Relationships Among Reachability, Relatedness, Competence, and Work-Related Deviant Behavior of Travel Agency Employees Working Remotely: The Role of Work Group Involvement*

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Abstract

The aim of this study is to reveal the effect of work characteristics of remote workers in the tourism sector on their work-related deviant behavior. The study reveals how work group involvement mediates the impact of work characteristics on this behavior. Research data were collected from employees working in the marketing, reservation, sales, and operation units of travel agencies. Analysis of 323 valid data found that reachability, relatedness, and competence had significant and negative impacts on work-related deviant behavior. Moreover, work group involvement partially mediated the effect of reachability, relatedness, and competence on work-related deviant behavior. The study indicated that remote workers' reachability, relatedness and competence can reduce their work-related deviant behaviors. Moreover, these work characteristics can further reduce work-related deviant behaviors along with work group involvement

Keywords: Reachability, Relatedness, Competence, Work Group Involvement, Work-related Deviant Behavior.

Seyahat Acentasında Uzaktan Çalışanların Ulaşılabilirlik, İlgililik, Yetkinlik ve İşle İlgili Sapkın Davranışları Arasındaki İlişki: Çalışma Grubu Katılımının Rolü

Öz

Bu çalışmanın amacı seyahat acentasında uzaktan çalışanların iş özelliklerinin işle ilgili sapkın davranışları üzerindeki etkisini ortaya koymaktır. Diğer bir amaç ise, belirtilen ilişkide çalışma grubu katılımının aracılık etkisini ortaya çıkarmaktır. Araştırmanın verileri seyahat acentalarının pazarlama, rezervasyon, satış ve operasyon birimlerinde çalışanlardan toplanmıştır. 323 geçerli verinin analizi sonucunda, ulaşılabilirliğin, ilgililiğin ve yetkinliğin işle ilgili sapkın davranışlar üzerinde olumlu etkiye sahip olduğu bulunmuştur. Ayrıca, çalışma grubuna katılım değişkeninin ulaşılabilirliğin, ilgililiğin ve yetkinliğin işle ilgili sapkın davranışlar üzerindeki etkisine kısmen aracılık ettiği görülmüştür. Uzaktan çalışanların ulaşılabilirliğinin, ilgililiğinin ve yetkinliğinin onların işle ilgili sapkın davranışlarını azaltabileceği belirtilebilir.

Anahtar Kelimeler: Ulaşılabilirlik, İlgililik, Yetkinlik, Çalışma Grubu Katılımı, İşle İlgili Sapkın Davranış.

INTRODUCTION

Restructuring and organizational change, along with rapid developments in technology, demand that employees develop their competencies to keep up with changes in the workplace. With the development of technology and the acceleration of globalization, ways of working have changed, thereby creating the need to increase workplace knowledge, skills, and competencies (Paulsson, Ivergård & Hunt, 2005). For example, companies have become more open to working from home, which has become more common due to the Covid-19 pandemic. Today's work environment has made reachability an important issue in that organizations want to maintain contact with co-workers and clients as work time has become more porous. Especially in case of an emergency, workers must be available.

The use of participative work designs has become a popular strategy for increasing productivity, employee flexibility, job satisfaction, and various work characteristics (Scott, Bishop, & Chen, 2003). The research has frequently drawn attention to the numerous benefits of work groups, such as establishing quality workplace relationships and the communicative expertise that employees bring with them when handling group tasks (Karakowsky & McBey, 2001). Researchers agree that relationship and communication are important in a supportive workplace environment that values intimacy with others and social actions (Fotiadis, Abdulrahman, & Spyridou, 2019).

The concept of work-related deviant behavior has received a great deal of attention in the past three decades (Bennet, 2000; Henle, 2005; Fan et al., 2021; O'Neill & Hastings, 2011). It is predominantly conceptualized as destructive behavior (Christian & Ellis, 2014; Pera, 2017; Spector & Fox, 2010). Researchers have examined aspects of work characteristics and a healthy work environment (Ivergard, 2000; Shackel, 2000) while many studies have investigated the direct precursors of workplace deviance. These include "demographic factors", "organizational conditions", and "employee perceptions and characteristics". However, it is believed that these predictors may cause deviation indirectly, through negative attitudes. While numerous studies have tried to determine and clarify the antecedents and consequences of deviant workplace behaviors, few studies have investigated work group involvement and deviance together. Destructive deviant behavior is an important issue for organizations because it is a common problem and imposes very large costs (Bennet & Robinson, 2000). Therefore, it is important to understand and manage this issue.

