

# How Does Work Overload Affect Unethical Behaviors? The Mediating Role of Pay Dissatisfaction

Mert Gürlek

## Introduction

Unethical behavior has become one of the most important problems in today's business world due to corporate scandals (Chen McCain, Tsai, & Bellino, 2010). The increased concern about ethical issues in society has encouraged organizations to spread ethical rules and values internally (Jung, Namkung & Yoon, 2010). Despite these efforts, unethical behaviors in the service industry have continued to increase (Yeşiltaş & Tuna, 2018), particularly being more frequently observed in the hotel industry compared to other service industries (Dimitriou & Ducette, 2018). Tourist venues, hotels, and resorts are among the organizations with common unethical behaviors (Lugosi, 2019). Thus, examining the determinants of unethical behavior in the hotel industry where unethical behaviors are so high can create value for practitioners.

Researchers have suggested work overload to be able to drive unethical behavior (Poulston, 2009; Belhassen, 2012; Yeşiltaş & Gürlek, 2019). However, no empirical evidence is found to support this argument. Based on this gap in the research, the current study aims to reveal how work overload increases unethical behavior. For this purpose, a research model has been developed that suggests work overload to increase unethical behaviors by way of pay dissatisfaction.

@ Dr., Burdur Mehmet Akif Ersoy Üniversitesi, mertgurlek89@hotmail.com

0000-0002-0024-7746

## Theoretical Framework and Hypotheses

Work overload refers to the employee perception that the amount of given work exceeds one's ability to complete (Kanbur, 2018). Individuals' excessive workloads can lead to pay dissatisfaction (Mulki, Lassk, & Jaramillo, 2008). According to the discrepancy model, pay dissatisfaction results from the high difference between the expected and actual pay (Lawler, 1971). Pay dissatisfaction occurs when individuals get insufficient wages for their labor (Wu & Wang, 2008). According to equity theory (Adams, 1963, 1965), individuals compare the benefits they obtain in return for their labor with the benefits other individuals obtain. Individuals whose workload exceeds their ability may feel deprived of pay for their work, which can lead to pay dissatisfaction. Some studies in the literature have found work overload to increase pay dissatisfaction (Mulki, Lassk, & Jaramillo, 2008; Altaf & Awan, 2011). The following hypothesis has been developed on this theoretical basis.

Hypothesis 1 (H1): Work overload positively and significantly affects pay dissatisfaction.

Unethical behavior is defined as the type that contradicts the policies, values, and norms that an organization sets (Baker, Hunt, & Andrews, 2006). Unethical behaviors commonly observed in the hotel industry such as theft, resource abuse (Tresidder & Martin, 2018; Lugosi, 2019), corruption (Krippel, Henderson, Keene, Levi, & Converse, 2008; Stevens, 2001; Gillard, Chen, & Lv, 2018), and deception (Harris, 2012; Akhtar, Ahmad, Siddiqi, & Akhtar, 2019), are discussed within the scope of the current research. Although being widely observed in the hotel industry, few studies are found on the reasons that motivate employees to act unethically (e.g., Zhao et al., 2013; Tian et al., 2014). Further research is recommended on the determinants of unethical behavior in the hotel industry (Dimitriou & Durette 2018). Theoretical studies have predicted pay dissatisfaction to be able to lead to unethical behavior (Jung & Yoon, 2015; Jung & Yoon, 2018; Moon & Hur, 2018) as a response to pay dissatisfaction. Tang and Chiu (2003) found pay dissatisfaction to be an important determinant of unethical behavior. Based on the above theoretical discussion, the following hypotheses have been developed.

Hypothesis 2 (H2): Pay dissatisfaction positively and significantly affects employees' propensity to engage in resource abuse.

Hypothesis 3 (H3): Pay dissatisfaction positively and significantly affects employees' propensity to engage in theft.

Hypothesis 4 (H4): Pay dissatisfaction positively and significantly affects employees' propensity to engage in corruption.

