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Why Do Employees Break Rules? Understanding Hospitality Employee Organizational Rule-Breaking

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Why do employees break rules? Understanding hospitality employee organizational rule-breaking

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Rule-breaking behaviors in hospitality

1 **Why do employees break rules? Understanding organizational rule-breaking behaviors in**
2 **hospitality**

3

4

Abstract

5 This study explores employees' organizational rule-breaking behaviors in the hospitality
6 industry. Unlike the majority of hospitality literature which suggest rule-breakers are deviant, a
7 growing stream of management research suggested that intentions behind rule-breaking
8 behaviors among organizational employees include self-interest, to increase work efficiency, to
9 help a subordinate or a coworker, and to provide good customer service. Our study extends the
10 research on rule-breaking not only by studying the intentions of hospitality employee rule-
11 breaking behaviors, but also by exploring the types of rules broken and the possible
12 consequences of such behaviors. Eighty hospitality workers studying at a public university in the
13 U.S. were surveyed in a qualitative study. We transcribed, coded and analyzed the emerging
14 themes in the qualitative data. Results show that while intentions of hospitality employees' rule-
15 breaking behaviors are consistent with existing management studies from other industries, the
16 unique nature of the hospitality workforce shapes the nature of rule-breaking behaviors. We also
17 showed that the consequences are different for the four types of rule-breaking behaviors. This
18 study yields important implications on how hospitality organizations should manage employees'
19 rule-breaking behaviors.

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1. Introduction

“The first rule on breaking a rule is to know everything about the rule.” — Nuno Roque

Organizational rules constrain employees’ behaviors in the workplace (Derfler-Rozin, Moore, & Staats, 2016). Hospitality employees are no exception – they are expected to follow numerous organization rules, including but not limited to safety/ hygiene rules, technology policies, employee’s code of conduct, and countless guest service standard operating procedures. These organizational rules are designed to shield the organization and its employees, by ensuring the organization remain in compliance with the law, protecting the organization reputation, and keeping employees and guests safe (Pendleton, 2016). However, employees’ organizational rule-breaking behaviors – defined as employee’s behaviors that violate formal workplace rules, regulations, and standards (Desai, 2010) – are prevalent (Fox & Spector, 1999; Bennett & Robinson, 2000). In the hospitality industry, employees have been found to break rules with sabotage behaviors (Lee & Ok, 2014), substance abuse (Hight & Park, 2018), and stealing (Poulston, 2008a). Because of its negative consequences (Bennett & Robinson, 2000), researchers generally focus on organizational rule-breaking behaviors with an unethical deviant motive (Gino, Schweitzer, Mead, & Ariely, 2011). Assuming all employees break rules with unethical deviant motives, researchers recommend the use of moral-reasoning training to reduce rule-breaking behaviors (Poulston, 2008b).

Despite the usefulness of this approach to stop deviant rule-breaking behaviors, not all employees break rules with deviant motives (Dahling, Chau, Mayer, & Gregory, 2012; Morrison, 2006). Organizational researchers showed that employees can break rules out of prosocial motives to help coworkers, to improve work efficiency, and to improve guest service (Dahling et al., 2012; Morrison, 2006). Prosocial rule-breaking constitutes 60% of rule-breaking in a variety

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43 of industries (entertainment, telecommunication, health care, education, etc.) (Morrison, 2006).
44 However, much less is known about the intentions of hospitality employees' rule-breaking.
45 Specifically, considered that hospitality industry is labor intensive, focuses on intangible service,
46 features with high job demand, and requires a high level of teamwork (Pizam & Shani, 2009),
47 findings from other industries (e.g., Morrison, 2006) may not be generalizable to hospitality
48 employees, who may be more inclined to break organizational rules to counter these challenges
49 in their daily operation. This suggests that hospitality employees may break rules for additional
50 unidentified intentions and calls for exploration of the intentions behind hospitality employees'
51 rule-breaking. Not only would such studies be extending the knowledge of hospitality
52 employees' rule-breaking, it can improve hospitality managers' ability to control rule-breaking.
53 For example, once managers understand the common intentions behinds rule-breaking, they may
54 avoid the use of moral-reasoning training, which is effective to reduce deviant rule-breaking but
55 counterproductive to the reduction of prosocial rule-breaking behaviors (cf. Hannah, Avolio, &
56 Walumbwa, 2011).

57 Moreover, we were unaware of any studies that explore the type of rules broken by
58 hospitality employees. While studies that examine specific types of rule-breaking, such as
59 stealing (Poulston, 2008a), substance abuse (Belhassen & Shani, 2013; Kitterlin, Moll &
60 Moreno, 2015), and service sabotage (Bloisi & Hoel, 2008; Lee & Ok, 2014), contributes to our
61 knowledge on these rule-breaking behaviors, they cannot provide a big picture on different types
62 of rules that are being broken in the hospitality workforce. In essence, it undermines researchers'
63 ability to examine the type of rule-breaking that is most relevant to the industry. Given the
64 dynamic nature of the hospitality industry, rules and rule-breaking behaviors are not statics. In
65 extreme cases, it is possible that researchers can examine a certain type of rule-breaking that is

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66 obsolete or seldom occurs in the industry while missing a predominant type of rule-breaking. It
67 calls for a study that explores the types of rules hospitality employees break.

68 Understanding the consequences of rule-breaking behaviors is important because of its
69 ambidextrous nature in the hospitality industry. Despite certain prosocial behaviors of frontline
70 employees, such as extra-role customer service, can be beneficial to hospitality firms
71 (Bettencourt & Brown, 1997), rule-breaking behaviors, even if it is prosocial in nature, disturb
72 organizational stability (Goodsell, 2000) and hurt service consistency (Mladenka, 1978).
73 However, it is unclear about how rule-breakers perceive the outcomes of their actions, and how
74 organizations treat the rule-breakers. Both of which can be interesting as it can be related to the
75 likelihood of reoccurrence – employees are less likely to break rules when they think it is bad for
76 them while hurting the organizations and the guests.

77 To address these questions, the purpose of this study is to examine the intentions, nature,
78 and consequences of rule-breaking behaviors in the hospitality industry. The study addresses
79 four important questions: 1) what are the intentions behinds hospitality employee's rule-breaking
80 behaviors? 2) what types of rules are being violated? 3) what are the effects of rule-breaking on
81 guest service and organizational performance? and 4) what is the penalty for rule-breaking with
82 different intentions? This study can yield implications on how hospitality employers can tackle
83 employees' rule-breaking behaviors effectively. To address the aforementioned questions, we
84 used a qualitative approach and survey 80 hospitality employees on the nature, intentions, and
85 perceived consequences of their organizational rule-breaking behaviors.