The aim of this study is to investigate the effects of employees' work characteristics on their behavioral tendencies at work and to uncover the mediating role of workgroup involvement. This study focuses on reachability, relatedness, and competence as important factors for gaining positive outputs. It can be stated that these variables (reachability, relatedness, and competence) are the work characteristics that managers fear mostly when managing remote workers. In addition, these variables appear to be the most important variables that can make it easier for managers to control their remote workforce (Janene-Nelson & Sutherland, 2020). For these reasons, they were determined as the independent variables of the research. It is important to identify the variables that can reduce deviant behavior among employees in the tourism sector, particularly mediator variables. The study adopts a positive starting point: instead of focusing on all the problems and stress factors in today's working life, it focuses on the antecedent variables that are the positive characteristics of the work. The research model includes reachability, relatedness, competence, work group involvement, and work-related deviant behavior. Social Exchange Theory (SET), Self-determination Theory (SDT), and Social Identity Theory (SIT) were used to generate the hypotheses. The findings can fill the gap in the literature and contribute to revealing the characteristics that remote workers should have in the tourism sector in order to reduce deviant workplace behavior.

THEORETICAL FRAMEWORK AND HYPOTHESES DEVELOPMENT

Theoretical Framework

The need for qualified employees is increasing in the ever-changing business environment. Therefore, it is important for profitability and competitive advantage that human resources managers take into account the knowledge, skills, and abilities (KSAs) of employees during recruitment. Meanwhile, remote working is being increasingly implemented, especially due to the Covid-19 pandemic, even in the labor-intensive tourism sector. In this sector, employers now seek individuals with multiple skills (Kaushal & Srivastava, 2021; Sigala, 2020) along with reachability, relatedness, and competence.

Regarding remote working, Janene-Nelson & Sutherland (2020), suggest that the greatest concerns about managing remote workers relate to "productivity", "reachability", "team happiness / connection / engagement", "communication", and "managing team productivity/motivation". Of these, this study focuses on reachability, relatedness, and competence as important factors for gaining positive outputs. Reachability

relates to employee communication with colleagues and customers. Reachable employees complete tasks and answer customers' questions quickly (Trieu et al., 2019). Relatedness is the "feeling of being close to others", which is important for employees to feel a sense of belonging to the business and to cooperate with other employees (Ahn, 2020). Competence is the "feeling of being skillful and effective" in relation to employees' knowledge and skills (Ahn, 2020).

Reachable employees are very important in remote working contexts (Trieu et al., 2019), given that individual and organizational performance depends on correct and timely execution of tasks, answering customer questions instantly, and being in constant communication and interaction with colleagues (Buhalis & Law, 2008). Businesses will gain a competitive advantage by recruiting employees who use technological communication channels well (Chen et al., 2022) whereas employees who cannot adapt to technological developments will experience technostress. This situation may impair communication and interaction with colleagues and customers, as well as harming individual and organizational performance (Gonzales & Wu, 2016). Reachable employees will increase the enterprise's social capital by encouraging workgroups and cooperating with employees as they communicate with their colleagues (Trieu et al., 2019). This situation can also be explained through SET (Blau, 1964), which theorizes that mutual communication, cooperation, and good relations with colleagues lead to positive outcomes. Finally, reachability can reduce work-related deviant behavior with employees who are constantly open to communication and willing to respond (Chen et al., 2018).

Relatedness, another important factor in remote working, is also a psychological need (Deci & Ryan, 2000). Relatedness needs are "connected to one's feeling of closeness and connectedness to others" (Reis et al., 2000). In the workplace, relatedness refers to "an employee's sense of belonging to the business and commitment to colleagues" (Hu, Liu & Qu, 2019). Such commitments are an important factor in creating work groups. In terms of SDT, belonging and commitment are needs in that employees want to belong to certain people or a business (Deci & Ryan, 2000). If people working remotely are in a group and feel that they belong to that group, then cooperation can increase, thereby improving individual and organizational performance (Janene-Nelson & Sutherland, 2020), which ultimately increases productivity (Elbaz, Haddoud & Shehawy, 2018), customer satisfaction (Ahn & Back, 2019), and brand attachment (Ahn & Back, 2018). Finally, since the sense of belonging and commitment increases employees' well-being (Ahn, Back & Choe, 2019; Ahn,

Back & Boger, 2019; Hu et al., 2019), there may be a decrease in work-related deviant behavior.