Hypothesis 5 (H5): Pay dissatisfaction positively and significantly affects employees' propensity to engage in deception.

Previous studies have suggested a causal priority to exist between work overload and pay dissatisfaction (Seymour & Buscherhof, 1991; Denton, Zeytinoglu, Davies, & Lian 2002; Mulki, Lassk & Jaramillo, 2008). The literature has additionally emphasized perceived pay to possibly be an important link in the relationship between work demands and negative employee behaviors (DeConinck & Stilwell, 2004; Balducci, Schaufeli, & Fraccaroli, 2011; Wang et al., 2010). Work overload, as a demand from work, can drive unethical behavior by increasing pay dissatisfaction among employees. In other words, work overload can increase unethical behavior by means of pay dissatisfaction. Based on the above theoretical discussion, the following hypothesis has been presented.

H6: Pay dissatisfaction fully mediates the effect of work overload on employees' propensity to engage in a) resource abuse, b) theft, c) corruption, and d) deception.

## Method

### Sample

The hotel industry, as a place where unethical behavior is intensely observed (Stevens, 2001; Harris, 2012) and accepted as an important part of the Turkish service industry (Ministry of Culture and Tourism, 2007), forms the context of the research. The data used to test the research hypotheses have been obtained from employees of four- and five-star hotels in İstanbul; 800 questionnaires were delivered to the hotels. In order to ensure confidentiality, questionnaires were delivered to the employees in sealed envelopes. Two weeks later, 361 questionnaires were collected from the hotels. The questionnaires were examined meticulously, and 22 unusable questionnaires were removed from the dataset. As a result, 339 questionnaires were included in the analysis.

### Measuring the Variables

The scales of work overload, pay dissatisfaction, and propensity to engage in unethical behavior were translated into Turkish using the back-translation method (Brislin, 1970). Work overload was measured using four items borrowed from Price's (2001) study. Pay dissatisfaction was measured using four items adapted from

Heneman and Schwab's (1985) study. Propensity to engage in unethical behavior was measured using twelve items from the Chen and Tang's (2006) study.

### Data Analysis

Structural equation modeling has been used to test the measurement model and research hypotheses. The research follows the two-stage approach proposed by Anderson and Gerbing (1988) for evaluating the model. The significance of the mediating effect was tested using the bootstrap method (Zhao, Lynch, & Chen, 2010). The recommendations from James, Mulaik, and Brett (2006) have been adhered to for deciding on mediation type, with full and partial mediation models being compared.

### Findings

According to the findings, work overload has a positive and significant effect on pay dissatisfaction ( $\beta = 0.22$ ,  $t = 2.313$ ,  $p < 0.05$ ). Pay dissatisfaction affects resource abuse positively and significantly ( $\beta = 0.20$ ,  $t = 3.373$ ,  $p < 0.001$ ). Pay dissatisfaction affects theft positively and significantly ( $\beta = 0.15$ ,  $t = 2.451$ ,  $p < 0.05$ ). Pay dissatisfaction affects corruption positively and significantly ( $\beta = 0.18$ ,  $t = 2.913$ ;  $p < 0.01$ ). Pay dissatisfaction affects deception positively and significantly ( $\beta = 0.18$ ,  $t = 2.899$ ;  $p < 0.01$ ). Accordingly these findings support hypotheses H1, H2, H3, H4, and H5.

When comparing the full mediation model ( $\chi^2 = 369.722$ ,  $df = 164$ ,  $p < 0.01$ ,  $\chi^2 / df = 2.254$ ,  $RMSEA = 0.061$ ,  $CFI = 0.95$ ,  $NFI = 0.91$ ) with the partial mediation model ( $\chi^2 = 385.987$ ,  $df = 169$ ,  $p < 0.01$ ,  $\chi^2 / df = 2.257$ ,  $RMSEA = 0.085$ ,  $CFI = 0.89$ ,  $NFI = 0.85$ ), the full mediation model has better fit indices ( $\Delta\chi^2 = 16.265$ ,  $df = 5$ ,  $p < 0.01$ ). In terms of the mediation effect, pay dissatisfaction mediates the effect of work overload on resource abuse (indirect effect = 0.044,  $p < .001$ ). Pay dissatisfaction mediates the effect of work overload on theft (indirect effect = 0.033,  $p < 0.001$ ). Pay dissatisfaction mediates the effect of work overload on corruption (indirect effect = 0.039,  $p < .001$ ). Pay dissatisfaction mediates the effect of workload on deception (indirect effect = 0.039,  $p < .001$ ). According to these findings, hypothesis H6 is supported.

