is not possible to know the boundaries of the universe, since it is difficult to determine the number of employees and managers operating in the hotels in Ankara and Muğla. For this reason, convenience sampling method was used in order to determine the employees, to apply the questionnaires and to obtain a large amount of data. For the convenience sampling

**Table 2.** Demographic Information

Characteristics		n	%	Total Percentage
Gender	Woman	244	45,4	45,4
	Male	294	54,6	100
	Total	538	100	
Age	18-25	205	38,1	38,1
	26-35	255	47,4	85,5
	36-45	62	11,5	97,0
	46-55	10	1,9	98,9
	56 and above	6	1,1	100
	Total	538	100	
Marital status	Married	152	28,3	28,3
	Single	386	71,7	100
	Total	538	100	
Educational Status	Primary school	3	0,6	0,6
	Middle School	16	3	3,6
	High school	95	17,7	21,2
	University	424	78,8	100
	Total	538	100	
Income statue	Minimum wage	218	40,5	40,5
	Minimum Wage-4000 TL	170	31,6	72,1
	Between 4001-5000 TL	72	13,4	85,5
	Between 5001- 6000 TL	46	8,6	90,9
	Between 6001-7000 TL	32	5,9	100
	Total	538	100	
Status of Receiving Tourism Education	Yes	353	65,6	65,6
	No	185	34,4	100
	Total	538	100	
Type of Tourism Education	Tourism Certificate	48	14,4	14,4
	Tourism High School	44	13,3	27,7
	Tourism University Education	261	72,3	100
	Total	353	100	

TL: Turkish Lira

method, it is the collection of data on behalf of the research without considering the concept of a certain place or time, and trying to reach all the people who exist in the space and time period (Baştürk and Taştepe, 2013; Zhang et al., 2021). The research data obtained by the survey application were collected from the sample of the study between 10.01.2021 and 15.05.2021.

### Socio-Demographic Characteristics

As seen in Table 2 below, the respondents were male (54.6%), aged 26-35 (47.4%), and single (71.7%). A significant portion of the respondents (40.5%) have a monthly average household income of the minimum

wage. The education level of the respondents is high and the rate of university graduates is 78.8%. While the majority of the participants (65.6%) received tourism education, a vast majority of the participants (72.3%) received tourism university education.

### Research of the Questionnaire

The questionnaire consisted of four scales for the research. The statements in the questionnaire were asked as "strongly disagree", "disagree", "moderately agree", "agree" and "strongly agree" according to the sampling 5-point Likert scale. The 16-item "Constructive Deviant

**Table 3.** CFA Goodness of Fit Values of Scales

Variables	$\chi^2 /sd$	GFI	TLI/NNFI	CFI	RMSEA
Constructive Deviant Behavior	3,623	0,93	0,99	0,99	0,70
Emotional Labor	3,547	0,94	0,99	0,99	0,67
Core Self-Assessments	3,944	0,92	0,99	0,99	0,79
Staff Empowerment	3,034	0,96	0,99	0,99	0,62
Good Fit*	$\chi^2 /sd \leq 5$	$0.90 \leq GFI \leq 0.95$	$0.90 \leq NNFI/TLI \leq 0.95$	$0.90 \leq CFI \leq 0.95$	$0,05 \leq RMSEA \leq 0,08$

**Source:** Hooper et al., 2008, p. 53-60; Hu and Bentler, 1999: 1-55; 181-185; Schermelleh-Engel and Moosbrugger, 2003, pp.23-74.

