

# A Study to Determine The Antecedents of The Prosocial Rule Breaking Behaviour: A Qualitative Practice for Hotel Businesses

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## ABSTRACT

Prosocial behaviours are considered as pro-social behaviours that contribute to social welfare, benevolent, and do not consider individual interests. Prosocial behaviours are basically shaped by the motive of providing benefit and helping the society. While the employees exhibiting these behaviours in the social sense engage in pro-social behaviours, the social and institutional benefit-oriented mindset can sometimes result in behaviours that can bend the rules of the institutions. For this purpose, nine 4 and 5 star hotels operating in the city centre of Bursa were included in the study. Data were collected by conducting face-to-face interviews with 37 hotel employees with at least two years of experience working in different departments. The data obtained from the interviews were coded, categorized and interpreted using the MAXQDA qualitative data analysis program. According to the results of the qualitative analysis, it was determined that the hotel employees expressed the prosocial rule breaking behaviour intensively behaviour required by the industry, customer orientation, benefiting the business, etc.). However, the antecedents of the prosocial rule breaking behaviours of the employees were classified under 3 main themes as individual, organizational and environmental. According to the results of our study, it can be stated that there is no sense of personal interest behind the prosocial behaviour of hotel employees, and the basis of this behaviour is reinforced by customer-oriented and organizational-oriented benefits and/or benevolence feelings.

**Keywords:** Prosocial Behaviour, Rule Breaking, Prosocial Rule Breaking Behaviour.

## Introduction

The rule, in terms of terms, encompasses all organizationally defined policies, regulations, or prohibitions that describe how members of the organization should conduct their business, where legitimacy and enforcement are in question. A rule break is defined as a breaking of an explicit institutionally defined policy, regulation or prohibition (Morrison, 2006: 6). The rules do not have a flexible nature (John and Shafi, 2020: 2). Situations where there is a contradiction between strict rules and rigid organizational structure and flexible employee behaviours; Sustainable development of employees' organizations can harm and prevent the organization from adapting to rapid changes in the external environment. For this reason, employees may break official rules in order to achieve good results for their organizations and other individuals. For example; The waiter can offer a free dessert to the angry customer to improve a bad situation and satisfy the customer (Wang et. al., 2020: 1). Formal organizational rules are generally consistent with the values and goals of organizations. Therefore, formal organizational rules significantly affect organizational viability and success. Despite this, some of these rules are basically inflexible, they can prevent employees from responding quickly in some cases during the business process, and they can hinder corporate effectiveness under certain conditions; may not produce the expected results in practice for customers, colleagues, and the organization. Therefore, in some cases, it is likely that behaviour contrary to certain rules will emerge in constructive ways with the intention of increasing the interests of the organization (Zhu vd., 2018: 60). Organizational processes might be adversely affected if the rules and policies set by the business do not meet the results expected by the stakeholders. Thus, employees may deviate from formally established rules in order to protect the benefits of customers, colleagues and the business and also to meet the situational demands under the necessary conditions (John and Shafi, 2020: 2). Organizational factors that may cause deviant behaviours of the employee include; job stress factors, organizational frustration, lack of control in the working environment, light sanctions for rule breakings, organizational change-downsizing (Appelbaum et. al., 2007: 592).

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Regardless of the result, practices in which employees have good intentions for stakeholder groups and socially pro-social rule breaking are considered (Majeed et. al., 2018: 42). Most organizational studies examine breaking rules under a broad umbrella of behaviour. Related concepts include workplace deviance, unproductive work behaviour, and organizational misconduct (Fleming, 2020: 1193). The most frequently compared and discussed subject in the literature about the concept of rule breaking is organizational misbehaviour. Vardi and Weitz (2004) stated in their research on literature that organizational misbehaviour is “an intentional behaviour in the workplace and the result of this behaviour constitutes a breaking of rules”. In the agency theory, Eisenhardt (1989) emphasized that the rules can be ignored in cases where there are insufficient institutional controls to comply with the rules in order to benefit from the employee’s own will (Morrison, 2006: 7). Rule breaking is defined as a workplace behaviour that may cause negative effects or have deviant characteristics resulting from the hostile attitude of the employee, employee diversity, social exclusion or job dissatisfaction. Based on this traditional definition, Morrison (2006) introduced the concept of “prosocial rule breaking behaviour” to explain rule breaking that are not motivated by negative intentions towards the organization (Bryant et. al., 2010: 102).

Morrison (2006) defines prosocial rule-breaking behaviour as “the deliberate breaking or stretching of formally regulated organizational policy, regulation or set prohibitions with the aim of contributing to the well-being of the business or its stakeholders”. This type of behaviour is usually caused by the individual’s desire to do her job better or to do good, due to his organizational role (Morrison, 2006: 7). Prosocial rule breaking behaviour is the deliberate disregard of organizational rules and standard procedures in order to protect the interests of the employee, business and stakeholders (Majeed et. al., 2018: 41).

Prosocial rule-breaking behaviour has been defined as constructive and positive deviant behaviour in literature. Spreitzer and Sonenshein (2004) defined positive deviation as the disregard of organizational norms in order to improve the organization and its stakeholders (Dahling et. al., 2012: 22). However, prosocial rule-breaking behaviour is basically the act of the employee’s obligations and actions based on social interests in order to be beneficial to the group he is in (Li, 2015: 179). DeHart-Davis (2007) defines rule-breaking behaviour as “rule breaking, the desire to bend (break) rules and procedures”. In general, prosocial rule breaking behaviour (PSRB) has been considered as a breaking of the rules to protect the benefit of the customer, patient, citizen or other service areas. While evaluations of rule-breaking behaviour in the public sector are not in line with normative values, prosocial rule-breaking behaviour (PSRB) is generally conceptualized as rule-breaking with positive consequences in mind (Borry and Henderson, 2019: 2-3).