### Conclusion and Discussion

This research aims to reveal how work overload increases unethical behavior. The developed hypotheses have been tested using data from hotel employees using

structural equation modeling. The findings reveal work overload to increase pay dissatisfaction and pay dissatisfaction to increase unethical behavior. Considering that unethical behaviors are widely observed in the hotel industry, this research is expected to contribute to the literature. Though widely observed in the hotel industry, limited evidence is found on the determinants of unethical behavior (e.g., Zhao, Peng, & Sheard, 2013; Tian, Zhang, & Zou, 2014). This study broadens the existing literature, revealing that work overload increases unethical behavior through pay dissatisfaction. From its contribution to the perspective on practice, this research provides practitioners with the following recommendations. Managers should implement practices such as flexible work hours (Fuller & Hirsh, 2019), equal sharing of workload (Ollier-Malaterre, 2009), work-life balance (Fontinha, Easton, & Van Laar, 2019), and fair performance appraisal (Gürlek, 2019). In addition, managers should raise employees' pay levels and establish a fair pay system. In addition, they can perform practices such as reward and promotion based on service performance (Luu, 2019).

This research has several limitations as well as theoretical and practical contributions. First, this is a cross-sectional study. Data for the dependent and independent variables have been collected simultaneously at a specific time and in a specific region. A longitudinal research design is recommended for future studies. Second, this research has been conducted over a limited sample and only in the province of Istanbul. Therefore, the findings obtained may not be generalized to other contexts. Future studies can be conducted in hotels located in other major tourist destinations of Turkey. Third, social desirability is a common problem in ethical research (Randall & Fernandes, 1991). For this reason, future studies can collect data for dependent and independent variables at different time intervals using the time-lag method (Reio, 2010). This study has addressed the direct and indirect determinants of unethical behavior from a limited perspective. Future studies may address variables such as abusive supervision, reward injustice, customers' unethical behaviors toward employees, work alienation, and moral disengagement as determinants of unethical behavior.