Workplace Behaviors" scale, developed by Galperin (2002) and translated into Turkish by Yıldız (2015), was used to determine the constructive deviant workplace behavior tendencies of the employees. There are 5 statements on the scale aimed at identifying innovative and interpersonal constructive deviant behaviors and 6 expressions aimed at identifying compulsive, deviant constructive behaviors. The scale is 3-dimensional. In order to be suitable for the organizational culture in Türkiye and to guide the tourism employees, 4 more expressions were added to the scale. With this adjustment, there are 4 dimensions in total. Internal consistency coefficients ( $\alpha$ ) calculated as .96

The accommodation sector emotional labor scale developed by Chu and Murmann (2006) was adapted to Turkish by Avcı and Boylu (2010) in order to determine the tendency of employees to exhibit emotional labor behaviors, and its validity and reliability were also evaluated. The scale was applied to Turkish tourism professionals and 10 expressions were found on the scale. Although the scale is two-dimensional, the first 7 items are emotional conflict and the other 3 items are emotional efforts. Internal consistency coefficients of the scale ( $\alpha$ ) were calculated as .96

The scale of core-self, which was developed by Judge (2003) and was adapted to Turkish by Kisbu and Bayazıt (2006), to measure the one-dimensional core self-assessment of employees, was carried out by Erol-Korkmaz (2010). The scale consists of 12 statements. The internal consistency coefficients of the scale ( $\alpha$ ) were calculated as .98. The scale developed by Spreitzer (1995) and adapted into Turkish by Sürgevil et al. (2013) was used to measure staff empowerment perceptions of employees. This scale consists of meaning, competence, autonomy and impact dimensions. There are a total of twelve articles, three expressions of each dimension. The

scale consists of 12 statements. The internal consistency coefficients of the scale ( $\alpha$ ) were calculated as .92.

### Analysis of Research Data

In order to determine the structural validity of the research, the analyzes were also performed in SPSS package program and LISREL package program (Nam et al., 2018). Structural equation modeling analyzes and confirmatory factor analysis were performed on 538 data items. Explanatory factor analysis was used in the constructive deviant scale. This is because a dimension has been added to the scale. While examining the scale of perception of constructive deviant behavior of the employees, the results of item analysis, reliability levels and explanatory factor analyzes of the scale were conducted for the pilot sample of 250 people and its validity was ensured. The kurtosis and skewness values of all scale items are between -2 and +2, supporting the assumption of normal distribution (Kline, 2011). -2 and +2 indicating scalar rather than an absolute range.

CFA (Confirmatory Factor Analysis) and reliability analysis ( $\alpha$ ) cronbach alpha coefficients were calculated for the measurement of perception regarding the research variables. The ratio of Chi-square statistics to degrees of freedom ( $\chi^2/df$ ), Goodness of Fit Index (GFI), Comparative Fit Index (CFI), Tucker-Lewis Index (TLI/NNFI), Root Mean Squared Errors of Approximation (RMSEA) as validation criteria in the interpretation of CFA results values were calculated.

When the structural equation model was tested, the Chi-square value of the model was found to be significant at the level of  $\chi^2 = 551.69$ ,  $sd = 197$ ,  $p = .000$ . When the ratio of the chi-square value to the degrees of freedom is analyzed ( $\chi^2/sd = 2.820$ ), a value below 3 indicates an acceptable fit. When the goodness of fit indices of the structural model were examined, it was found that

RMSEA = .058, RMR = .050, SRMR = .046, GFI = .95, AGFI = .93 and CFI = .99, NFI = .99 and NNFI = .99. These values show that the established structural model has a perfect fit.

**RESULTS**

The results of the model of the research and the conclusion suggestions in the study are given. It is also explained in theoretical and practical implications.

**Conclusions on the Structural Model**

The convergent validity of the constructs was evaluated using the mean variance subtracted (AVE) and factor. Since the CR values are determined to be above the threshold value of 0.70 and the AVE value is above the threshold value of 0.50, it is stated that the reliability and convergence validity of the measurement model are ensured. The factor loads of all substances were statistically significant and were above the threshold of 0.5 (Hair et al., 2010). Construct validity was confirmed with AVE values greater than 0.5 for all structures. The AVE and CR values are given in the table (see Table 4).