It has been determined, in studies on bending or breaking the rules, that individual and organizational antecedents lead employees to engage in prosocial rule breaking behaviour (Borry and Henderson, 2019: 2). Studies in literature have shown that antecedents such as empathy, risk taking, proactive personality, and conscientiousness are among the individual factors of prosocial rule breaking behaviour. However, the studies carried out revealed that antecedents such as job demands, co-worker’s prosocial rule-breaking behaviour, and transformational leadership are among the organizational factors of prosocial rule-breaking behaviour (Chen et. al., 2019: 1). It has been determined that the antecedents of prosocial rule breaking behaviour are not considered as a whole in the reviewed literature, and although there are various studies on the subject in international literature, there are limited studies in literature in Turkish. However, it is possible to state that the concept is not sufficiently recognized in literature in Türkiye.

Labour-intensive accommodation businesses operate in the service sector. Attitudes of employees in accommodation establishments are complementary and determining quality in service delivery (trans. Alkış, 2008: 13). The personnel working in the accommodation sector, on the other hand, are not only limited to behaviours in accordance with the basic rules and guidelines in meeting customer demands, but also provide quality service beyond the expectations of their customers (Cheng and Chen, 2017: 2670). In the studies conducted in the field of accommodation in the literature, it has been concluded that the prosocial behaviour of service employees has a significant impact on the service evaluation and the long-term success of the enterprise (Kim and Qu, 2020: 645). In this context, it was found appropriate for the employees of the hotels operating in the tourism and hotel industry to participate in the research. Therefore, this study was carried out on hotel employees working in various departments of 4 and 5 star hotels in Bursa. In the study, in-depth research was conducted using qualitative study method. The study aims to answer questions such as “what is the scope of employees prosocial behaviour”, “how is rule breaking behaviour evaluated by the employees?”, “how does one make sense of the prosocial rule breaking behaviour for hotel employees?”, “what are the factors that cause the employees to exhibit such behaviour?”. In the research, it is important to determine the antecedents of prosocial rule breaking behaviour with the help of a model by examining the individual, organizational and environmental factors that cause employees to act in prosocial rule breakings. In line with the determined purpose, the basis of the research is to answer the following questions:

1. What does rule breaking behaviour mean?
2. What are the causes of rule breaking behaviour?
3. What does prosocial rule breaking behaviour mean?
4. What are the types of prosocial rule breaking behaviour?
5. How often is prosocial rule-breaking behaviour exhibited?

6. What is the importance of exhibiting prosocial rule breaking behaviour?
7. What are the positive and negative aspects of prosocial rule breaking behaviour?
8. Under which conditions does a person exhibit prosocial rule breaking behaviour?

## Literature Review

In the process of examining workplace behaviours, it is important whether positive deviance behaviours can be classified as a type of prosocial behaviour. Types of prosocial behaviour in the literature are organizational citizenship behaviours, whistleblowing, corporate social responsibility, creativity and innovation. In the evaluation of prosocial behaviour types in the literature on the basis of positive deviant behaviour, it is important that the behaviours are based on voluntariness and include honourable intentions, and that the individual's behaviours differ from organizational norms (Appelbaum et. al., 2007: 589). Brief and Motowidlo (1986) conceptualized the situation as "prosocial", where employee behaviour requires going beyond the individual's usual job responsibilities and needs in order to benefit others. The term prosocial is conceptually based on an individual's behaviour attempting to help others, regardless of the end result. In the conceptualization of the term prosocial the act of helping itself and whether those who exhibit helping behaviour would breaking organizational policies were not taken into account. Within the framework of these evaluations, Morrison (2006) brought up the prosocial rule breaking behaviour, which is a functional concept, based on the idea that a business can be helpful not only to its stakeholders but also to the business itself at a level that can reflect positively (Baskin et. al., 2016: 73). At the same time, the emergence of positive psychology and the fact that researchers began to focus on prosocial motivations behind rule breakings also helped to increase the importance of the concept of prosocial rule-breaking behaviour (Chen et. al., 2019: 1).

In the literature, breaking of official rules are generally considered as deviant behaviours exhibited by annoyed or self-interested employees and employees who do not identify with the goals of the business (Morrison, 2006: 6). Rule breaking behaviour is examined under the umbrella of deviant behaviours and is included in the intentional breaking of official organizational rules by employees. In the literature, the destructive aspects of misbehaviour, deviant behaviour and counterproductive behaviour in the workplace have been focused and the possible harms of these behaviours to the business have been emphasized. However, the deviant behaviour of the employee does not always show destructive features. Deviant behaviours also show constructive features (Asadullah et al., 2019: 4).

Interpersonal constructive deviant behaviour is the whole of actions that are done to help individuals and that include breaking the regulations determined by the management to improve organizational processes. Organizational constructive deviance behaviour is the behaviour exhibited towards the business. Organizational constructive deviation can be observed as innovative behaviours aimed at helping the business (for example, finding creative solutions to solve problems) and behaviours that break existing norms to help the business (for example, when customers break rules to solve their problems) (Bodankin and Tziner, 2009: 550). Morrison (2006) used the term "prosocial rule breaking" to describe constructively deviant behaviour. It refers to the term prosocial rule breaking which refers to "those employees deliberately breaking organizational rules and policies that may prevent them from doing their jobs effectively". Unlike other deviant behaviours that have destructive and negative consequences, prosocial rule breaking behaviour is considered as a constructive behaviour that has positive effects for the organization that helps solidarity, productivity, cooperation, and customer retention (Asadullah et al., 2019: 4). Prosocial rule breaking behaviour is the breaking (bending) of policies, regulations and laws in order to improve the well-being of the employee, business or stakeholders. At the same time, prosocial rule breaking behaviour generally focuses on the positive side of rule breaking and emphasizes the initiative aspect of the employee (Morrison, 2006: 6).

When the theoretical framework of prosocial rule breaking behaviour is examined, it is seen that the behaviour is based on two theories. These are Social Cognitive Theory and Job Characteristics Theory. According to Bandura (1986), Social Cognitive Theory emphasizes the importance of cognitive processes that explain the effects of external factors on individual behaviour. Social Cognitive Theory provides guidance on how individuals should act, observes role models and cognitively evaluates the information that role models carry, and evaluates the individual's normative beliefs and behaviour schemes. In this context, prosocial rule breaking behaviour can be evaluated within the framework of social cognitive theory (Zhu et al., 2018: 63). However, prosocial rule breaking behaviour can also be evaluated with job characteristics theory. Job characteristics theory specifies job design principles that can be evaluated in terms of the degree of employee autonomy, task complexity, feedback, skill variety, and job importance. The way jobs are designed can cause a complex job to emerge from time to time due to results that are not related to the characteristics of the job and employee behaviours that remain in dilemma. In this case, the employee may ignore some rules and procedures or act against the rules while performing his duties. As a result, prosocial rule breaking behaviour may occur (Kahari et al., 2017: 2). Morrison (2006) examined the factors affecting the prosocial rule breaking behaviour of employees under three headings. These are (Fleming, 2020: 1195):

1. Enabling employees to fulfil their duties more effectively as per their job roles,

2. Employees' willingness to help their subordinates and colleagues,
3. It is the desire to provide better customer service.