## Kaynakça | References

- Adams, J. S. (1963). Towards an understanding of inequity. *The Journal of Abnormal and Social Psychology*, 67(5), 422-436.
- Adams, J. S. (1965). Inequity in social exchange. L. Berkowitz (Ed.). *Advances in experimental social psychology* içinde (2, ss. 267-299). New York: Academic Press.
- Akhtar, N., Ahmad, W., Siddiqi, U. I. ve Akhtar, M. N. (2019). Predictors and outcomes of consumer deception in hotel reviews: The roles of reviewer type and attribution of service failure. *Journal of Hospitality and Tourism Management*, 39, 65-75.
- Akgunduz, Y. (2015). The influence of self-esteem and role stress on job performance in hotel businesses. *International Journal of Contemporary Hospitality Management*, 27(6), 1082-1099.
- Altaf, A. ve Awan, M. A. (2011). Moderating affect of workplace spirituality on the relationship of job overload and job satisfaction. *Journal of Business Ethics*, 104(1), 93-99.
- Altınay, L., Dai, Y. D., Chang, J., Lee, C. H., Zhuang, W. L. ve Liu, Y. C. (2019). How to facilitate hotel employees' work engagement: The roles of leader-member exchange, role overload and job security. *International Journal of Contemporary Hospitality Management*, 31(3), 1525-1542.
- Anderson, J. C. ve Gerbing, D. W. (1988). Structural equation modeling in practice: A review and recommended two-step approach. *Psychological Bulletin*, 103(3), 411-423.
- Bagozzi, R. P. ve Yi, Y. (1988). On the evaluation of structural equation models. *Journal of the Academy of Marketing Science*, 16(1), 74-94.
- Baker, T. L., Hunt, T. G. ve Andrews, M. C. (2006). Promoting ethical behavior and organizational citizenship behaviors: The influence of corporate ethical values. *Journal of Business Research*, 59(7), 849-857.
- Balducci, C., Schaufeli, W. B. ve Fraccaroli, F. (2011). The job demands-resources model and counterproductive work behaviour: The role of job-related affect. *European Journal of Work and Organizational Psychology*, 20(4), 467-496.
- Barkan, R., Ayal, S. ve Ariely, D. (2015). Ethical dissonance, justifications, and moral behavior. *Current Opinion in Psychology*, 6, 157-161.
- Baum, T. ve Devine, F. (2007). Skills and training in the hotel sector: The case of front office employment in Northern Ireland. *Tourism and Hospitality Research*, 7(3-4), 269-280.
- Baumeister, R. F., Vohs, K. D. ve Tice, D. M. (2007). The strength model of self-control. *Current Directions in Psychological Science*, 16(6), 351-355.
- Baumeister, R. F., Bratslavsky, E., Muraven, M. ve Tice, D. M. (1998). Ego depletion: Is the active self a limited resource? *Journal of Personality and Social Psychology*, 74(5), 1252-1265.
- Belhassen, Y. (2012). Eilat Syndrome: Deviant behavior among temporary hotel workers. *Tourism Analysis*, 17(5), 673-677.
- Bolino, M. C. ve Turnley, W. H. (2005). The personal costs of citizenship behavior: the relationship between individual initiative and role overload, job stress, and work-family conflict. *Journal of Applied Psychology*, 90(4), 740-748.
- Brislin, R. W. (1970). Back-translation for cross-cultural research. *Journal of Cross-cultural Psychology*, 1(3), 185-216.

- Burke, R. J. ve Fiksenbaum, L. (2008). Work hours, work intensity and work addiction: Costs and benefits. R. J. Burke ve C. L. Cooper (Ed.). *The long hours culture: Causes, consequences and choices* içinde (ss. 3-36). Bingley, UK: Emerald.
- Wong, S. C. K. (1998). Staff job-related ethics of hotel employees in Hong Kong. *International Journal of Contemporary Hospitality Management*, 10(3), 107-115.
- Chen McCain, S. L., Tsai, H. ve Bellino, N. (2010). Organizational justice, employees' ethical behavior, and job satisfaction in the casino industry. *International Journal of Contemporary Hospitality Management*, 22(7), 992-1009.
- Chen, H. T. ve Wang, C. H. (2019). Incivility, satisfaction and turnover intention of tourist hotel chefs: Moderating effects of emotional intelligence. *International Journal of Contemporary Hospitality Management*, 31(5), 2034-2053.
- Chen, J., Tang, T. L. P. ve Tang, N. (2014). Temptation, monetary intelligence (love of money), and environmental context on unethical intentions and cheating. *Journal of Business Ethics*, 123(2), 197-219.
- Chen, Y. J. ve Tang, T. L. P. (2006). Attitude toward and propensity to engage in unethical behavior: Measurement invariance across major among university students. *Journal of Business Ethics*, 69(1), 77-93.
- Dedeoglu, B. B. (2019). Are information quality and source credibility really important for shared content on social media? The moderating role of gender. *International Journal of Contemporary Hospitality Management*, 31(1), 513-534.
- DeConinck, J. B. ve Stilwell, C. D. (2004). Incorporating organizational justice, role states, pay satisfaction and supervisor satisfaction in a model of turnover intentions. *Journal of Business Research*, 57(3), 225-231.
- Denton, M., Zeytinoglu, I. U., Davies, S. ve Lian, J. (2002). Job stress and job dissatisfaction of home care workers in the context of health care restructuring. *International Journal of Health Services*, 32(2), 327-357.
- Dimitriou, C. K. ve Ducette, J. P. (2018). An analysis of the key determinants of hotel employees' ethical behavior. *Journal of Hospitality and Tourism Management*, 34, 66-74.
- Festinger, L. (1957). *A theory of cognitive dissonance*. Stanford, California: Stanford University Press.
- Fontinha, R., Easton, S. ve Van Laar, D. (2019). Overtime and quality of working life in academics and nonacademics: The role of perceived work-life balance. *International Journal of Stress Management*, 26(2), 173-183.
- Fornell, C. ve Larcker, D. F. (1981). Evaluating structural equation models with unobservable variables and measurement error. *Journal of Marketing Research*, 18(1), 39-50.
- Fuller, S. ve Hirsh, C. E. (2019). "Family-friendly" jobs and motherhood pay penalties: The impact of flexible work arrangements across the educational spectrum. *Work and Occupations*, 46(1), 3-44.
- Gino, F., Schweitzer, M. E., Mead, N. L. ve Ariely, D. (2011). Unable to resist temptation: How self-control depletion promotes unethical behavior. *Organizational Behavior and Human Decision Processes*, 115(2), 191-203.
- Gillard, E., Chen, M. H. ve Lv, W. Q. (2018). Procedural corruption in the North American hotel industry. *International Journal of Hospitality Management*, 72, 154-167.