Competence, which has become even more important today, can be defined as having the knowledge and skills to cope with business difficulties (Anvari, Soltani & Rafiee, 2016; Kong, 2013; Osei & Ackah, 2015). Competent employees produce better teamwork, cooperation, and analytical thinking (Spencer & Spencer, 1993). Because of their feelings of competence at their level of job mastery and their belief that they are doing tasks correctly, competent employees tend to perform better (Hu et al., 2019). As already mentioned, in terms of SDT, competence is a psychological need (Deci & Ryan, 2000). Competent individuals tend to participate actively in teamwork and help improve business performance (Elbaz et al., 2018), customer satisfaction (Ahn & Back, 2019), and brand loyalty (Ahn & Back, 2018).

Work group involvement refers to "participation in tasks like information exchange and collaborative decision-making, and how individuals feel respected" (Maznevski, 1994). Mor-Barak and Cherin (1998) define work group involment as "the perception of inclusion-exclusion with regard to employee interaction or involment within work teams". Regarding remote workers specifically, it can be challenging to form them into a group to which everyone feels that they belong (Janene-Nelson & Sutherland, 2020). For group leaders, important factors in forming business groups include the employees' having similar characteristics, directing action in line with the same goals and objectives, providing motivation, assigning work that can be done as a group, and developing each member's sense of belonging. Having similar personal characteristics, attitudes, beliefs, and values is particularly important (Brewer & Gardner, 1996; Hobman, Bordia & Gallois, 2004). The power of work groups to increase business efficiency and performance can also be explained in terms of SIT. In line with their need to belong to a group, employees usually work others with similar characteristics and beliefs, and complete tasks correctly and on time (Abrams & Hogg, 1988). Employees' feelings of being a group member can also reduce negative outcomes. Being in a group can enable better service to customers while reducing work-related deviant behaviors (Zhuang et al., 2020).

Violations of important organizational norms and behaviors that affect the well-being of those who are exposed may qualify as deviant behaviors (Robinson & Bennett, 1995). Injustices in business, organizational constraints, or provocation by co-workers and customers can increase deviant behavior (Spector & Fox, 2002). More deviant behavior can also

be expected in poorly managed or stressful workplaces (Bennett & Robinson, 2003). Deviant behavior that includes "harassment", "violence", and "sabotage" can cause significant problems for the workplace (Buss, 1993). Deviant behavior undermines morale and can lead to layoffs. In addition, it can cause costs in terms of business due to problems with customers (Robinson et al., 2019). Negative emotions and excessive work demands increase work-related deviant behavior whereas positive emotions can reduce it (Fan et al., 2021).

Hypotheses Development

Reachability, Work Group Involvement, and Work-Related Deviant Behavior

As discussed above, reachability is an important strategic concept for both employees and customers. Especially for individuals working remotely, reachability is an important factor for completing tasks correctly and on time, and ensuring customer satisfaction (Trieu et al., 2019). As a result of technological developments, new communication channels have emerged that employees need to use actively. Reachability includes constant communication of employees with colleagues and customers, easy access to individuals working remotely, and the ability to respond accurately and immediately to business employees and customers when requested (Kuru & Pasek, 2016). Conversely, the inability to use technology effectively for remote work leads to technostress, which can damage both individuals and organizations (Gonzales & Wu, 2016). Reachability increases interaction between coworkers and customers and strengthens organizational social capital (Trieu et al., 2019). According to SET, an increase in social interaction among employees strengthens group formation (Blau, 1964) while improving interaction with customers. Based on the relevant literature and SET, the following two hypotheses can be proposed:

H_1: Reachability is positively related to employees' work group involvement.

H_2: Reachability is negatively related to employees' work-related deviant behavior.