Morrison (2006), Dahling et al. (2012) and Vardaman et al. (2014) listed the factors that may cause prosocial rule breaking behaviour of the employees as; the personality of the individuals, the characteristics of the job and social factors. In terms of personality traits, it has been determined that individuals with low conscientiousness, neurotic personality and employees with high risk taking tendency are more likely to participate in prosocial rule breaking behaviour. Dahling et al. (2012), Huang et al. and Morrison (2006) indicate that jobs with high job demands, job autonomy, and job meaningfulness encourage prosocial rule-breaking behaviour by employees (Shum et al., 2019: 101). Morrison (2006), in his study on prosocial rule breaking, concludes that if the employees have a high level of autonomy in their work and have acted in prosocial rule breakings in the past, they are more likely to exhibit the prosocial rule breaking behaviour again. However, in the study, it was determined that there is a relationship between the risk-taking tendency of the employee and the prosocial rule breaking behaviour. Mayer et al. (2007) reemphasized the relationship between customer orientation and prosocial rule-breaking behaviour with reference to early studies (Dahling et al., 2012: 22-23). Morrison (2006) determined that an individual's risk-taking tendency, co-workers' behaviours, and work autonomy are the antecedents of prosocial rule-breaking behaviour (Bryant et al., 2010: 102). At the same time, it has been concluded that individual characteristics (acting with a sense of responsibility, conscientiousness, tendency to take risks, etc.) are the factors that significantly affect the prosocial rule breaking behaviour of the employees (Zhu et al., 2018: 60). Various studies have been carried out to support the prosocial rule breaking behaviour and point at the positive consequences of such behaviour. Prosocial rule breaking behaviour is among the supportive behaviours (taking initiative, taking responsibility, employee voice, whistleblowing and innovative behaviours). In the studies on supportive behaviours, it is emphasized that the employees go beyond the limits of their job roles, deal with the problems with a proactive approach and produce solutions (Morrison, 2006: 8).

Dahling (2012) and Morrison (2006), in their studies concerning individual factors that are the precursors of prosocial rule breaking behaviour conclude that the meaning of work is the tendency to take risks, conscientiousness (John and Shafi, 2020: 2). Lipsky (1980, 2010), Lazarus (1966), and Tummer et al. (2015) emphasized that frontline employees with high interaction with customers may resort to rule breaking behaviour as a behavioural coping method in order to manage demands in case of work stress and conflict that may arise during their communication with customers (Fleming, 2020: 1193). Chen et al. (2019) found that there is a positive relationship between the leader's prosocial rule breaking behaviour and the employees' prosocial rule breaking behaviour (Chen et al., 2019: 2-5). In the study conducted by Harrison (2015), it was concluded that employees who feel gratitude towards their managers and co-workers may exhibit prosocial rule breaking behaviours as encouraging these relationships (Harrison, 2015: 60). According to the research conducted by Kahari et al., (2017) it was determined that the antecedents of prosocial rule-breaking behaviour include job characteristics, job autonomy and task complexity (John and Shafi, 2020: 2). Kahari et al., (2017) also determined in their study on the role of risk-taking in the effect of job characteristics on prosocial rule breaking behaviour that job characteristics affect prosocial rule breaking behaviour. Employees who have autonomy in their jobs show social rule breaking behaviour in order to carry out their work more efficiently, to provide better service to their customers and to help their colleagues (Kahari et al., 2017: 8). Morrison (2006) tried to determine the antecedents of prosocial rule breaking behaviour with his research. As a result of his study, Morrison (2006) revealed that if the employee has high autonomy and the employee's co-workers have acted in prosocial rule breaking in the past, the probability of the employee to commit prosocial rule breaking behaviour may be high (Dahling et al., 2012: 23).

## Research Method

The information, which was conducted on hotel employees working in 4 and 5 star hotels in Bursa, information about the method, sample, data collection technique and data analysis of the study was presented followed by research findings, results and discussion.

## Research Design

In this study, phenomenology, which is one of the qualitative research designs, was used. Phenomenology, which is a qualitative research approach, was first introduced by Husserl (1931). Husserl (1931) conceptualized phenomenology as a way of making sense of the 'lived experiences' of individuals (research participants) and their experiences (Alase, 2017: 10). Phenomenology is a method used to determine the meanings of facts and to reveal an individual's perception of a situation. However, phenomenology helps to understand a subject that we have an idea about but do not have a detailed understanding of. In this research design answers to questions such as "what are the perceptions/experiences related to this phenomenon?" and "what are the environments and conditions in which experiences of this phenomenon occur?" are pursued (Sığrı, 2018: 186). In this context, it is considered that employees frequently resort to prosocial rule breaking behaviour in the private sector for providing customer satisfaction, contributing to business interests and increasing productivity, also for helping their colleagues. Moreover, phenomenological

research design was used in view of the different meanings of prosocial rule breaking behaviour for the employees, the differences in the types of prosocial rule breaking behaviour, the determination of the importance of prosocial rule breaking behaviour, and an in-depth understanding of the factors causing the rule breaking behaviour.