- Goh, E. ve Kong, S. (2018). Theft in the hotel workplace: Exploring frontline employees' perceptions towards hotel employee theft. *Tourism and Hospitality Research*, 18(4), 442-455.
- Greenberg, J. (1993). Stealing in the name of justice: Informational and interpersonal moderators of theft reactions to underpayment inequity. *Organizational Behavior and Human Decision Processes*, 54(1), 81-103.
- Gulza, S., Moon, M. A., Attiq, S. ve Azam, R. I. (2014). The darker side of high performance work systems: Examining employee psychological outcomes and counterproductive work behavior. *Pakistan Journal of Commerce and Social Sciences-PJCSS*, 8(3), 715-732.
- Gürlek, M. (2018). *Kurumsal sosyal sorumluluğun işe adanma üzerindeki etkisinde algılanan dışsal prestij ve örgütsel özdeşleşmenin aracılık rolü: otel işletmelerinde bir araştırma*. Yayınlanmamış doktora tezi. Ankara: Gazi Üniversitesi Sosyal Bilimler Enstitüsü, Turizm İşletmeciliği Anabilim Dalı.
- Gürlek, M. (2019). *Hizmet odaklı yüksek performanslı insan kaynakları uygulamalarının işgören hizmet performansı üzerindeki etkisinde aracı ve düzenleyici değişkenlerin rolü*. Yayınlanmamış doktora tezi. Ankara: Gazi Üniversitesi Sosyal Bilimler Enstitüsü, Yönetim Organizasyon Bilim Dalı.
- Harris, L. C. (2012). 'Ripping off' tourists: an empirical evaluation of tourists' perceptions and service worker (mis) behavior. *Annals of Tourism Research*, 39(2), 1070-1093.
- Harris, L. C. ve Ogbonna, E. (2002). Exploring service sabotage: The antecedents, types and consequences of frontline, deviant, antiservice behaviors. *Journal of Service Research*, 4(3), 163-183.
- Heneman, H. G. ve Schwab, D. P. (1985). Pay satisfaction: Its multidimensional nature and measurement. *International Journal of Psychology*, 20(1), 129-141.
- Ho, T., Zhao, J. ve Dooley, B. (2017). Hotel crimes: An unexplored victimization in the hospitality industry. *Security Journal*, 30(4), 1097-1111.
- Iverson, R. D. ve Deery, M. (1997). Turnover culture in the hospitality industry. *Human Resource Management Journal*, 7(4), 71-82.
- Ivancevich, J., Konopaske, R. ve Matteson, M. (2014). *Organizational behavior & management* (10. Baskı). New York, NY: McGraw Hill.
- James, L. R., Mulaik, S. A. ve Brett, J. M. (2006). A tale of two methods. *Organizational Research Methods*, 9(2), 233-244.
- Joosten, A., Van Dijke, M., Van Hiel, A. ve De Cremer, D. (2014). Being "in control" may make you lose control: The role of self-regulation in unethical leadership behavior. *Journal of Business Ethics*, 121(1), 1-14.
- Jung, H. S. ve Yoon, H. H. (2018). Understanding workplace bullying: Its effects on response and behavior in the hospitality industry. *International Journal of Contemporary Hospitality Management*, 30(3), 1453-1471.
- Jung, H. S. ve Yoon, H. H. (2015). Understanding pay satisfaction: The impacts of pay satisfaction on employees' job engagement and withdrawal in deluxe hotel. *International Journal of Hospitality Management*, 48, 22-26.
- Jung, H. S., Namkung, Y. ve Yoon, H. H. (2010). The effects of employees' business ethical value on person-organization fit and turnover intent in the foodservice industry. *International Journal of Hospitality Management*, 29(3), 538-546.