Relatedness, Work Group Involvement, and Work-Related Deviant Behavior

Relationship needs, or relatedness, refer to "an individual's natural desire to feel connected to others, experience a sense of belonging, and share close relationships with others" (Baumeister & Leary, 1995). Thus, relationship needs can be satisfied when individuals feel connected to other people and experience a sense of belonging (Alderfer, 1972; Van

Orden et al., 2012). Employees with a strong sense of belonging have better relations with their colleagues and other people. In businesses, relatedness is desirable because it can improve individual and organizational performance through encouraging work group formation and reducing work-related deviant behaviors. SDT defines relatedness as a psychological need (Deci & Ryan, 2000). The attitudes and behaviors of employees tend to improve in line with their sense of belonging and commitment, which in turn increases the efficiency and performance of the business (Elbaz at al., 2018), customer repurchases (Ahn & Back, 2019), customer loyalty (Ahn, 2020), and employee well-being (Ahn et al., 2019b; Ahn et al., 2019a; Hu et al., 2019). Based on the related literature and SDT, the following hypotheses can be proposed:

H_3: Relatedness is positively related to employees' work group involvement.

H_4: Relatedness is negatively related to employees' work-related deviant behavior.

Competence, Work Group Involvement, and Work-Related Deviant Behavior

Employee KSAs are closely related to their performance (Potnuru & Sahoo, 2016). Competence refers to "the knowledge and skills required to perform a specific task effectively" (Osei & Ackah, 2015). According to Spencer and Spencer (1993), competence, in terms of knowledge, skills, motivation, traits, and self-concept, is important for improving individual and group performance. Competent employees can perform effectively in dealing with business challenges and producing creative and innovative work outputs (Kong, 2013). Competent employees know what to do in their roles and have the necessary knowledge and skills to run the business (Anvari et al., 2016). In addition, they can contribute significantly to organizational performance through teamwork, cooperation, and analytical thinking (Spencer & Spencer, 1993). Competent employees enable the enterprise to become more efficient and achieve its goals more easily (Osei & Ackah, 2015). According to SDT (Deci & Ryan, 2000), employees who see themselves as competent can be successful in group work and produce positive work outputs. Competent employees increase the enterprise's efficiency and performance (Elbaz et al., 2018), customer repurchases (Ahn & Back, 2019), customer loyalty (Ahn, 2020), and employee well-being (Ahn et al., 2019b; Ahn et al., 2019a; Hu et al., 2019). Based on the relevant literature and SDT, the following hypotheses can be proposed:

H_5: Competence is positively related to employees' work group involvement.

H_6: Competence is negatively related to employees' work-related deviant behavior.

Work Group Involvement as a Mediator

Work groups are shaped by the employees, particularly their personal characteristics, attitudes, beliefs, and values (Hobman et al., 2004). The potential advantages of groups are establishing quality relationships in the workplace and the communicative expertise that employees apply to performing tasks (Karakowsky & McBey, 2001). Factors like reachability, relatedness, and competence can lead to positive individual and organizational outcomes while reducing work-related deviant behavior. In addition, work group involvement can also mediate the reduction in work-related deviant behavior due to these three factors, particularly through increased information exchange between employees, participation in decision-making processes, and cooperation. According to SIT, work-related deviant behavior will decrease if employees belong to a social category or group (Abrams & Hogg, 1988). A social group is a group of individuals with a common social identity or a sense of being members of the same social category. Based on the relevant literature and SIT, the following hypotheses can be proposed:

H_7: Work group involvement mediates the relationship between reachability and work-related deviant behavior.

H_8: Work group involvement mediates the relationship between relatedness and work-related deviant behavior.

H_9: Work group involvement mediates the relationship between competence and work-related deviant behavior.

METHOD

Sample and data

The increasing use of remote working, which became essential during the Covid-19 pandemic, has also affected the labor-intensive tourism sector. The population for this study was travel agency employees who have worked remotely for a certain period in travel agencies operating in Antalya, Turkey. Antalya has 1,693 travel agencies (KTB, 2020), which suggests that there may be 25,395 employees, assuming that each agency has an average of 15 employees (TG, 2020). Accordingly, convenience sampling was used to collect data from at least 378 employees based on the sample table created by Sekaran (1992). The data were collected between January, 2022 and May, 2022, via drop-collect and e-mail. Out of 450 questionnaires distributed, 384 were returned, giving a return rate of approximately 85%. However, 14 questionnaires were excluded because they were filled incompletely while 47 more were excluded following the normal distribution analysis (*This study was carried out "the decision of Isparta University of Applied Sciences Ethics Committee at its meeting dated 30.11.2021 and numbered 76/01."*).