### Participants and Procedures

Purposive sampling technique is generally used in qualitative research. In qualitative research, the relationship of the sample to the research question is important, not representativeness. Purposive sampling is the process of selecting units (such as an individual, a collection of individuals, or an institution) based on specific objectives associated with answers to research questions (Sığırı, 2018: 129-130). The sample of the research consists of 37 hotel employees with at least two years of professional experience working in 4 and 5 star hotels, which have received “Tourism hotel management certificate” in the city centre of Bursa. The province of Bursa was preferred for gathering the research sample as the city has several city hotels equipped to host domestic and foreign tourists for all four seasons, ranks high among developed cities of Türkiye in terms of industry and trade, and also on the grounds that Bursa is one of the important cities of Turkey in terms of cultural and religious tourism, as well as thermal tourism and winter tourism. Cresswell (1998) emphasizes that the sample size in qualitative research can vary between 10-30 individuals (Kanten et al., 2021: 3). However, data saturation and data adequacy must be taken into account in determining the sample size. With multiple groups, it is necessary to identify not only greater diversity of ideas, but also ideas that are consistent across groups. Although the number of groups to be performed varies according to the research question, the rule of thumb is to terminate the study when theoretical saturation is reached (i.e., when no new data are available) (Kalof et al., 2008: 132). In this context, hotel employees were included in the sample, taking into account different characteristics such as professional experience, department, age, gender and education level. After interviewing 37 people, it was concluded that data saturation and data adequacy were achieved. Figure 1 provides detailed information on the gender and education level of the participants.

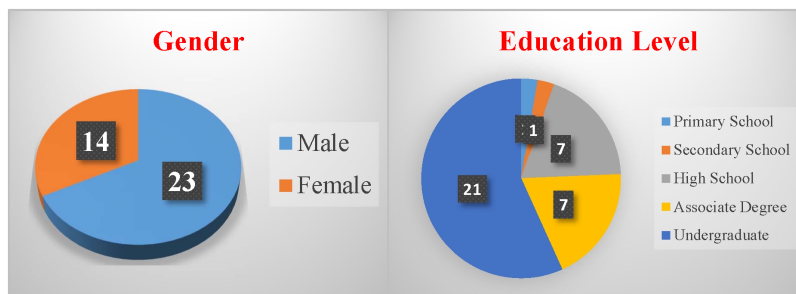


Figure 1. Information of the Gender and Education Level of the Participants

In the ranking of the participants according to their education level, it is seen that the majority (21 people) have undergraduate education. However, male participants (23 people) predominate in the study.

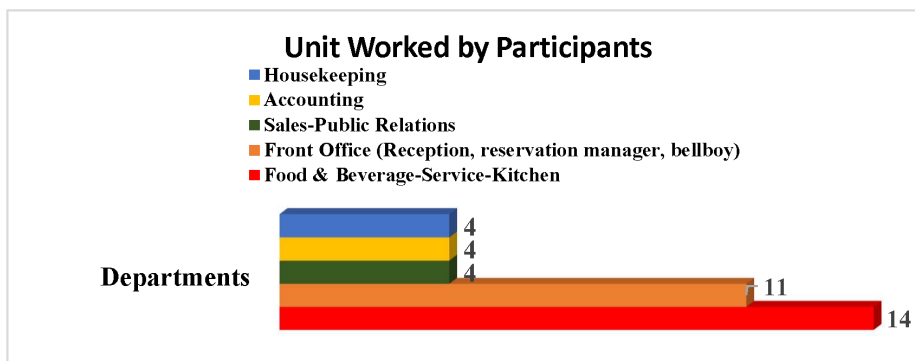


Figure 2. Ranking of Participants According to the Unit They Work

According to the unit worked in Figure 2, the majority of the participants work as food & beverage-service-kitchen (14 people). In addition, 11 participants are at the front desk (receptionist, reservation manager, bellboy); 4 participants work in the sales-public relations department, 4 participants in accounting, 4 participants in housekeeping.

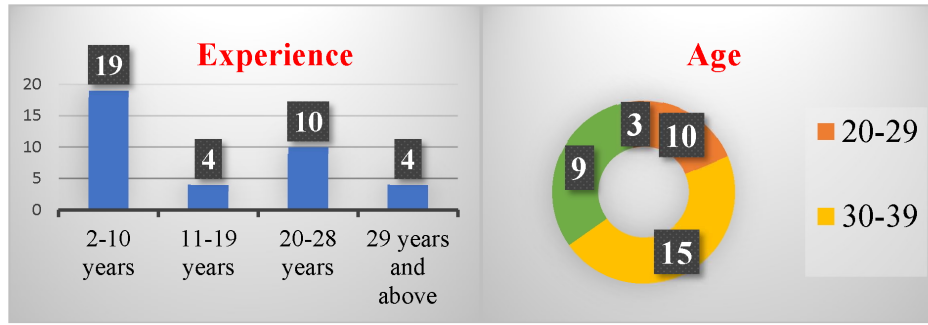


Figure 3. Information of the Age and Work Experience of Participants

In Figure 3, in ordering the participants according to their experience, it is stated that the majority of the hotel staff (19) with 2-10 years of experience; It is observed that personnel with 20-28 years (10), 11-19 years (4) and 29 years and above (4) personnel are followed. However, the majority of them are hotel employees (15) between the ages of 30-39; 40-49 age range (9), 20-29 age range (10), 50 and above age group (3) personnel follow.

### Ethical Consent of the Research

Ethical permission of the study was obtained from the Scientific Research Ethics Committee of Çanakkale Onsekiz Mart University Graduate Education Institute (No. 08.02.2021, E-84026528-050.01.04-2100021088).

### Data Collection Technique

In qualitative research, document review, archive analysis, interview, focus group interview, direct observation, participant observation, critical incident method, biography, examination of abstract elements and daily data collection techniques are preferred (Sıgri, 2018: 78-79). Within the scope of the research, interview data collection technique was used. With the help of a semi-structured interview form, data were obtained by taking one-to-one notes in face-to-face interviews in an environment where each participant could express himself freely outside of working hours. Before the interview form was created, the relevant literature was extensively scanned, the conceptual and theoretical framework was drawn, the studies that were similar to the subject were examined and the final model of the interview form was given. The validity of the interview form (Sıgri, 2018: 143-144);

1. increasing the number of participants, equal in number from each department,
2. collecting deep and focused data,
3. by including participants with different characteristics in the research,
4. it was tried to be provided by taking the opinion of 2 experts who have extensive knowledge about the research subject.