- Jung, H. S., Yoon, H. H. ve Kim, Y. J. (2012). Effects of culinary employees' role stress on burnout and turnover intention in hotel industry: moderating effects on employees' tenure. *The Service Industries Journal*, 32(13), 2145-2165.
- Jung, H. S. ve Yoon, H. H. (2013). Is the individual or the organization the cause of hotel employees' stress? A longitudinal study on differences in role stress between subjects. *International Journal of Hospitality Management*, 33, 494-499.
- Kanbur, E. (2018). Aşırı iş yükünün iş ve yaşam doyumunu üzerindeki etkisi: İşe bağlı gerginliğin aracı rolü. *İş ve İnsan Dergisi*, 5(2), 125-143.
- Karatepe, O. M., Kilic, H. ve Isiksel, B. (2008). An examination of the selected antecedents and outcomes of work-family conflict and family-work conflict in frontline service jobs. *Services Marketing Quarterly*, 29(4), 1-24.
- Karatepe, O. M., Sokmen, A., Yavas, U. ve Babakus, E. (2010). Work-family conflict and burnout in frontline service jobs: direct, mediating and moderating effects. *E+M Economics and Management Journal*, 13(4), 61-73.
- Karatepe, O. M. (2013). The effects of work overload and work-family conflict on job embeddedness and job performance: The mediation of emotional exhaustion. *International Journal of Contemporary Hospitality Management*, 25(4), 614-634.
- Karatepe, O. M. ve Uludag, O. (2007). Conflict, exhaustion, and motivation: A study of front-line employees in Northern Cyprus hotels. *International Journal of Hospitality Management*, 26(3), 645-665.
- Karatepe, O. M., Yorganci, I. ve Haktanir, M. (2009). Outcomes of customer verbal aggression among hotel employees. *International Journal of Contemporary Hospitality Management*, 21(6), 713-733.
- Krippel, G. L., Henderson, L. R., Keene, M. A., Levi, M. ve Converse, K. (2008). Employee theft and the Coastal South Carolina hospitality industry: Incidence, detection, and response (Survey results 2000, 2005). *Tourism and Hospitality Research*, 8(3), 226-238.
- Kültür ve Turizm Bakanlığı. (Temmuz 2019). *Turizm işletme belgeli tesisler listesi*. <https://yigm.ktb.gov.tr/TR-9579/turizm-tesisleri.html> adresinden erişilmiştir.
- Kültür ve Turizm Bakanlığı (2007). *Türkiye turizm stratejisi 2023*. Ankara: T.C Kültür ve Turizm Bakanlığı Yayınları.
- Lawler, E. E. (1971). *Pay and organizational effectiveness*. New York: McGraw-Hill
- Lugosi, P. (2019). Deviance, deviant behaviour and hospitality management: Sources, forms and drivers. *Tourism Management*, 74, 81-98.
- Luna-Arocas, R. ve Tang, T. L. P. (2015). Are you satisfied with your pay when you compare? It depends on your love of money, pay comparison standards, and culture. *Journal of Business Ethics*, 128(2), 279-289.
- Luu, T. T. (2019). Service-oriented high-performance work systems and service-oriented behaviours in public organizations: the mediating role of work engagement. *Public Management Review*, 21(6), 789-816.
- Mansour, S. ve Tremblay, D. G. (2016). Workload, generic and work-family specific social supports and job stress: Mediating role of work-family and family-work conflict. *International Journal of Contemporary Hospitality Management*, 28(8), 1778-1804.