Measures

The first part of the questionnaire contained the scales for measuring the study variables. Reachability was measured with the five-item scale developed by Trieu et al. (2019). The reliability value of the original reachability scale was 0.81. Relatedness was measured using the six-item scale developed by Hu et al. (2009). Its reliability value was 0.82. Competence was measured using a six-item scale based on research conducted by Hu et al. (2009). The reliability value of the original scale was 0.85. Work group involvement was measured

Table 1. Demographic profile of the sample (n=323)

Gender	n	%	Department	n	%
Female	114	35.3	Marketing	97	30.0
Male	209	64.7	Reservation	84	26.0
Education			Sales	81	25.1
High school	42	13.0	Operation	61	18.9
College	53	16.4	**Period working in the same**		
University	214	66.3	**agency**		
Postgraduate	14	4.3	3 years and below	124	38.4
Age			More than 3 years	199	61.6
25 and below	48	14.9	**Total work life**		
26-35	156	48.3	6 years and below	133	41.2
36-45	57	17.6	More than 6 years	190	58.8
46 and above	62	19.2			

using a six-item scale based on Mor-Barak and Cherin (1998). They reported a reliability value of 0.84. Work-related deviant behavior was measured using the six-item scale from Fan et al. (2021). The reliability value of the original scale was 0.95. Participants responded to all scales using a five-point Likert-type scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). Two bilingual experts translated the scales into Turkish to ensure accurate translation. The reliability values for the translated scales using alpha coefficients ranged from 0.84 to 0.93, thereby indicating internal consistency (Nunnally, 1978).

marketing (30%), reservations (26%), sales (25.1%), and operations (18.9%). A majority of participants (61.6%) had worked in the same agency for more than three years while over half (58.8%) had been in the tourism sector for more than six years.

Data Analysis, Reliability and Validity

SPSS and Lisrel programs were used for data analysis. SPSS was used to present the demographic characteristics and other information about the participants, and to conduct the exploratory factor

Table 2. Correlations and descriptive statistics

Variables	Reachability	Relatedness	Competence	Work Group Involvement	Work-Related Deviant Behavior
Reachability	1				
Relatedness	.434**	1			
Competence	.435**	.590**	1		
Work Group Involvement	.470**	.628**	.620**	1	
Work-Related Deviant Behavior	-.521**	-.491**	-.468**	-.517**	1
Mean	4.223	4.267	4.295	4.159	1.736
Std. Dev.	0.636	0.593	0.656	0.574	0.619
Cronbach's Alpha	0.88	0.85	0.93	0.90	0.87

** $p < 0.01$

The second part of the questionnaire contained demographic information about gender, education level, age, work department, and length of sector experience (see Table 1). A majority of the respondents were male (64.7%) and university graduates (66.3%) while about half were aged 26-35 years (48.3%). The work departments were distributed as follows:

analyses of the scales. Lisrel was used for the confirmatory factor analysis, discriminant validity tests, hypotheses testing (Anderson & Gerbing, 1988), and the mediation test, based on the steps specified by Baron and Kenny (1986).

Table 2 presents the correlations between the variables, and their descriptive statistic and Cronbach's

Table 3. Discriminant validity

Variables	Reachability	Relatedness	Competence	Work Group Involvement	Work-Related Deviant Behavior
Reachability	(0.66)				
Relatedness	0.25**	(0.66)			
Competence	0.23**	0.42**	(0.70)		
Work Group Involvement	0.28**	0.50**	0.45**	(0.64)	
Work-Related Deviant Behavior	0.36**	0.32**	0.25**	0.34**	(0.57)

** = $p < 0.01$

Alpha. There were significant positive relationships between reachability, relatedness, competence, and work group involvement, and significant negative relationships between work-related deviant behavior and the other variables.

Next, discriminant validity was evaluated to test that the variables differed from each other (see Table 3). The bracketed values show the AVE values while the unbracketed values show the square of the relationship value between the variables. The analysis indicated acceptable discriminant validity because the values in brackets are larger than the other values (Sekaran & Bougie, 2013).

RESULTS

Before the confirmatory factor analysis, exploratory factor analysis was performed. The analysis indicated that the factor loadings of two items, one in the work group involvement scale and the other in the work-related deviant behavior scales, were below 0.50. Accordingly, these were excluded from further analysis (see Table 4). The confirmatory factor analysis indicated that the standardized values of the responses were greater than 0.50 and the t-values were greater than 1.96 (Fornell & Larcker, 1981; Jöreskog & Sörbom, 1993). The AVE values were greater than 0.50 while the CR values were greater than 0.70 (Fornell & Larcker, 1981; Hair et al., 2010). The goodness-of-fit indices were then examined to determine if the model was acceptable. The measurement model was accepted as the goodness-of-fit indexes surpassed the reference values (see Table 4).