The interview form includes 22 open-ended questions to determine the antecedents of prosocial rule breaking behaviour; It also includes 5 demographic questions: gender, age, education level, experience, and unit of work. The interview was held between March and July 2021 in the working environment of the employees, taking into account the short work and workload, and taking an appointment within the framework of the permission obtained from the hotel management in the afternoon and at the end of the working hours. The interviews were recorded for a period of 35-50 minutes, taking into account the reservations of the participants about taking voice recordings, only by taking one-to-one notes.

### Analysis of Data

The MAXQDA program and content analysis method during the evaluation of the data obtained in the study Holsri (1968) defined content analysis as “a technique for making inferences by systematically and objectively determining the meaning and characteristics of participant statements” (Berg, 2001: 240). The purpose of content analysis is to reach concepts and relationships that can help explain the data obtained. Moreover, the obtained data is compared to the previous data and examined within the framework of 4 stages: open coding, axis coding (categorization), selective coding (thematization), category reduction and model proposal. In this context, primarily the data obtained as a result of the interviews were examined line by line, and open codes were determined in accordance with the research purpose. As the second step, axis coding was done, and after open coding, main categories and subcategories were determined, and data that were related to each other were brought together. The data

were selectively coded, and the sub-codes were narrowed down in line with the main categories in the third stage. Finally in the last stage, comparative and relational analysis was applied to the data, and a model was developed within the framework of the relevant literature (Kanten et al., 2021: 4). However, for the reliability of the research, a descriptive approach was used in the data, a strong conceptual framework was used in the research, a categorization process was performed by an academician who is an expert in the analysis of the data, and the categories obtained by the researcher were compared with the categories created by the researcher. Furthermore, in order to ensure the reliability and validity of the research the research results were evaluated within the framework proposed by Lincoln and Guba (1985) and Guba and Lincoln (1989) in terms of reliability, transferability, credibility and confirmability (Kalof et al., 2008: 162).

## Research Findings

As a result of the analysis of the research data, 8 categories within the framework of the structure were formed by the relations between the codes; (the meaning of rule-breaking behaviour, the meaning of prosocial rule-breaking behaviour, reasons for rule-breaking behaviour, types of prosocial rule-breaking behaviour, frequency of exhibiting prosocial rule-breaking behaviour, the importance of exhibiting prosocial rule-breaking behaviour, positive and negative aspects of prosocial rule breaking behaviour, departments where prosocial rule breaking behaviour is frequently exhibited, cases where prosocial rule breaking behaviour is exhibited) 246 open codes were determined. Frequency tables and graphs, density tables and code maps were used to categorize these codes.

### Findings Regarding the Analysis of the Concept of Rule Breaking Behaviour

Within the scope of the study, it was tried to determine what meanings the behaviour of breaking of the rule evokes to the participants. The data obtained show that rule breaking behaviour evokes 17 different meanings. According to this, rule breaking behaviour is coded with the highest level (20.6%) of customer focus; This is followed by solution orientation (16.6%), benefiting the business (10.8%), taking initiative (7.8%), providing flexibility in rules (6.9%), accelerating work (5.9%), and being able to harm the workflow (3.9%), protecting corporate reputation, effective service delivery and reactive behaviour codes. Table 1 shows the frequency and percentage distributions of the expressions evoked by the rule breaking behaviour.

**Table 1.** Expressions Connoted by Rule Breaking Behaviour

MEANING OF RULE BREAKING BEHAVIOUR	Frequency	Percent
Customer Focus	21	20.6
Solution Focused	20	16.6
Benefiting the Business	11	10.8
Taking Initiative	8	7.8
Providing Flexibility in the Rules	7	6.9
Speeding up Business	6	5.9
Potential Damage to the Business and Workflow	4	3.9
Protecting Corporate Reputation	4	3.9
Effective Service Delivery	4	3.9
Reactive Behaviour	4	3.9
Cooperation	3	2.9
Orientation	3	2.9
Extra Role Behaviour	2	2.0
Sectoral Features	2	2.0
Complaint Management	1	1
Risk Taking Tendency	1	1
Reduction in Service Quality	1	1
TOTAL	102	100,00

### Findings Related to the Analysis of the Concept of Prosocial Rule Breaking Behaviour

Within the scope of the study, it was tried to determine what meanings the prosocial rule breaking behaviour evokes to the participants. The data obtained show that prosocial rule breaking behaviour evokes 19 different meanings. Accordingly, prosocial rule breaking behaviour is coded with the behaviour required by the sector at the highest level (20%); followed by customer

orientation (16%); benefiting the business (13.6%), being flexible (12.8%), being solution-oriented (7.2%), helping each other (5.6%), gaining experience of the employee (4%) and (2.4%) It is observed that the codes of not having a corporate structure, providing qualified service, ensuring the continuity of business processes, and customer's behaviour and reactions are followed by. Table 2 gives the frequency and percentage distributions of the expressions evoked by prosocial rule breaking behaviour.

**Table 2.** Expressions Connoted by Prosocial Rule Breaking Behaviour

MEANING OF PROSOCIAL RULE BREAKING BEHAVIOUR	Frequency	Percent
Behaviour Required by the Industry	25	20.0
Customer Focus	20	16.0
Benefiting the Business	17	13.6
Being Flexible	14	12.8
Solution Focused	9	7.2
Cooperation	7	5.6
Employee Gaining Experience	5	4
Not Having an Institutional Structure	3	2.4
Quality Service Delivery	3	2.4
Ensuring Continuity of Business Processes	3	2.4
Customer Behaviour and Reactions	3	2.4
Employee's Responsibility	3	2.4
Cultural Features	2	1.6
Complaint Management	2	1.6
Exemplary Behaviour	2	1.6
Using Initiative	2	1.6
Quick Decision Making	1	0.8
Policies and Procedures	1	0.8
Protecting Corporate Reputation	1	0.8
TOTAL	125	100

### Findings for Determining the Antecedents of Rule Breaking Behaviour

The coding for the expressions related to the determination of the factors that cause the participants to exhibit breaking behaviour was handled within the framework of three main themes: "environmental reasons", "organizational reasons" and "individual reasons", and a relationship map including the main themes and sub-factors was created. According to the data obtained as a result of the interviews, the individual reasons causing the breaking of the rules; The personality traits of the employees were expressed as stress and tension, not accepting the job, and responding to the employer's attitudes. With this; having experience and skills, impression management, frivolous attitude of the employee and dissatisfaction with working conditions are also stated among the individual reasons that cause breaking of the rules. In addition, it has been concluded that organizational factors such as customer focus, accelerating business, contributing to corporate reputation, helping, increasing efficiency, solution orientation, taking initiative, work intensity, being a regular customer, customer's attitude behaviours, and benefiting the institution cause breaking of the rules. Within the scope of environmental reasons, it is possible to state that factors such as culture and family conditions may cause breaking of the rules. Accordingly, in Figure 4, the factors that cause the hotel employees to act in breaking of the rules have been tried to be summarized within the framework of main and sub-elements.