- Marcus-Newhall, A., Pedersen, W. C., Carlson, M. ve Miller, N. (2000). Displaced aggression is alive and well: A meta-analytic review. *Journal of Personality and Social Psychology*, 78(4), 670-689.
- Miceli, M. P. ve Lane, M. C. (1991). Antecedents of pay satisfaction: A review and extension. K. Rowland ve J. Ferris (Ed.). *Research in personnel and human resources management* içinde (9, ss. 235-309). Greenwich, CT: JAI Press
- Mitchell, M. S., Baer, M. D., Ambrose, M. L., Folger, R. ve Palmer, N. F. (2018). Cheating under pressure: A self-protection model of workplace cheating behavior. *Journal of Applied Psychology*, 103(1), 54-73.
- Moon, T. W. ve Hur, W. M. (2018). Go home and kick the dog: Spillover effects of experienced coworker incivility on customer-directed counterproductive work behavior. *Journal of Service Theory and Practice*, 28(5), 554-575.
- Mulki, J. P., Lassk, F. G. ve Jaramillo, F. (2008). The effect of self-efficacy on salesperson work overload and pay satisfaction. *Journal of Personal Selling & Sales Management*, 28(3), 285-297.
- Nunnally, J. C. (1978). *Psychometric theory* (2. Baskı). New York: McGraw-Hill.
- Ollier-Malaterre, A. (2009). Organizational work-life initiatives: context matters: France compared to the UK and the US. *Community, Work & Family*, 12(2), 159-178.
- O'Neill, J. W. ve Xiao, Q. (2010). Effects of organizational/occupational characteristics and personality traits on hotel manager emotional exhaustion. *International Journal of Hospitality Management*, 29(4), 652-658.
- Penney, L. M. ve Spector, P. E. (2005). Job stress, incivility, and counterproductive work behavior (CWB): The moderating role of negative affectivity. *Journal of Organizational Behavior: The International Journal of Industrial, Occupational and Organizational Psychology and Behavior*, 26(7), 777-796.
- Poulston, J. M. (2009). Working conditions in hospitality: Employees' views of the dissatisfactory hygiene factors. *Journal of Quality Assurance in Hospitality & Tourism*, 10(1), 23-43.
- Randall, D. M. ve Fernandes, M. F. (1991). The social desirability response bias in ethics research. *Journal of Business Ethics*, 10(11), 805-817.
- Reio Jr, T. G. (2010). The threat of common method variance bias to theory building. *Human Resource Development Review*, 9(4), 405-411.
- Price, J. L. (2001). Reflections on the determinants of voluntary turnover. *International Journal of Manpower*, 22(7), 600-624.
- Sardžoska, E. G. ve Tang, T. L. P. (2009). Testing a model of behavioral intentions in the Republic of Macedonia: Differences between the private and the public sectors. *Journal of Business Ethics*, 87(4), 495-517.
- Sardžoska, E. G. ve Tang, T. L. P. (2012). Work-related behavioral intentions in Macedonia: Coping strategies, work environment, love of money, job satisfaction, and demographic variables. *Journal of Business Ethics*, 108(3), 373-391.
- Sardžoska, E. G. ve Tang, T. L. P. (2015). Monetary intelligence: Money attitudes-unethical intentions, intrinsic and extrinsic job satisfaction, and coping strategies across public and private sectors in Macedonia. *Journal of Business Ethics*, 130(1), 93-115.
- Schermelleh-Engel, K., Moosbrugger, H. ve Müller, H. (2003). Evaluating the fit of structural equation models: Tests of significance and descriptive goodness-of-fit measures. *Methods of psychological research online*, 8(2), 23-74.