The results supported all seven hypotheses tested in the model. H1 were supported, since emotional labor has a significant and positive effect on constructive deviant behavior in hotel businesses. ( $\beta = 0.62, t = 1.019, p < 0.001$ ). As core self-levels had a significant effect on

constructive deviant behavior ( $\beta=0.17, t=2.240, p < 0.05$ ). Thus H2 was supported. Since emotional labor levels had a significant affect on staff empowerment ( $\beta=0.42, t=5.150, p<0.001$ ), H3 was supported. As baseline self-levels had a significant effect on staff empowerment ( $\beta=0.24, t=5.150, p<0.001$ ), H4 was supported. Since staff empowerment levels had a significant effect on constructive deviant behavior ( $\beta=0.49, t=9.160, p<0.05$ ), H5 was supported. The mediating role of staff empowerment levels has a significant effect on the effect of emotional labor levels on constructive deviant behavior ( $\beta = 0.57, t = 9.240, p < 0.001$ ), which partially mediated and supported H6. The mediating role of staff empowerment levels had an impact on the effect of core self-levels on constructive deviant behavior ( $\beta=0.02, t=0.063, p < 0.001$ ), it was fully mediated and supported H7.

**CONCLUSION AND RECOMMENDATIONS**

Considering the increasing competition and limited resources, the key to success in the tourism industry is qualified employees. Employees are required to have a number of virtues depending on certain conditions, which are the competencies such as having knowledge and technology, producing flexible solutions against the problems encountered, transferring ideas to the enterprise, being compatible with teamwork, being effective in foreign languages, and organizational competencies that will bring the business to the fore. In

**Table 4.** AVE and CR values of the scales

Scales	AVE	CR
Constructive deviant behavior	0,71	0,91
Emotional labor	0,74	0,93
Basic self-assessments	0,81	0,98
Staff Empowerment	0,79	0,91

**Table 5.** Hypothesis Acceptance Status

Hypotheses	$\beta$	p	Hypothesis Acceptance Status	
			Accept	Reject
H1	0,62	< 0.001	X	
H2	0,17	< 0.05	X	
H3	0,42	<0.001	X	
H4	0,24	<0.001	X	
H5	0,49	< 0.05	X	
H6	0,57	<0.001	X	
H7	0,02	<0.001	X	

this context, along with the characteristics specified in this framework, the employees' self-status, compliance with emotional patterns, and the ability to take steps that benefit the business can be the key to success.

Trainings are provided for the employees to have positive reflections on the internal situations of the business. Moreover, some hotel businesses train their employees at a younger age by opening educational institutions to prepare employees for certain behavioral patterns and technical parts of the profession. For this reason, it is important in terms of ease of control of internal situations and keeping customer satisfaction in the foreground.

### **THEORETICAL IMPLICATIONS**

This research helps to clarify how the internal states of the hotel employees affect the constructive deviant behavior, which is the external impulse. One of the contributions of the research to the theoretical field is the adoption of the effect of hotel employees on external behaviors while exhibiting their internal behaviors in the light of a model. In the research in which the behaviors of the employees in hotel enterprises were evaluated, inter-variable evaluations were made. The fact that there are different perspectives in the evaluation between variables pointed out that it is necessary to make holistic evaluations in order to understand and generalize the workplace behavior experiences of the employees. This research will provide business managers and business owners with information about the factors in their internal and external behavior.

The research classified the behavior of employees in hotel businesses into two categories. These are the internal behaviors and the behaviors with the affected external influence. It was concluded that the emotional labor and self-status of hotel employees shaped their constructive deviant behavior. At this point, the studies have concluded that the internal behaviors of hotel employees affect the behaviors given by external influence (Chi et al., 2018; Malik and Lenka, 2019b). Tao et al., (2019) sabotages related to the service structure occur in businesses with food and beverage units. It was supported that the source of their negative behavior towards customers was emotional. If a employee wants to communicate well with the customers, he/she must manage his/her emotions well. Especially when businesses are busy, they may be inclined to deviant behavior when they do not improve their emotional state in service. Tekmen and Kaptangil (2022) examined the effect of perceived supervisory support and intrinsic

motivation on the constructive deviation behavior of hotel employees. While constructive deviation behavior is observed in hotel employees, it is emphasized that internal motivation has a positive effect and managerial supervision is essential. Accordingly, the results of the current research support the literature.