### Findings on Determining the Types of Exhibiting Prosocial Rule Breaking Behaviour

The coding of the participants' expressions for determining the types of prosocial rule breaking behaviour was handled within the framework of three main themes: "organization-oriented", "colleague-oriented" and "customer-oriented", and a relationship map including main themes and sub-factors was created. The data obtained as a result of the interviews show that there are types of prosocial rule breaking behaviour towards the customer such as customer satisfaction, customer retention, meeting customer needs, providing extra service, courtesy, providing effective service, providing price flexibility and not victimizing the customer. As for the colleague, helpfulness, ensuring that the job is accomplished, tolerating difficult situation, extra role behaviour, roll a log for, workload and speeding up the work are among the types of prosocial rule breaking behaviour of the hotel employees. In addition, solution-oriented, flexibility, increasing corporate reputation, benefiting the business, communication-oriented, consulting the manager, being altruistic, work intensity, speeding up business processes, ensuring the continuity of business processes, complaint management, providing an environment of trust, eliminating business deficiencies, It is possible to state that various types of

## CAUSES OF PROSOCIAL RULE BREAKING BEHAVIOR

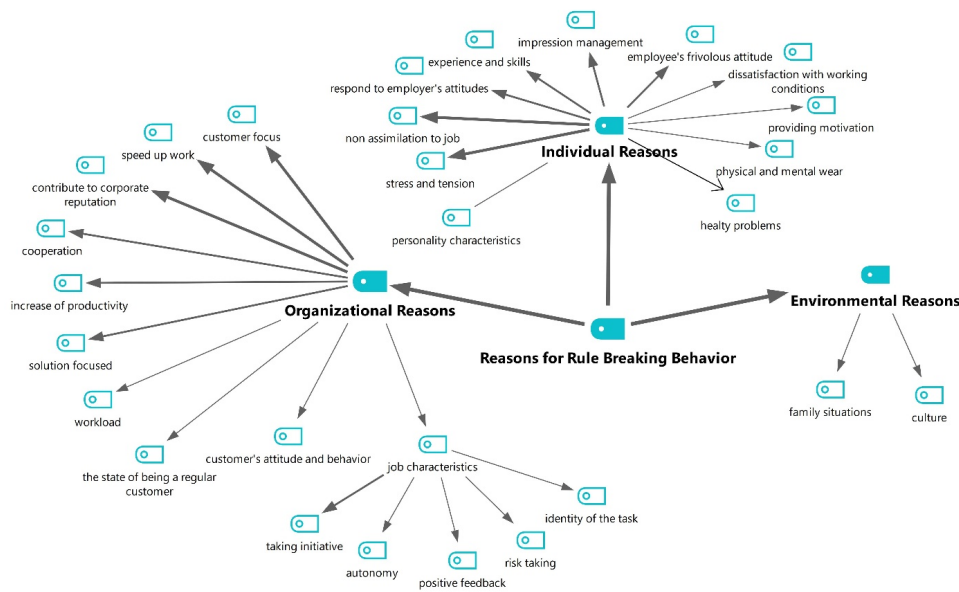


Figure 4. Model Suggestion Regarding Factors Causing Employees to Behave in Breaking of Rules

## Types of Exhibiting Prosocial Rule Breaking Behavior

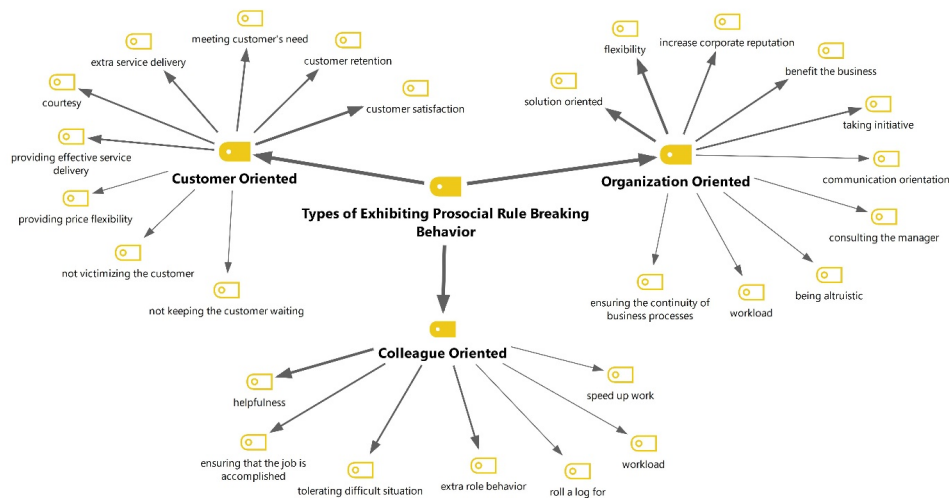


Figure 5. Model Suggestion Regarding the Types of Participants Exhibiting Prosocial Rule Breaking Behaviour

behaviour such as lack of personnel, reducing bureaucracy, and ensuring the training of qualified personnel are among the types of prosocial rule breaking behaviour of hotel employees towards the organization. Accordingly, in Figure 5, the types of prosocial rule breaking behaviour of hotel employees were tried to be summarized within the framework of main and sub-elements.

### Findings Regarding the Importance of Exhibiting Prosocial Rule Breaking Behaviour

After determining the meanings of the concepts of rule breaking behaviour, prosocial rule breaking behaviour, the causes of rule breaking behaviour and the types of prosocial rule breaking behaviour, the participants were asked "the importance of exhibiting prosocial rule breaking behaviour" and the main codes regarding the importance of exhibiting prosocial rule breaking behaviour were determined based on the literature. Figure 6 includes the statements of the participants regarding the importance of exhibiting prosocial rule breaking behaviour within the scope of the main codes.