86 **2. Literature Review**

87 **2.1 Intentions Behinds Rule-breaking behaviors**

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88 Rule-breaking is common in both hospitality (Lee & Ok, 2014; Hight & Park, 2018;
89 Poulston, 2008a) and other industries (Fox & Spector, 1999; Bennett & Robinson, 2000).
90 Employees at multiple levels throughout organizational hierarchy break rules (Breslin & Wood,
91 2016). However, top-level managers' rule-breaking behaviors are favored but frontline
92 employees' rule-breaking behaviors are unfavored and discouraged (Fleming, 2016). As a result,
93 most of the hospitality literature focused on frontline employees' rule-breaking as a type of
94 deviant behavior (e.g., Hight & Park, 2018; Lee & Ok, 2014; Poulston, 2008a). Accordingly,
95 research shows that employees break rules because of unfavorable personality (e.g., low
96 conscientiousness, low agreeableness, and low emotional stability (Berry, Ones, & Sackett,
97 2007), stress (e.g., Robinson & Bennett, 1995), unethical leaders (Gatling, Shum, Book, & Bai,
98 2017), and tension between competing formal and informal rules (Breslin & Wood, 2016).

99 In addition to deviant rule-breaking, there is a growing stream of management research
100 showing that employees can break rules out of prosocial intentions (e.g., Morrison, 2006).
101 Morrison (2006) and Dahling et al. (2012) identified three prosocial motives behind rule-
102 breaking behaviors: 1) to increase organizational or work efficiency; 2) to provide better
103 customer service, and 3) to help a subordinate or a coworker. Unlike deviant rule-breaking
104 behaviors, employees engage in prosocial rule-breaking behaviors even when they are agreeable
105 (Curtis, 2013), proactive (Morrison, 2006), and empathic (Morrison, 2006). Employees break
106 rules prosocially when they are working for transformational leaders (Huang, Xixi & Xi, 2014)
107 and in organizations with an ethical climate (Vardaman, Gondo, & Allen, 2014). The differential
108 antecedents suggest that deviant and prosocial rule-breaking are not the same.

109 Unfortunately, prosocial rule-breaking behaviors have been overlooked in the hospitality
110 context. Curtis (2013) were the only exceptions we are aware of. She established that there is a

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111 moderate propensity for prosocial rule-breaking among restaurant frontline employees. However,
112 Curtis (2013) studied prosocial rule-breaking exclusively with an intention to help customers.
113 Thus, the prospect of prosocial rule-breaking to increase efficiency and to help coworkers was
114 completely overlooked in hospitality literature. Considered the fact that hospitality job features
115 with high job demands and teamwork (Pizam & Shani, 2009), hospitality employees not only
116 would break organizational rules out of these two prosocial intentions, but also may have
117 additional unidentified intentions. To better control hospitality employee's rule-breaking
118 behaviors, one must understand why they do so. As such, the most pressing question is:

119 *RQ1: What are the intentions behind hospitality employee organizational rule-breaking*
120 *behaviors?*

121 **2.2 Types of rules broken**

122 As the intentions behind rule-breaking behaviors change, the nature and the types of rules
123 broken may become different. Employee deviance is voluntary behaviors that violate
124 organizational norms and threaten the organization's and its members' well-being (Robinson &
125 Bennett, 1995). Hospitality researchers studied two major facets of deviant rule-breaking
126 behaviors. First, interpersonal deviance breaks interpersonal norms. Directed at specific
127 individuals in the organization, interpersonal deviance can include rude and aggressive behaviors
128 towards subordinates (Lyu, Zhu, Zhong, & Hu, 2016), guests (Bavik & Bavik, 2015), and
129 coworkers (Jung & Yoon, 2012;). Second, organizational deviance is rule-breaking behaviors
130 that are directed against the organization. It breaks formal organizational rules and regulation and
131 includes actions such as stealing (Poulston, 2008a), shirking (Kincaid, Baloglu & Corsun, 2008),
132 deliberate lateness and absence (Chia & Chu, 2017), substance abuse (Giousmpasoglou, Brown
133 & Cooper, 2018; Hight & Park, 2018), and misappropriation of company property (Lee & Ok,

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134 2014). Both interpersonal and organizational deviance violate crucial 'black-and-white' rules:
135 rules that are commonly agreed on and that represent global moral values (e.g., not causing harm
136 to another person, no cheating, no stealing, etc).

137 On the other hand, prosocial rule-breaking to help coworkers are considered as "flexible"
138 adaption of rules (Martin, Lopez, Roscigno & Hodson, 2013, p. 564; Morrison, 2006). This
139 includes the examples of covering coworker's duty on a busy day (Martin et al., 2013), or being
140 flexible with pay, work, and vacation schedule (Morrison, 2006). Additionally, Morrison (2006)
141 provided the example of concert hall managers letting their guest relations staff come inside to
142 warm up during cold days. Admittedly, these behaviors violate organizational norms and
143 standard operation procedures. Unlike deviant rule-breaking behaviors, the severity of prosocial
144 rule-breaking behaviors is debatable. These rules are only local norms and procedures that apply
145 to some, but not all, organizations. Some prosocial rule-breaking behaviors are even considered
146 as fulfilling standards of humanity and care.

147 Similarly, prosocial rule-breaking to increase work efficiency relates to breaking
148 bureaucratic rules (Darling et al., 2012; Martin et al., 2013; Morrison, 2006). It includes
149 behaviors such as skipping non-life-threatening safety procedures (Martin et al, 2013) and violating
150 chain-of-command (Morrison, 2006). Morrison (2006) used examples of employees using
151 personal resources at work and avoiding bureaucratic standard operation procedures to illustrate
152 prosocial rule-breaking to increase work efficiency. Similar to prosocial rule-breaking behaviors
153 to help coworkers, rules broken to increase work efficiency are related to relatively minor –
154 sometimes considered as redundant – organization-specific procedures.

155 Related to prosocial rule-breaking to promote guest service, Martin et al. (2013) and
156 Morrison (2006) suggest that some employees may break guest service guideline and service

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157 operation procedures to help customers. They provided examples of casino hosts provided extra-
158 service to gamblers by ordering drinks on behalf of the guests (Martin et al., 2013); and customer
159 service representative expedited an order without following approval procedures (Morrison,
160 2006). In addition, it includes behaviors such as giving an unauthorized refund, delivery, and
161 service (Morrison, 2006). In the hospitality context, Curtis (2013) illustrates prosocial rule-
162 breaking to promote guest service using a scenario of employees' accepting expired coupons. All
163 of these violated rules are service operational procedures that are unique to some organizations.