Table 5 presents the direct effect results between variables. Since reachability increased work group involvement ($\beta = 0.53$; $p < 0.01$) while reducing work-related deviant behavior ($\beta = -0.60$; $p < 0.01$), both H_1 and H_2 were supported. Similarly, since relatedness increased work group involvement ($\beta = 0.71$; $p < 0.01$) while reducing work-related deviant behavior ($\beta = -0.57$; $p < 0.01$), H_3 and H_4 were supported. Finally, H_5 and H_6 were supported because competence increased work group involvement ($\beta = 0.67$; $p < 0.01$) while reducing work-related deviant behavior ($\beta = -0.51$; $p < 0.01$).

Before considering the mediating role of work group involvement, the three requirements suggested by Baron and Kenny (1986) were checked, specifically the significance of the relationships between the dependent variables and the independent variable; between the dependent variables and the mediating variable; and between the mediator variable and the dependent variable. All three requirements were met. More specifically, in the case of travel agency employees working remotely, work group involvement partially mediated the effect of reachability on work-related deviant behavior ($|0.16 * -0.20| < |-0.36|$), partially mediated the effect of relatedness on work-related deviant behavior ($|0.42 * -0.20| < |-0.19|$), and partially mediated the effect of competence on work-related deviant behavior ($|0.32 * -0.20| < |-0.08|$). Regarding the indirect effects, reachability indirectly influenced work-related deviant behavior through work group involvement ($\beta = -0.14$ $p < 0.01$) because the lower and upper levels of the 95% confidence interval did not include zero (LLCI = -0.214 and ULCI = -0.069). Besides, relatedness indirectly influenced work-related deviant behavior through work group involvement ($\beta = -0.25$ $p < 0.01$) because the lower and upper levels of the 95% confidence interval did not include zero (LLCI = -0.329 and ULCI = -0.170). Finally, competence indirectly influenced work-related deviant behavior through work group involvement ($\beta = -0.27$ $p < 0.01$) because the lower and upper levels of the 95% confidence interval did not include zero (LLCI = -0.368 and ULCI = -0.185). Thus, H_7, H_8, and H_9 were all partially supported (see Figure 1).

Table 4. Confirmatory factor analysis results

Scale Items	Loadings	Error Margins	T-values	AVE	CR
Reachability				0.66	0.88
"I am always ready to communicate with others."	0.83	0.31	17.57		
"Others can reach me easily."	0.81	0.34	17.02		
"I can respond immediately to other people."	0.78	0.40	15.94		
"It won't take long for me to reply to other people."	0.82	0.33	17.25		
Relatedness				0.66	0.85
"I don't really feel connected with others in my job." (R)	0.86	0.26	18.24		
"I don't really mix with other people in my job." (R)	0.83	0.31	17.35		
"I often feel alone when I am with my colleagues." (R)	0.75	0.44	15.06		
Competence				0.70	0.93
"I don't really feel competent in my job." (R)	0.84	0.30	18.36		
"I doubt whether I can execute my job properly." (R)	0.81	0.34	17.42		
"I really master my tasks at my job."	0.79	0.37	16.77		
"I feel competent at my job."	0.88	0.23	19.75		
"I am good at the things I do in my job."	0.85	0.28	18.64		
"I feel I can accomplish the most difficult tasks at work."	0.86	0.27	18.94		
Work Group Involvement				0.64	0.90
"I feel part of informal discussions in work group."	-	-	-		
"I feel isolated from the work group." (R)	0.77	0.41	15.89		
"Work group members don't share information with me." (R)	0.75	0.44	15.23		
"People in the work group listen to what I say."	0.81	0.35	17.02		
"My judgment is respected by members of the work group."	0.83	0.31	17.76		
"Work group members make me feel part of decisions."	0.83	0.32	17.66		
Work-Related Deviant Behavior				0.57	0.87
"I put little effort into my work."	0.72	0.48	14.22		
"I take an additional or longer break than is acceptable at workplace."	0.70	0.51	13.77		
"I spend too much time fantasizing or daydreaming instead of working."	-	-	-		
"I intentionally work slower than I could have worked."	0.79	0.37	16.33		
"I come in late to work without permission."	0.80	0.37	16.38		
"I neglect to follow my boss's instructions."	0.75	0.44	14.96		