As can be seen in Table 6, the importance of participants' prosocial rule breaking behaviour is mostly concentrated within

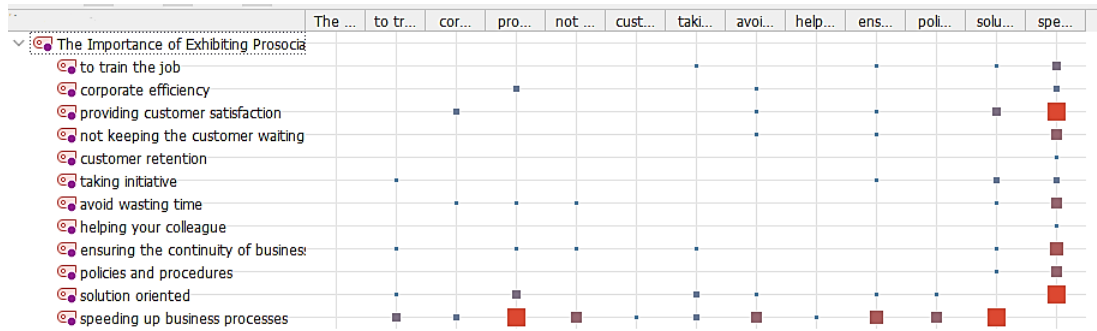


Figure 6. Code Relationship Map Regarding the Importance of Participants Exhibiting Prosocial Rule Breaking Behaviour

the framework of the theme of accelerating business processes. According to the findings, accelerating business processes has the highest intensity (97.00%); This is followed by expressions such as solution orientation and customer satisfaction (24.02%), ensuring the continuity of business processes (18.02%), policies and procedures (15.02%), and taking initiative (12.01%). According to the research findings, it is important for hotel employees to think that prosocial rule breaking behaviour is important, as a result of exhibiting this behaviour, it will accelerate business processes. It is important for the employee to act to solve any problem that the customer may experience during the time he receives service from the hotel. However, the employee thinks that it is important to exhibit prosocial rule breaking behaviour in order to satisfy the customer in every aspect. The fact that employees try to ensure the continuity of service delivery without interrupting their business processes is another important factor in exhibiting prosocial rule breaking behaviour. At the same time, the scope of the policies and procedures implemented by the enterprise, ensuring that the working personnel can use the initiative, the employee’s thought to prevent the customer’s loss of time, the employee’s desire not to keep the customer waiting, the employee’s effort to train the business and the desire to make the institution more efficient are important in exhibiting prosocial rule breaking behaviour.

**Findings Regarding the Positive and Negative Aspects of Prosocial Rule Breaking Behaviour**

The codings for the expressions of the participants for determining the positive and negative aspects of prosocial rule breaking behaviour were divided into two main themes as "negative aspect" and "positive aspect"; A relationship map including sub-factors, positive aspects of which are positive for the employee and positive for the customer, was drawn. The data obtained as a result of the interviews reflect some of the negative aspects of prosocial rule breaking behaviour, negatively affecting the workflow, damaging the business, the behaviour becoming a habit, the behaviour being abused, the ability to interfere with someone else’s field of duty and the different evaluation of the customer’s behaviour. Accordingly, in Figure 7, the negative aspects of hotel employees’ prosocial rule breaking behaviour were tried to be summarized within the framework of the main elements.

**NEGATIVE ASPECTS OF PROSOCIAL RULE BREAKING BEHAVIOR**

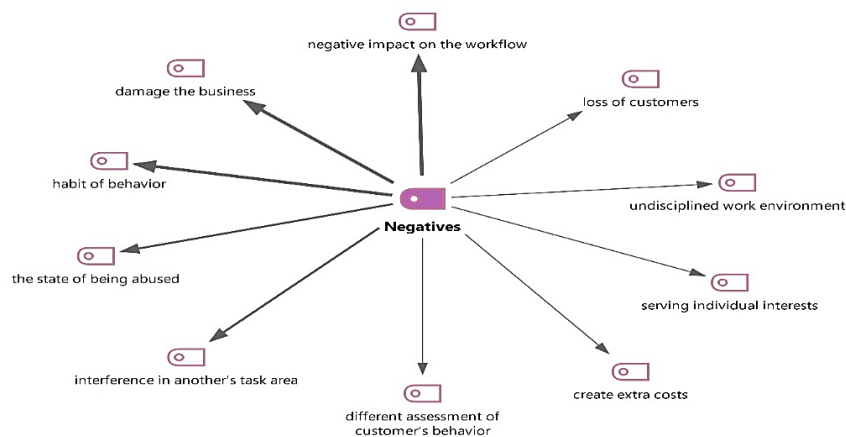


Figure 7. Model Suggestion Regarding Negative Aspects of Participants’ Prosocial Rule Breaking Behaviour

The data obtained as a result of the interviews show that the positive aspects of prosocial rule breaking behaviour are; contributing

to the interests of the institution, providing an environment of cooperation, ensuring corporate reputation, solution-orientedness and increasing efficiency are those mostly expressed. At the same time, the positive aspects of the behaviour towards the customer are concentrated in the framework of satisfying the customer, acquiring new customers and ensuring customer continuity. The positive aspects of exhibiting prosocial rule breaking behaviour in terms of hotel employees are; solution-oriented working, contributing to the personal development of the employee, getting positive feedback from the customer, the opportunity to have experience, ensuring the continuity of the work, getting the positive evaluation of the manager, reducing the workload, financial gain and increasing the motivation of the employee. Accordingly, in Figure 8, the positive aspects of hotel employees' prosocial rule breaking behaviour were summarized within the framework of main and sub-elements.