164 The above literature implies that rule-breaking intentions can be related to the type of
165 rules broken: while deviant rule-breakers break major formal rules in a corruptive manner (e.g.,
166 stealing, harassment, sabotage), prosocial rule-breakers break minor and sometimes controversial
167 procedures and guidelines that are unique to the organizations. Indeed, given the intangible
168 nature of service (Ottenbacher & Gnoth, 2005), hospitality organizations sometimes need
169 employees to depart from routine rules and procedures to handle real-time guest requests
170 (Secchi, Roth & Verma, 2016) and develop innovation (Ottenbacher & Gnoth, 2005). This
171 indicates a need for hospitality managers to understand the type of rule-breaking so that they can
172 differentiate "serious" rule-breaking from "tolerable" rule-breaking. Thus, we explore a potential
173 relationship between the types of rules broken and underlying intentions by asking:

174 *RQ2: What are the types of rules broken for rule-breaking with different intentions?*

175 **2.3. Consequences of rule-breaking behaviors**

176 Despite their intent, both deviant and prosocial rule-breaking behaviors break
177 organizational rules which are designed to deliver safety, hygiene, and consistent service (e.g.,
178 Derfler-Rozin et al., 2016; Goodsell, 2000; Mladenka, 1978). Studies showed that prosocial rule-
179 breaking behaviors in non-hospitality organizations have unintended negative employee

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180 outcomes such as deteriorated task performance (Dahling et. al, 2012), reduced job satisfaction,
181 and increased mistrust in management (Bryant et al., 2009). Similarly, deviant behaviors,
182 whether it involves sexual harassment, vandalism, rumor spreading, corporate sabotage or
183 otherwise, are unauthorized organizational behaviors that can have negative consequences like
184 financial harm (Appelbaum, Iaconi, & Matousek, 2007) and deteriorated performance (Dunlop &
185 Lee, 2004) for the organization. These deviant rule-breaking behaviors seriously damage
186 organizations (Harper, 1990; Murphy, 1993). This suggests that all rule-breaking behavior
187 (including prosocial behavior) result in negative consequences. Thus, all rule breakers (including
188 prosocial rule breakers) are penalized (Podsakoff, Podsakoff & Kuskova, 2010).

189 As the nature of the rule-breaking changes, the level of negative consequences must be
190 considered. As discussed above, deviant rule-breaking involves major rules and regulation, while
191 prosocial rule-breaking relate to minor procedures and guidelines. While deviant rule-breaking
192 only benefits the rule-breakers, the intended beneficiaries can be helped from prosocial rule-
193 breaking. Prosocial rule-breaking behaviors with an intention to help coworkers, to increase
194 work efficiency, and to promote guest services may even improve coworker relationship (cf.
195 Halbesleben & Wheeler, 2015), reduce cost (cf. Sadikoglu & Zehir, 2010), and improve guest
196 satisfaction (cf. Ambrose, Taylor & Hess Jr, 2015). As a result, it is possible that deviant rule-
197 breaking can cause more harm to the organization than prosocial rule-breaking.

198 Given the difference in rule-breaking severity, managers can be more considerate towards
199 prosocial rule-breaking than deviant rule-breaking. Indeed, Martin et al. (2013) suggested that
200 organizations have different intensity of rule enforcement. As hospitality industry is highly
201 relational (Lucas, 2002), management appreciates stronger social bonds between coworkers
202 (Cleveland, O'Neill, Himelright, Harrison, Crouter & Drago, 2007) and reward helping behaviors

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225 Given that the exploration of rule-breaking behaviors can be highly sensitive in nature, a
226 qualitative approach is more appropriate to address our research questions (cf. Figueroa-
227 Domecq, Pritchard, Segovia-Pérez, Morgan, & Villace-Molinero, 2015). A qualitative approach
228 enabled the researchers to gain a rich understanding particularly of an intricate social
229 phenomenon in contemporary events (Yin, 2003). However, the sensitivity of the topic can lead
230 to socially desirable responses in one-on-one face-to-face interviews (Kwortnik, 2003). To avoid
231 social desirability bias and to understand the complex phenomenon, we used a structured non-
232 numerical questionnaire which we incorporated one close-ended (i.e. yes-no) questions and five
233 open-ended questions (see Walsh, 2003, for a review of qualitative research methods).

234 To ensure sufficient contents to be analyzed, we follow Saunders and Townsend's (2016)
235 recommendation to target 60 interviews. Specifically, Saunders and Townsend (2016) found that
236 qualitative studies used a median of 32.5 participants in their review of 798 organization and
237 workplace qualitative studies. They recommended a norm of using 15 – 60 participants for
238 qualitative studies. Even though rule-breaking behaviors can happen at both frontline and
239 managerial level, we are particularly interested in frontline employee's rule-breaking behaviors
240 because of two reasons. First, hospitality organizations depend on frontline employees to
241 understand guest's needs and provide superior service (He, Li, & Lai, 2011), making their rule-
242 breaking more impactful on guest satisfaction (Leo & Russell-Bennett, 2012). Second, unlike
243 managerial rule-breaking behaviors, researchers are more inclined to assume frontline
244 employees' rule-breaking as "negative" and "deviant" (Fleming, 2016), making the study of the
245 intentions behind frontline employee's rule-breaking more interesting.

246 Thus, we recruited a convenience sample of working adults by inviting students who
247 were studying in hospitality in a southwestern US university, with at least 6 months of hospitality

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248 industry working experience, to participate in the study. A six-month working experience
249 criterion was set to ensure participants understood organizational rules and had relevant
250 experience in the field. A total of 145 invitations were sent out to potential participants. Five
251 participants did not fulfill the requirement of a minimum of 6 months working experience.
252 Among the 140 potential qualified participants, 80 surveys were returned, resulting in a response
253 rate of 57%.

254 Due to the sensitive nature of the research inquiry (i.e., organizational rule-breaking,
255 which may result in organizational sanction), the sampling procedural were designed to solicit an
256 honest response from a generalizable sample. First, participants were ensured of confidentiality
257 and anonymity at the beginning of the survey (Rasinski, Visser, Zagatsky & Rickett, 2005).
258 Second, sampling in a university setting that was not affiliated with a particular organization
259 allowed for a nonpartisan environment for gathering honest responses from the participants. As
260 the research team was not associated with a specific organization, respondents were not in fear of
261 reprimands. They were more likely to tell the truth, which reduced demand bias (Wheeler,
262 Shanine, Leon & Whitman, 2014). Third, to ensures high generalizability, recruiting participants
263 from a general hospitality program ensured a fair representation of employee from various
264 hospitality industry segments with different demographics and experiences.

265 This sampling method allowed us to sample frontline employees across different jobs
266 within hospitality industry segments. Specifically, 44% of participants worked in restaurant/food
267 & beverage sector, 21% of the participants worked in hotel/lodging/resort, 14% worked in
268 meetings/events management, 6% worked in gaming/casino, 4% worked in retails, 3% worked in
269 golf/ park/recreation and 6% in other hospitality sectors. In terms of job level, 86% participants
270 worked in frontline positions (e.g. server, cashier, line-cook, busboy, etc.) and 14% worked in

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271 supervisory positions (e.g. senior director, floor supervisor, etc.). Additionally, the sample was
272 heterogeneous in term of age, gender, and hospitality working experience. The average age of
273 the participants was 23.6 years old ($SD = 8.24$), with 69% of them being female. They had an
274 average industry tenure of 1.8 years ($SD = 0.7$).