- Seymour, E. ve Buscherhof, J. R. (1991). Sources and consequences of satisfaction and dissatisfaction in nursing: findings from a national sample. *International Journal of Nursing Studies*, 28(2), 109-124.
- Spector, P. E. (2011). The relationship of personality to counterproductive work behavior (CWB): An integration of perspectives. *Human Resource Management Review*, 21(4), 342-352.
- Stevens, B. (2001). Hospitality ethics: Responses from human resource directors and students to seven ethical scenarios. *Journal of Business Ethics*, 30(3), 233-242.
- Soper, D.S. (2019). *A-priori sample size calculator for structural equation models*. <http://www.danielsoper.com/statcalc> adresinden erişilmiştir.
- Tang, T. L. P. ve Chen, Y. J. (2008). Intelligence vs. wisdom: The love of money, Machiavellianism, and unethical behavior across college major and gender. *Journal of Business Ethics*, 82(1), 1-26.
- Tang, T. L. P. ve Chiu, R. K. (2003). Income, money ethic, pay satisfaction, commitment, and unethical behavior: Is the love of money the root of evil for Hong Kong employees? *Journal of Business Ethics*, 46(1), 13-30.
- Tian, Q., Zhang, L. ve Zou, W. (2014). Job insecurity and counterproductive behavior of casino dealers-the mediating role of affective commitment and moderating role of supervisor support. *International Journal of Hospitality Management*, 40, 29-36.
- Tresidder, R. ve Martin, E. (2018). Deviant behaviour in the hospitality industry: A problem of space and time. *Hospitality & Society*, 8(1), 3-22.
- Wang, C. Y. P., Chen, M. H., Hyde, B. ve Hsieh, L. (2010). Chinese employees' work values and turnover intentions in multinational companies: The mediating effect of pay satisfaction. *Social Behavior and Personality: An International Journal*, 38(7), 871-894.
- Welsh, D. T. ve Ordóñez, L. D. (2014). The dark side of consecutive high performance goals: Linking goal setting, depletion, and unethical behavior. *Organizational Behavior and Human Decision Processes*, 123(2), 79-89.
- Westland, J. C. (2012). Erratum to lower bounds on sample size in structural equation modeling [Electron. Commerce Res. Appl. 9 (6)(2010) 476-487]. *Electronic Commerce Research and Applications*, 11(4), 445.
- Wu, X. ve Wang, C. (2008). The impact of organizational justice on employees' pay satisfaction, work attitudes and performance in Chinese hotels. *Journal of Human Resources in Hospitality & Tourism*, 7(2), 181-195.
- Yeşiltaş, M. ve Gürlek, M. (2019). Understanding the nature of deviant workplace behaviors. Ş. Aydın, B. B. Dedeoğlu ve Ç. Ömer (Ed.). Organizational behavior challenges in the tourism industry içinde (ss.305-326). IGI Global.
- Yeşiltaş, M. ve Tuna, M. (2018). The effect of ethical leadership on service sabotage. *The Service Industries Journal*, 38(15-16), 1133-1159.
- Zhao, H., Peng, Z. ve Sheard, G. (2013). Workplace ostracism and hospitality employees' counterproductive work behaviors: The joint moderating effects of proactive personality and political skill. *International Journal of Hospitality Management*, 33, 219-227.
- Zhao, X., Lynch Jr, J. G. ve Chen, Q. (2010). Reconsidering Baron and Kenny: Myths and truths about mediation analysis. *Journal of consumer research*, 37(2), 197-206.