Model	Chi-Square /df	RMSEA	CFI	GFI	NFI	AGFI
Measurement model	2.98	0.078	0.97	0.91	0.96	0.85
Recommended value	<5	<0.08	≥0.95	≥0.90	≥0.90	≥0.80
Source	Wheaton (1987)	Hair et al. (2010)	Hair et al. (2010)	Kline (1998)	Hair et al. (2010)	Zikmund (2003)

Note: (R) = reversed scored

Table 5. Path estimates of the structural model

			Standardized path coefficients	T-values
Reachability	→	Relatedness	0.50	10.11**
Reachability	→	Competence	0.48	9.77**
Reachability	→	Work Group Involvement	0.53	11.22**
Reachability	→	Work-Related Deviant Behavior	-0.60	-13.64**
Relatedness	→	Competence	0.65	16.61**
Relatedness	→	Work Group Involvement	0.71	19.72**
Relatedness	→	Work-Related Deviant Behavior	-0.57	-12.16**
Competence	→	Work Group Involvement	0.67	18.74**
Competence	→	Work-Related Deviant Behavior	-0.51	-10.84**
Work Group Involvement	→	Work-Related Deviant Behavior	-0.58	-13.14**
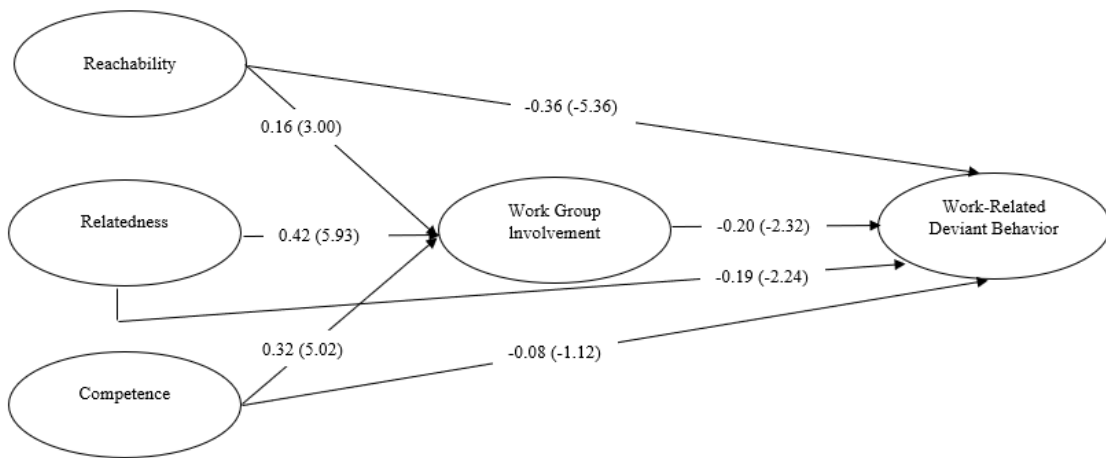
Figure 1. Results of the hypothesized model

CONCLUSION

Drawing on SET, SDT and SIT, a model was created in this study that included variables that can reduce the work-related deviant behavior of tourism employees who work remotely. Work group involvement was included in the model as an intermediary variable to reflect the difficulty that remote workers have to be together. The analysis of the research model indicated that remote workers' reachability, relatedness and competence can reduce their work-related deviant behaviors. Moreover, these work characteristics can further reduce work-related deviant behaviors along with work group involvement.

Theoretical Implications

Employee KSAs directly affect all the operational activities of a business (Elbaz et al., 2018). Managing employees is a difficult task in which it is important to provide control, especially in remote work, so that

is performed correctly and on time to create customer satisfaction, business profitability, and competitive advantage (Janene-Nelson & Sutherland, 2020). Work-related deviant behaviors can cause negative experiences for both employees and customers within the business. It is important for remote workers to be accessible, both for management and customers, to solve urgent or sudden problems (Hadidi & Power, 2020). If remote workers are willing to smoothly execute operational activities while communicating and interacting in relation to their role, then positive outcomes are more likely through reducing work-related deviant behaviors (Chen et al., 2018). Another important feature for remote workers is relatedness. Work is more likely to be efficient and effective if employees' have a sense of belonging to the business, (Abrams & Hogg, 1988). Employees who feel committed will make more effort for the business (Elbaz et al., 2018) and will be willing to sell services and engage in post-sales communication (Ahn & Back, 2019). Committed employees will also be more likely to fulfill their managers' directives, support

and cooperate with their colleagues, and fulfill their roles and responsibilities (Ahn, 2020).