275 **3.2 Data collection procedure**

276 After the filter question on hospitality working experience and questions on demographic
277 information, participants were asked a closed-end (i.e., yes-no) question of “Have you ever
278 broken a rule, policy, or procedure that was supposed to be followed at your current or previous
279 workplace?” For participants who answered yes, they were asked to recall the situation where
280 they broke an organizational rule. Following Morrison’s (2006) approach, we asked participants
281 to report the nature, intentions and consequences of the rule-breaking behavior in four open-
282 ended questions, including (i) “What was the rule/ regulation/ standard operation procedure
283 involved in the incident?”, (ii) “Why did you engage in the rule-breaking behavior?”, (iii) “What
284 was the consequence for the organization/ guests/ other coworkers?”, (iv) “What was the
285 consequence for yourself? Were you punished?” Although the recalling approach can lead to
286 inaccuracy due to a fading memory of the incident (Ritchie, Skowronski, Wood, Walker, Vogl,
287 & Gibbons, 2006), this approach allowed us to capture the whole rule-breaking incident, where
288 the participants were aware of the consequences and were less influenced by emotions (cf.
289 Bower & Cohen, 2014). This questioning approach generates detailed descriptions of an incident
290 from the participant’s perspective (Gremler, 2004) and has been used by Leo and Russell-
291 Bennett (2012) to study customer-oriented rule-breaking behavior among frontline employees in
292 the service industry.

293 **3.3 Coding and Data Analysis**

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294 We analyzed our qualitative data using thematic analysis. Miles and Huberman (1994)
295 suggested a three-stage qualitative data analysis process, which includes familiarization, coding,
296 and categorization. First, to enhance the readability of the transcripts, we reviewed all responses
297 to check for grammar, typos and other minor errors. Industry segments where the rule-breaking
298 incident occurs were coded. Second, both primary and secondary investigators – who were
299 familiar with relevant rule-breaking research – read and re-read the responses to question ii (i.e.,
300 “why did you engage in in the rule-breaking behavior”) numerous times to come up with initial
301 themes of rule-breaking intentions. Considering the unique nature of the hospitality workplace,
302 we did not limit ourselves to the four intentions Morrison (2006) identified and explored for
303 similar and different intentions. Third, we read each participant’s responses and manually
304 categorized the data into the themes (i.e., intentions) emerged in Step 2. Specifically, the primary
305 researcher first coded the data. Then, the secondary researcher read the data together with the
306 primary investigator’s coding. All disagreements were discussed between primary and secondary
307 researcher to ensure the accuracy of the final coding. Such manual approach allows us to
308 accurately classify the responses by being closely and intimately involved with the data (Jones,
309 Brown & Holloway, 2012). These three steps allow us to code the rule-breaking intentions.

310 Next, we coded the type of rule-broken for each intention category in the fourth step. We
311 differentiated the types of rules broken using participants’ responses to question i (i.e., “What
312 was the rule/ regulation/ standard operation procedure involved in the incident?”) without
313 presetting any category. Specifically, the primary researcher first read each case under the same
314 intentions and group cases based on similarity of the type of rules broken. Then, the categories
315 (i.e., the types of rules) were named and exemplars were included to define the type of rules.

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316 Finally, the primary and secondary researchers re-read each case together to see if they fit into
317 the existing category. No change was made at this point.

318 In the fifth step, we coded the effect of rule-breaking behaviors on rule-breakers and
319 organizations. The researcher first read the participants' response related to the outcomes and
320 code the perceived consequences for the organization. Cases which participants stated there was
321 a negative, no, and positive impact on the organizations and guests were coded as -1, 0, and 1,
322 respectively. Finally, we coded the outcomes for the rule-breakers. Participants faced negative
323 consequence (i.e., penalty), no consequence and positive consequence (i.e., rewards) were coded
324 as -1, 0 and 1 respectively.

325 To verify the validity of the coding, we recruited a research assistant to independently
326 code the data using the above-mentioned Step 2 to Step 5. This research assistant had 3 years of
327 managerial experience in the hospitality industry and was not involved in the data collection
328 process. Next, we calculated inter-rater agreement (IRA) and inter-rater reliability (IRR) among
329 multiple coders using R_{wg} , ICC_1 , and ICC_2 . (LeBreton, Burgess, Kaiser, Atchley & James, 2003;
330 LeBreton & Senter, 2008). The two set of coding yielded high interrater agreement (R_{wg} [intention]
331 = .84; R_{wg} [type of rule broken] = .53, R_{wg} [consequences for employees] = .85, R_{wg} [consequences for organization] = .76)
332 and good interrater reliability (intention: ICC_1 = .71, ICC_2 = .83; types of rules broken: ICC_1 =
333 .33, ICC_2 = .50; ,consequences for employee: ICC_1 = .75, ICC_2 = .86; consequences for
334 organization: ICC_1 = .61, ICC_2 = .76). Given the validity of the coding, we proceeded with the
335 coding results from the primary and secondary investigators.

336

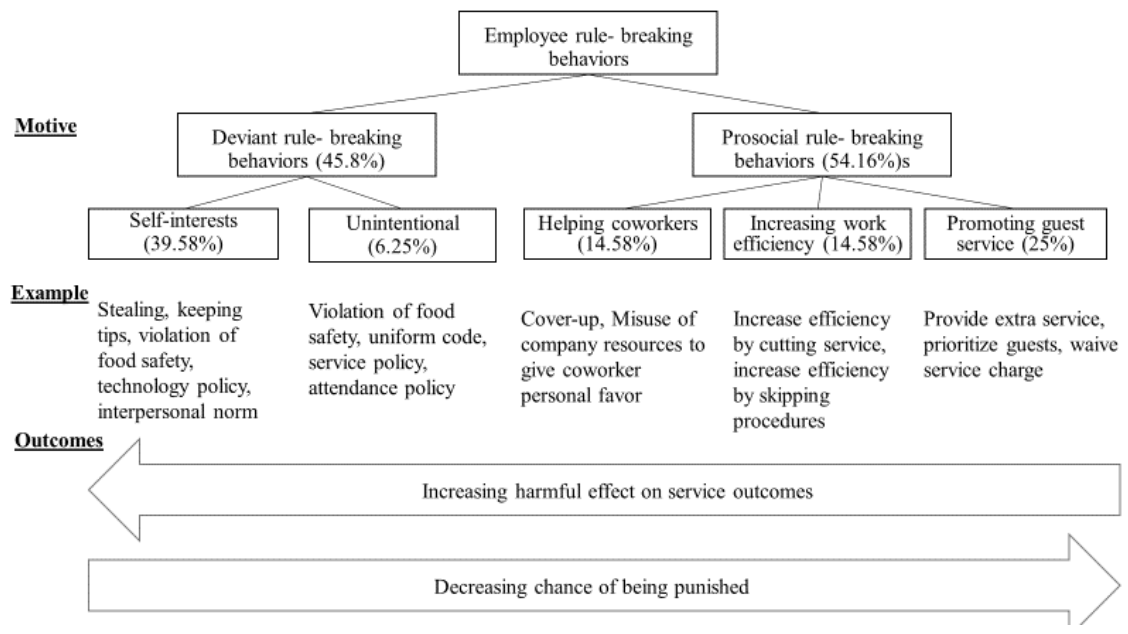
4. Results

337 The purpose of the research study is to investigate hospitality employees' organizational
338 rule-breaking behaviors with a primary focus on the intentions behind their behaviors. Among