It was concluded that internal situations affected external effects in the behaviors of the hotel employees and that the staff empowerment mediated in this model. Staff empowerment is also an external authority provided by the manager. This conclusion has been supported by several studies (Wong and Laschinger, 2013; Alagarsamy et al., 2020). The findings of this research are that the starting point of the powers and outputs given to more directing the hotel staff is the internal states. Two arguments can be considered in this context. First, responsibility should be given by considering the behavioral conditions of the employee. Second, the emotional motivation of the employees should be ensured in order to avoid a situation that is a direct factor with the customer, such as constructive rule violations.

### **PRACTICAL IMPLICATIONS**

The study aimed to measure the effect of emotional labor, the effect of self on constructive deviant behavior and the mediating role of staff empowerment in hotel businesses. According to the results of the research, it was found that emotional labor in hotel enterprises affects the constructive deviant behavior of the self and staff empowerment mediates these effects. The role of external staff empowerment is to ensure that the internal states of employees tend to address rule violations, even if it is beneficial for core self and emotional labor to produce an output (Zhou et al., 2021).

The emotional labor perceptions of the employees operating in the hotel enterprises positively affected the phenomenon of constructive deviant behavior. In other words, while the employees behave in accordance with the emotional patterns for the enterprise, they also resort to the violations of the rules that result in positive results for the enterprise. Although violations of this rule result in a positive outcome, it will be a reminder for the employee that the human resources department organizes ethics-related information programs periodically during the season or throughout the year, since it is a negative behavior in essence (Gonzales et al., 2020; Abdiyev and Alimardonov, 2022). In this way, it is expected that ethical violations will decrease.



Self-states of employees in the hotel enterprises have positively affected the constructive deviant behavior. Even if the self-perceptions of the employees are positive, it affects the violation of the rules. At this point, the self and personality groups of the top managers of the hotel businesses and the individuals of the human resources unit should be determined and it should be revealed which types of employees are inclined to constructive deviant behavior. Then, professional support should be obtained from individuals who are experts in the field of psychology for this situation (Al-Qassem, 2022).

It was discussed that emotional labor and self-awareness, which are among the internal situations, positively affect staff empowerment. The individual empowerment of the employees bring to the fore which individual will be strengthened. In this context, the status of the social environment of an individual and his/her work-related harmony are important. After an individual is hired, organizational plans such as excursions, activities and fishing within the enterprise should be brought to the fore in order to manage the individual's feelings towards the enterprise positively and to improve the approach as a personality (Gürsoy et al., 2011; Ružić, 2015; Dedeoglu et al., 2016; Florido et al., 2019; Nazir and Islam, 2020). Thus, it is expected that the employee will be motivated towards the hotel business and his/her emotional harmony will increase.

Staff empowerment positively affected constructive deviant behavior. It is addressed that there are the violations of rules that result positively with the empowerment of the employees within the enterprise. In this case, top and middle level managers have great responsibilities. Before the empowered employee is given this authority, a situation assessment should be made that the employee is worthy of it and that he/she will not resort to ethical violations even if it is for the benefit of the business (Kruja et al., 2016; Shrestha, 2020; Ravichandran et al., 2022). In fact, a detailed evaluation can be made about each strengthened employee.

### **LIMITATIONS AND FUTURE RESEARCH**

In this research, the internal and external behavior of hotel employees was evaluated in a model. In order to develop a more holistic perspective, future studies should be measured with different internal and external behavioral variables, and then these results will need to be evaluated. This will be important for the emergence of different employee perspectives. Considering that the data of this research were collected in Turkey, it is essential to collect more data to make comparisons

between different countries, different tourism business lines, as well as more comprehensive sampling in terms of cultural contexts and different employee types to improve the current generalization ability of the results.

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