Regarding the competence of employees, businesses can perform their work better with knowledgeable and skilled personnel (Spencer & Spencer, 1993). In particular, businesses should now seek the ability to work remotely because employees with the competence to work remotely communicate better with customers and are easier to direct and control for managers (Elbaz et al., 2018; Osei & Ackah, 2015). Especially during the Covid-19 pandemic, the importance of employees with versatile business skills was understood as employees with multiple skills were able to carry out their responsibilities efficiently while remote working (Kaushal & Srivastava, 2021; Sigala, 2020). The present study has demonstrated the importance of employees' possessing reachability, relatedness, and competence to prevent or at least reduce work-related deviant behaviors. Creating remote workers into a team is a challenging process. However, employees who are accessible, have a sense of belonging, and are competent may be more likely to perform their work as a group (Karakowsky & McBey, 2001). Working groups may also reduce deviant behavior towards colleagues and customers. Indeed, since there is a need to belong to a group, positive outcomes can increase when people with similar values, beliefs, and characteristics are brought together (Abrams & Hogg, 1988; Hobman et al., 2004). It is possible that work characteristics reduce work-related deviant behavior. However, employees' feelings and perceptions of themselves as members of a group are also factors in minimizing deviant behavior (Zhuang et al., 2020).

Practical Implications

The necessity of businesses to have employees with versatile skills became deeplly understood during the Covid-19 pandemic (Kaushal & Srivastava, 2021; Sigala, 2020). The prevalence of remote work suggests that the pandemic will continue long after the global health crisis. In this context, increasing the positive aspects of remote working can create significant advantages for both the employee and the organization (Camp, et al., 2022). Since remote working may continue in future, it is important to reveal the characteristics that remote workers need to have. According to Janene-Nelson and Sutherland (2020), among the most difficult issues in managing remote workers are "productivity", "reachability", "team happiness / connection / engagement", "communication", and "managing team productivity / motivation". Given the findings in the present study from the analysis of the model, various suggestions made for human resources managers, business managers, and employees. Human resources managers need to identify during

recruitment individuals with versatile skills, measure their competencies, and prefer employees who have experience in remote working (Ngoc Su, 2021). By seeking to understand the nature of the reachability, relatedness, competence of these experiences, we have sought to gain a greater understanding of what the unique issues and needs of remote workers are and how to better support them in the future based on their individual roles and needs (Henke, et al., 2022). In addition, training should be provided to improve the knowledge and skills of new personnel and current personnel after recruitment. Efforts should be made to increase cooperation by holding activities and meetings, especially to bring existing and new employees together, and ensure adaptation in terms of being a team. Managers need to develop themselves more in terms of using communication channels and providing remote control of employees. It will be important to work with secret customers, especially during auditing. In addition, due to the difficulty of ensuring coordination in remote working, the organization of intermittent online meetings and discussing work-related situations can solve the problems that may arise and reduce work-related deviant behaviors. Finally, employees should improve their teleworking skills and strengthen their communication skills through personal development and professional support. As the tourism businesses environment changes rapidly, it is critical to securing organizational sustainability for managers. So, tourism managers can provide training to its employees to improve their skills and abilities.

Limitations and Future Research

In this study, different contact methods were used for data collection, which started during the Covid-19 pandemic. Data were initially collected face to face before continuing using drop-collect and online platforms. In addition, data were collected by convenience sampling during the pandemic. When the exact number of employees could not be determined in the context of the sample, the average number was taken as a reference from news site sources to determine the sample size. This determined sample size was almost achieved. Future studies could use quota sampling instead. Future studies could also generalize the results of this study, which only involved employees of travel companies operating in Antalya, Turkey. Few studies have investigated remote workers in the tourism sector, so future research could identify the features that remote workers should have, the factors that enable effective control and motivation of remote workers, and different communication channels. Finally, research is needed into which human resources practices should be emphasized in terms of recruitment, training, and the personal knowledge, and skills of remote workers.

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