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339 the 80 respondents, 48 of them (60%) stated that they broke an organizational rule, a policy, or a
 340 procedure. The findings were categorized into five broad themes, namely: (1) self-interested
 341 deviant rule-breaking, (2) unintentional deviant rule-breaking (3) prosocial rule-breaking to help
 342 coworkers, (4) prosocial rule-breaking to increase work efficiency, and (5) prosocial rule-
 343 breaking to promote guest services. Although the nature of rule-breaking may differ from
 344 Morrison’s (2006) findings, the three prosocial intentions underlying organizational rule-
 345 breaking behaviors were consistent with Morrison’s (2006) and Dahling et al. (2012) studies. We
 346 combined the discussion of rule-breaking behaviors in all hospitality industry segments as the
 347 patterns of rule-breaking in this study did not differ by hospitality industry segments. Fig. 1
 348 presents the nature and outcomes of rule-breaking behaviors. For simplicity, we only included
 349 examples of responses. The full qualitative data is available upon request.

350 **Figure 1. Typology of employee’s rule-breaking behaviors in hospitality organizations**



351

352 **4.1. Self-interested Deviant Rule-Breaking Behaviors**

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353 **4.1.1 Intention:** When respondents explained the rationales behind their rule-breaking,
 354 19 responses (i.e., 39.58% of all rule-breakers) were in line with existing studies on deviant
 355 behaviors (e.g., Hight & Park, 2018; Lee & Ok, 2014; Poulston, 2008a). These deviant rule-
 356 breaking behaviors involve breaking organizational rules for personal advantages, such as
 357 seeking vengeance, enjoying personal convenience, and taking organizational properties for
 358 personal use. Participants knowingly broke the rules out of self-interest and calculated reasons.
 359 For example,

360 “I disrespected my boss and did not do what she asked of me (because) I did not like my
 361 boss and I thought she was being rude to me.”

362 “I worked there full-time and we didn't really get much in benefits. I also knew that my
 363 friends would go in and spend a lot of money.”

364 “I did not follow protocol to use employee bathrooms ... The bathroom that was for
 365 customers was extremely closer than the employee bathroom.”

366 **4.1.2 Nature:** Deviant employees broke various rules within their organizations. We
 367 classified seven major forms of deviant rule-breaking behaviors:

368 *Keeping the tips (n = 2)*– “I earned a reward for completing several tasks, but I failed to
 369 report the tasks or the reward. I awarded myself.”

370 *Stealing (n =2)*– “I was a key holder for the restaurant/bar that I worked at. One night I
 371 took a friend to the bar and we had drinks this was after the bar was closed and the owner
 372 was nowhere near the business.”

373 *Violation of food safety (n = 1)*– “On one occasion I took out a cup hot off the
 374 employees dining room without a lid. Basically, in the company I work, no-one is

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375 allowed to take any drinks out of the dining-room if the cups do not have a lid. This rule
 376 is posted right before exiting the room. The company takes safety rules very seriously”

377 **Violation of technology policy (n = 4)**– “There was a ‘no-cellphone policy’ at my job
 378 and I brought my cell phone to work and was charging it with the company charger.”

379 **Violation of interpersonal norm (n = 1)**– “A major company rule is that we respect all
 380 employees regardless of ranking. I disrespected my boss and did not do what she asked of
 381 me.”

382 **Violation of attendance policy (n = 5)**– “I was working Graveyard Shift for the First time
 383 at a front desk position, and we are not allowed to sleep on the job even if there are no
 384 guests, however, I decided to take a nap in the back room because I could not stay
 385 awake.”

386 **Violation of service policy (n = 4)**– “I did not follow protocol to use employee bathrooms
 387 and instead used the bathroom that was closest, which was also a bathroom for
 388 customers. Employees must only use employee bathrooms.”

389 “Not sending a response to an e-mail in 24 hours.”

390 **4.1.3 Outcomes:** Majority of the respondents reported that deviant rule-breaking
 391 behaviors could have a substantial detrimental consequence to the guests and the organization.

392 They also stated that they and their coworkers could face serious penalties if they got caught.

393 “If I would have been caught the policy states that, employees will get discipline.”

394 “I was suspended for 3 days, went on my work record.”

395 “The coworker I was with got in trouble because she was not supposed to let me sleep
 396 (in my graveyard shift at a front desk position), but she did. I got fired from that job.”

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397 “Visitors ... might get confused, annoyed when they found out there was no one in
398 charge. They might even go further and leave a negative comment on our social media
399 pages.”

400 **4.2. Unintentional Deviant Rule-Breaking Behaviors**

401 **4.2.1 Intention:** Unlike Morrison’s (2006) study, the results of the study suggests that not all
402 deviant behaviors are self-interested in nature. Three participants (6.25%) indicated they broke
403 rules unintentionally. They failed to remember the rules during their course of actions:

404 “I simply forgot to label it (a bin of sour cream).”

405 “I forgot (to clock-in, clock- out).”

406 “I did not mean to break the rule necessarily, I simply forgot (to wear polished shoes).”

407 **4.2.2 Nature:** Unintentional deviant rule-breaking could be distinguished into three forms:

408 ***Violation of uniform code (n = 1)***– “Accidentally wore the wrong shoes to work. Before
409 we were allowed to wear black tennis shoes, however, when the new look policy came
410 out, it stated we could only wear "polished" shoes. I simply was in a rush one day and got
411 called in, so I wore my black tennis shoes.”

412 ***Violation of attendance policy (n = 1)*** “The restaurant requires us to clock-in and clock-
413 out. I forget to clock one day.”

414 ***Violation of food safety (n = 1)*** “I forgot to label a bin of sour cream. You must label and
415 date everything that you put in the refrigerator.”

416 **4.2.3 Outcomes:** Respondents reported that they either faced no consequence of their action or
417 casual warning from their supervisors.

418 “I was not punished. I just a verbal warning. If I did it again, I would be punished.”

419 “There is no punishment for me”

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420 “A manager just simply spoke to me about my shoes and I got a verbal warning.”

421 **4.3. Prosocial rule-breaking to help coworkers**

422 **4.3.1 Intention:** As studied by Morrison (2006) and Dahling et al. (2012), one of the
423 concurrent themes that emerged as an intention behind employee rule-breaking behavior is to
424 help their coworkers. Employees broke organizational rules so that they could help their
425 subordinates or coworkers. Although we also noted a similar theme in our data, the number of
426 cases was far less than those noted in Morrison’s (2006) study. There were only seven
427 participants (14.58% of all rule-breakers) denoting that they broke rules to help their coworkers:

428 “To help my coworkers handle the rush and get through the shift comfortably. I knew that
429 in that situation I would have wanted help no matter where it came from.”

430 “I engaged in the rule-breaking behavior because I felt that it was unfair to charge
431 employees for hats when the organization did not participate in the principle prior and
432 multiple people had already received free hats.”

433 **4.3.2 Nature:** The seven cases of prosocial rule-breaking behavior to help their
434 coworkers involved two different natures: to covering-up for coworkers and to give coworkers
435 personal favors. Specifically:

436 *Covering-up for coworkers (n = 5)*– “One job required me to clock-in to work at a
437 maximum of 7 minutes before my shift was scheduled to begin. I tended to arrive early
438 on most days. I worked in a restaurant and one day I came in and the restaurant was very
439 busy, and it was obvious the staff needed help. I clocked in about 15 minutes early so that
440 I could help my coworkers handle the rush.”

441 “Allowed a subordinate to work from home in another state.”

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442 *Misusing company resources to give coworkers personal favors (n = 2)*– “As a Uniform
443 Room attendant, the rule was you have to charge each employee who forgets their hat. 25
444 dollars to replace the hat, even if the employee had a hat (but if they left it in their car, at
445 their house, etc.). I did not charge for hats.”

446 **4.3.3 Outcome:** Compared with deviant rule-breaking behaviors which have severe
447 negative consequences, employees only faced modest consequences when they broke rules to
448 help other employees in the workplace. They justified their rule-breaking behaviors as they
449 believed the organization did not incur any substantial cost for their behaviors. Additionally, they
450 felt that their coworkers acknowledged their actions.

451 “My coworkers were very thankful that I clocked in early to help them out in their time
452 of distress. The organization was less than happy with my actions. I got scolded for
453 breaking the rules even though it benefited both the guests and my coworkers. I was not
454 actually punished, but I was given a stern talking to and a warning for my behavior.”

455 “The organization lost an estimated \$1.32 for the hat, and coworkers had to suffer a
456 favoritism principle from me. There was no consequence (for me), and I was not
457 punished.”

458 **4.4. Prosocial-rule-breaking to increase efficiency**

459 **4.4.1 Intention:** Instances where the employees were trying to perform
460 their job duties more efficiently were repeatedly mentioned by Morrison (2006) and Dahling et
461 al. (2012). According to 7 employees interviewed (14.58% of all rule-breakers), the intention
462 behind their rule-breaking behaviors was to increase efficiency. Participants broke rules to
463 perform their responsibilities more efficiently. They stated:

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464 “I was just trying to get burgers off and lower wait time, so I jeopardized the quality to
465 rush.”

466 “I engaged in the rule-breaking behavior because having to stand around and wait for the
467 manager to get a \$2 out of the register was not efficient or practical.”

468 “To save myself time and space, (I) carried several drinks on trays or more than one
469 butter per basket of bread.”

470 **4.4.2 Nature:** Unlike Morrison’s (2006) findings where most rule-breaking behaviors
471 with an efficiency motive were to use fewer resources and using personal resources for
472 organizational purposes, we found that increase efficiency by cutting service and skipping
473 procedure were the major forms of rule-breaking behavior. This was consistent with the
474 intangible nature of hospitality service (cf. Erickson & Rothberg, 2017). For example:

475 *Increase efficiency by cutting service (n = 1)*– “There was a time where I was cooking
476 on the grill and I did not fry mustard my meat. What this means is I did not put mustard
477 on the meat patty when it was requested by the customer. The rule I broke was the ability
478 to serve quality. That little detail not putting the mustard on the meat jeopardize the
479 quality of the burger, and a satisfied customer. They don't always know when the mustard
480 isn't there, but they do know a certain flavor is missing.”

481 *Increase efficiency by skipping procedure (n = 6)*– “A situation where I have broken the
482 rules was when I took the tip I made, by working to go from the register myself instead of
483 waiting for the manager to take them out. We were supposed to wait for a manager to
484 take the tips out for us.”

485 **4.4.3 Outcome:** Employees were aware that they were doing something immoral and that
486 the company might have incurred a loss of revenue due to their rule-breaking behaviors. While

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487 some employees received minor verbal warnings for engaging in rule-breaking behaviors to
488 increase efficiency, others were encouraged by their managers.

489 “I was not punished because I got away with it, but internally I knew I was technically
490 doing something wrong.”

491 “I just was sat down with my Store Manager and Division Manager to always make sure
492 I follow all quality procedures and if I don't in the future, I will receive a write-up.”

493 “There was no consequence because the managers did not find out. Some managers knew
494 I did it and encouraged me to do it, but the rule book said we had to wait for a manager.
495 Guests could have had more money put on the tip line that what they gave. The
496 organization could have lost money.”

497 **4.5. Prosocial-rule-breaking to promote guest service**

498 **4.5.1 Intention:** Consistent with Morrison's (2006) and Dahling et al. (2012) findings,
499 another common intention behind rule-breaking behavior among employees is to enhance guest
500 service. Particularly, 12 employees (25% of all rule-breakers) reported that they defied company
501 rules because they wanted to help the guests or customers.

502 “I wanted to assist guests who are not familiar with English.”

503 “I did it because I didn't want the customers to wait when there's an open table.”

504 “The age for kid's All-You-Can-Eat is 4-7 year (old), but I did not charge any price 4-
505 year-old kid. Just (to enhance) customer satisfaction and (to) avoid some situation.”

506 **4.5.2 Forms:** Our results showed that prosocial rule-breaking to promote guest services
507 have 3 distinct forms, as stated below:

508 ***Provide extra service (n = 5)*** – “I helped someone book an airline ticket. We are not
509 allowed to assist with online purchases.”

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510 *Prioritize guests (n = 3)* – “That was a very busy day. There has been a long line before
 511 our restaurant gate. Many guests wanted me to help them with ‘to go order’. I just
 512 refused them and told them to have to have a line first. Also, at that time, there were two
 513 old ladies in the line. I just gave them seats first.”

514 *Waive service charge (n = 4)*– “I broke the rules to waive delivery for a customer. We
 515 generally charge delivery to cover labor costs.”

516 **4.5.3 Consequences:** Employees who engage in prosocial rule-breaking behaviors to
 517 promote guest service may generate financial costs for the organizations. However, most
 518 participants did not face any consequences because their actions resulted in greater guest
 519 satisfaction. Some respondents even suggested that their managers appreciated their effort. There
 520 was only one case that the participant states he/she received minor verbally disciplined.
 521 However, even in this case, the participant received a high remark for the improvement of
 522 overall guest experience.

523 “Guest was thrilled. Boss said she would have done the same.”

524 “We may have lost quite a bit of revenue...Our Boss was onboard with the decision.”

525 “I was not punished but praised for making a fair acceptance to the rule.”

526 “While this stressed out my manager and a few servers, the large party paid the bar high
 527 remarks and even notified our corporate offices of their overall experience. I was verbally
 528 disciplined. I was told never to do so unless I had been approved by a manager and
 529 notified involved staff.”

530 **5. Discussion**

531 This study highlights the omnipresence of rule-breaking behavior among hospitality
 532 employees with a variability in their intention in doing so. Apparently, hospitality employees

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533 disregard organizational rules to help the guests, to increase the efficiency of their job and to
534 assist their coworkers. However, certain employees were deviant when breaking rules. The
535 findings were consistent with the work of Morrison (2006) who studied rule-breaking behavior
536 as a “positive” or “constructive” deviance in various organizational sectors. The three broad
537 categories of prosocial rule-breaking converge with Morrison’s (2006) study.

538 **5.1 Theoretical contributions**

539 This study makes a prominent contribution in hospitality literature by focusing on rule-
540 breakers intentions behinds their actions. Traditionally, hospitality researchers assumed rule-
541 breakers are deviant without investigating their intentions (e.g., Hight & Park, 2018; Lee & Ok,
542 2014; Poulston, 2008a). As such, they recommend improving training on moral reasoning to
543 reduce rule-breaking behaviors (Poulston, 2008b). Our study suggests that such an assumption
544 may oversimplify the nature of hospitality rule-breaking.

545 Unlike extant literature (e.g., Morrison, 2006), the results of this study indicate that
546 hospitality employees’ deviant rule-breaking behavior is not always calculated or planned. This
547 can be attributed to the demanding nature of the industry with long working hours, where
548 employees are daily challenged with serving customers under pressure. Therefore, they
549 sometimes deviate from organizational policies without even realizing the rules at the time of
550 deviance. In most cases, they disregard the rule because they forget about its existence. This sort
551 of unintentional rule-breaking behavior arises occasionally from employees’ disinclination
552 towards the rule and not out of any interest towards self or anyone else. This is a contribution to
553 the literature of deviant behavior in the hospitality context (e.g., Hight & Park, 2018; Lee & Ok,
554 2014; Poulston, 2008a), wherein we highlight the fact that not all deviant behavior is intentional.

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555 This study not only underlines that employees in the hospitality industry may break rules
556 with prosocial motives but also demonstrates that the ratio of prosocial rule-breaking is higher
557 than deviant rule-breaking. In line with Morrison's (2006) findings, our study showed that 54%
558 of employees engaging in rule-breaking behaviors out of prosocial motives but only 40% of
559 employees engaging in rule-breaking behaviors out of deviant motives. This indicates that the
560 percentage of prosocial rule-breaking in the hospitality industry may not be different from other
561 industries. Related to deviant rule-breaking, our results were in line with some of the recent
562 research on deviant rule-breaking by showing that stealing, absenteeism, violation of
563 interpersonal norms, and service sabotage are common types of rules broken (e.g., Chia & Chu,
564 2017; Lee & Ok, 2014; Poulston, 2008a). However, we also identified understudied rule-
565 breaking, such as pocketing tips, and violation of technology policy. Our results highlight the
566 fact that organizational rules evolve with society development. For example, the technology
567 policy corresponds to the increased use of cellphone and wearable device in the last decade.
568 Accordingly, our study provides an update on rule-breaking that are relevant to the hospitality
569 industry in today's workplace.

570 Our study explores the intention, nature, types, and consequences of rule-breaking in the
571 hospitality industry. In doing so, it extends Morrison's (2006) study by investigating the types of
572 rules broken under each intention. By focusing on the hospitality industry, we found that rule-
573 breaking behaviors in the hospitality industry can be different from those in other industries (e.g.,
574 manufacturing, retails, education, etc.). The hospitality industry is unique as it is labor-intensive
575 (e.g., Tracey & Hinkin, 1994; Choi, Woods, & Murrmann, 2000). The repetitive nature of work
576 and long working hours make employees emotionally dependent on their peers at the workplace
577 (cf. Loi, Ao, & Xu, 2014). Previous literature suggested that prosocial rule-breaking behaviors to

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578 help coworkers are purely altruistic and include behaviors such as sportsmanship (e.g.,
579 “providing recognition to staff”, Morrison, 2006, p. 14) and courtesy (e.g., “informing divisions
580 of upcoming audit”, Morrison, 2006 p. 11). However, we found that participants help their
581 subordinates or coworkers to an extent of covering up for them or misusing company resources
582 to deliver a personal favor to them. This is in line with the importance of the social relationship
583 with coworkers in the hospitality workforce (cf. Susskind, Kacmar, & Borchgrevink, 2007;
584 Karatepe, 2013). Despite its prosocial nature, such personal favor can result in a cost to the
585 organization similar to deviant rule-breaking behaviors. Indeed, misusing company resources for
586 coworkers can be similar to a type of well-known deviant rule-breaking – stealing (Poulston,
587 2008a). However, our study also highlighted another unexplored rule-breaking behavior:
588 covering-up for coworkers. Since the hospitality workplace requires employees to work in a team
589 (Pizam & Shani, 2009), covering-up for coworkers may result in severe negative consequences
590 and deserves much research attention.

591 Moreover, the nature of rule-breaking behaviors to improve efficiency in our study was
592 different from that of the extant rule-breaking studies in management literature due to the
593 intangible nature of the hospitality industry. Some examples of rule-breaking behaviors to
594 increase efficiency in Morrison’s (2006, p. 11) study includes choosing a cheaper vendor and
595 using personal resources. All these actions result in cost-savings to the organizations. In contrast,
596 our respondents provided examples of prosocial rule-breaking to increase efficiency that focus
597 on efficiency in procedures, which may not result in immediate measurable outcomes for the
598 organization. In line with the intangible nature of service, the outcomes of these actions are
599 intangible – they save time and space but not financial cost. Our study also identifies a case
600 where rule-breakers skip part of the service procedures to increase efficiency. While its nature is

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601 similar to service sabotage and can be caused by a similar reason of high job demand (cf. Lee &
602 Ok, 2014), the prosocial rule-breakers can engage in the actions out of engagement. It calls for
603 research on the potential dark side of work engagement (Schaufeli & Salanova, 2011).

604 We found that some hospitality employees break rules with prosocial intentions to help
605 the guests, which is in line with existing literature of prosocial rule-breaking behavior (Morrison,
606 2006; Dahiling et al., 2012). Indeed, two types of the rules broken – waiving service charge and
607 providing extra-service – are in line with growing literature on service improvisation (e.g., John,
608 Grove, & Fisk, 2006; Secchi et al., 2016). Service improvisation is defined as “the systemic
609 ability of service firm’s employees to deviate from established processes and routines in order to
610 timely respond to unexpected events, using available resources” (Secchi et al., 2016, p. 6), and is
611 generally consider as positive employee behaviors that improve guest satisfaction (John et al.,
612 2006). However, our study reveals that these goodwill employees may be “too creative” and
613 break rules that can threaten organizational stability (cf. Goodsell, 2000). This suggests that
614 service improvisation can have unintended negative outcomes.

615 Our qualitative findings also suggest that the five types of rule-breaking behaviors can
616 result in different outcomes. These findings have implications on how to measure and study rule-
617 breaking behaviors. Employees who break rules with a deviant and a prosocial motive to help
618 coworkers can face major penalties. However, those who break rules to increase efficiency and
619 to promote guest service face minor punishment and receive compliments. Our findings also
620 show a similar pattern for organizational consequences - whereas deviant rule-breaking
621 behaviors and prosocial rule-breaking behaviors to help coworkers can be highly detrimental to
622 guests and organization, prosocial rule-breaking behaviors to increase efficiency and to promote
623 guest service can increase guest satisfaction. Instead of combining the three prosocial rule-

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624 breaking behavior as one unified variable in the current prosocial rule-breaking literature (e.g.,
625 Morrison, 2006; Huang, Xixi & Xi, 2014), our study provided support to the distinctiveness of
626 the four types of rule-breaking behaviors. In line with Dahling et al. (2012) findings, we suggest
627 that the five types of rule-breaking behaviors should be evaluated and studied separately.

628 **5.2 Practical Implications**

629 This study reveals that hospitality employees' rule-breaking behaviors can be complex.
630 While some employees may engage in rule-breaking behaviors out of deviant/ self-interested
631 motives, others may engage in those behaviors out of prosocial motives to help coworkers, to
632 make work efficient, and to improve guest service. The findings yield implications on how to
633 control employees' rule-breaking behaviors. Instead of using a "one-size-fits-all" approach to
634 control rule-breaking behaviors, it is essential for hospitality managers to understand the motive
635 behinds employees' engagement in rule-breaking behaviors. When employees break rules,
636 managers should not only keep track of the behaviors but also investigate the intentions behind
637 the rule-breaking behaviors. After an audit of the motives behind rule-breaking behaviors,
638 managers who want their employees to conform to rules, regulation, and standards need to adjust
639 their reinforcement and training practices. While moral training can be effective at eliminating
640 deviant/ self-interested rule-breaking behaviors (Poulston, 2008b), those practices can be
641 counter-productive to prosocial rule-breaking behaviors. Instead, ensuring a high conformity
642 organization climate can be more effective at reducing prosocial rule-breaking behaviors
643 (Dahling et al., 2012; Morrison, 2006). In addition, our study showed that managers should
644 consider the potential negative outcomes of employee rule-breaking behaviors. Our study
645 showed that some managers may see prosocial rule-breaking as more acceptable, low-risk crime
646 – they are less likely to control those behaviors which may also result in costs for the

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647 organizations. We recommend them to provide more consistent punishment for various rule-
648 breaking behaviors as unjust execution of punishment can lead to a feeling of unfairness,
649 triggering employee's negative emotions and attitudes (Podsakoff et al., 2010).

650 **5.3 Limitations and future research**

651 This study has a few limitations which call for additional research in the future. First, our
652 study recruited undergraduate and graduate students who have work experience in the hospitality
653 industry as participants. As such, 86% of our participants were frontline employees with limited
654 managerial responsibilities. Therefore, the results might not be generalizable to managerial rule-
655 breaking behaviors. With managers having more power and a larger span of control, the rule-
656 breaking behaviors can have a larger impact and can come in different forms. Also, managers'
657 interactions with coworkers (i.e., other managers and subordinates) can be different from the
658 interactions among frontline employees. Thus, managers can have different rule-breaking
659 behaviors which this study could not uncover. We encourage future research to replicate our
660 findings with managerial samples.

661 Second, participants were asked to report one rule-breaking incident by recalling from
662 their memory using a structured survey. We analyzed the theme based on a single incident
663 reported by each participant. It confined participants to one single report of rule-breaking
664 behavior despite the possibility that they might engage in multiple rule-breaking behaviors. As a
665 result, participants reported the incident which was most vivid in their memory. There may be
666 other incidents which participants failed to report, which would impact the results of the study.

667 Third, our study used a structured survey method to gather data from hospitality
668 employees rather than face-to-face interviews. While the structured survey is appropriate for the
669 study of sensitive topics, like rule-breaking behaviors, one limitation of the structured survey is

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670 that it may not provide as much in-depth content as an unstructured interview (Kwortnik, 2003;
671 Walsh, 2003). In some cases, we might not be able to capture the essence of rule-breaking
672 behavior comprehensively as we could not ask follow-up questions. Moreover, we could not be
673 able to accurately capture any verbal and non-verbal cues or emotions from respondents.
674 Therefore, participants' level of enthusiasm for the topic of rule-breaking behavior remains
675 unknown. Future researchers can replicate our study by using instant messaging or real-time
676 response text communication which can capture the participants' eagerness while maintaining
677 the anonymous nature of the investigation.

678 Finally, this study asked participants to self-report the consequences of their rule-
679 breaking behavior. This approach provides information based on participants' judgment on
680 which incidents are the most relevant to them (Gremler, 2004). Therefore, it reflects the normal
681 way the employee thinks without forcing them to conform to any given framework (Gremler,
682 2004). This approach relies on the honesty of their participants and can be subjected to social
683 desirability bias. Even though it would not impact the reporting of incidents as major rule-
684 breaking are vivid in memory, respondents may be hesitant to report extreme consequences for
685 the organization and guests. This calls for research that measures the consequences of different
686 forms rule-breaking behaviors. Future research can be conducted to investigate distinct
687 organizational outcomes of the four types of rules-breaking behaviors, including but not limited
688 to employee sanction, service performance, guest satisfaction, and unit financial performance.

689 Our study sheds light on the patterns and intentions of rule-breaking behavior among
690 hospitality employees. We also suggested that the deviant rule-breaking have stronger effects on
691 organizational performance and organizational sanctions than prosocial rule-breaking. We
692 encourage future research to extend our findings by investigating the nomological networks the

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693 four major types of rule-breaking behavior using quantitative studies. In particular, it will be
694 highly interesting to examine antecedents that have differential effects on deviant and the three
695 type of prosocial rule-breaking behaviors, such as agreeableness (e.g., Berry et al., 2007;
696 Morrison, 2006) and moral training (Poulston, 2008b). Considering the importance of
697 employee's service performance on customer satisfaction (Voss, Parasuraman, & Grewal, 1998),
698 we call for future studies to examine the relationship between the four types of rule-breaking
699 behaviors on employee's service performance.

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