## POSITIVE ASPECTS OF PROSOCIAL RULE BREAKING BEHAVIOR

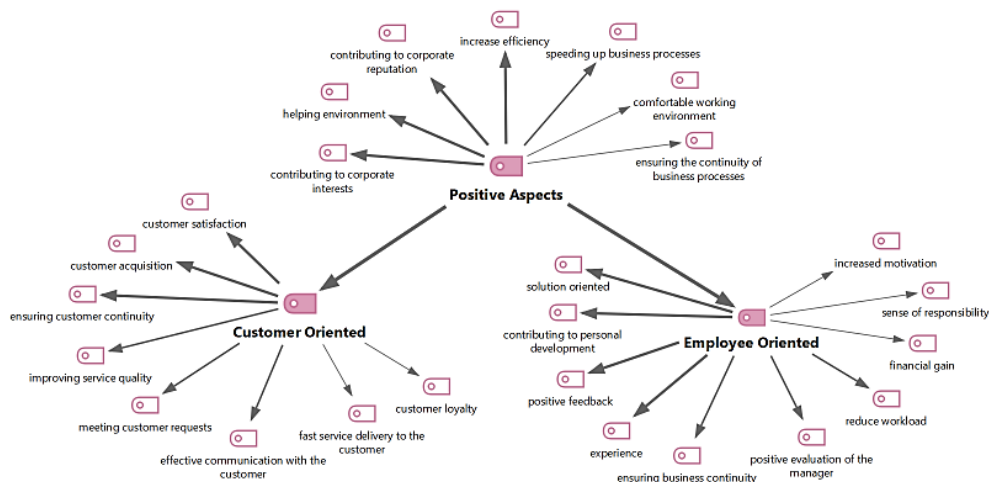


Figure 8. Model Suggestion Regarding the Positive Aspects of Participants' Prosocial Rule Breaking Behaviour

### Situations of Exhibiting Prosocial Rule Breaking Behaviour

In which situations do participants exhibit prosocial rule breaking behaviour? The intensity of their answers to the question is given in Figure 9 within the scope of the main codes.

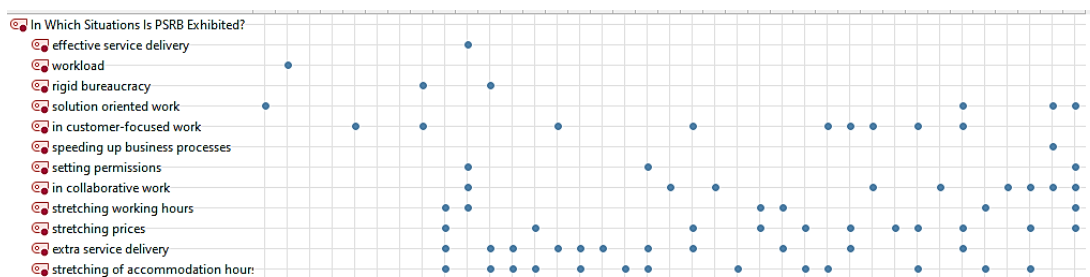


Figure 9. Model Suggestion Regarding the Positive Aspects of Participants' Prosocial Rule Breaking Behaviour

In Figure 9, the answers for the question “In which situations do the participants exhibit prosocial rule breaking behaviour?” are seen. The codings for the question are determined as focused on the theme of providing flexibility in accommodation hours as a result of relationship scanning. With this; it can be stated that hotel employees may exhibit prosocial rule breaking behaviour in situations such as stretching prices, providing extra services, being customer-oriented, jobs that require cooperation between employees and stretching working hours.

### Findings Regarding the Frequency of Exhibiting Prosocial Rule Breaking Behaviour

According to the data obtained, the frequency of the participants to exhibit prosocial rule breaking behaviour was categorized in 6 different ways such as "every day", "spontaneously", "annual", "monthly", "weekly" and "not very often". In Figure 10, the percentage distribution of hotel employees regarding the frequency of prosocial rule breaking behaviour is given. Accordingly, "every day" is the highest coding (30.07%) value, which expresses the frequency of prosocial rule breaking behaviour.

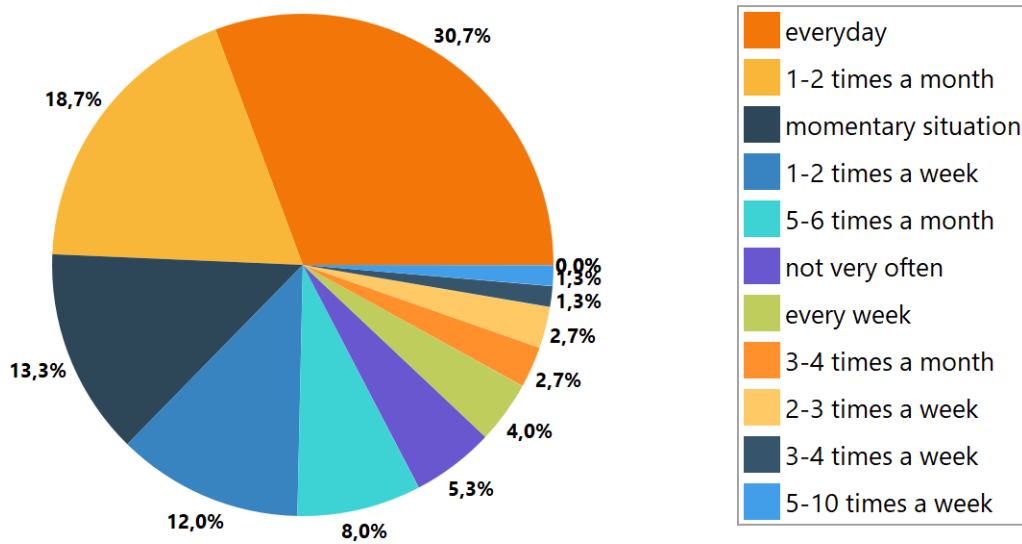


Figure 10. Percentage Distribution of Participants by Frequency of Exhibiting Prosocial Rule Breaking Behaviour

### Findings Regarding the Departments where Prosocial Rule Breaking Behaviour is Exhibited Frequently

In the data obtained regarding the departments where the prosocial rule breaking behaviour of the participants is exhibited frequently, 6 different categories were categorized as "front office", "housekeeping", "food and beverage department", "service", "kitchen" and "technical department". In Figure 11, the percentage distribution of the departments where prosocial rule breaking behaviour is frequently exhibited is given. Accordingly, the "front office" has the highest coding (43.08)

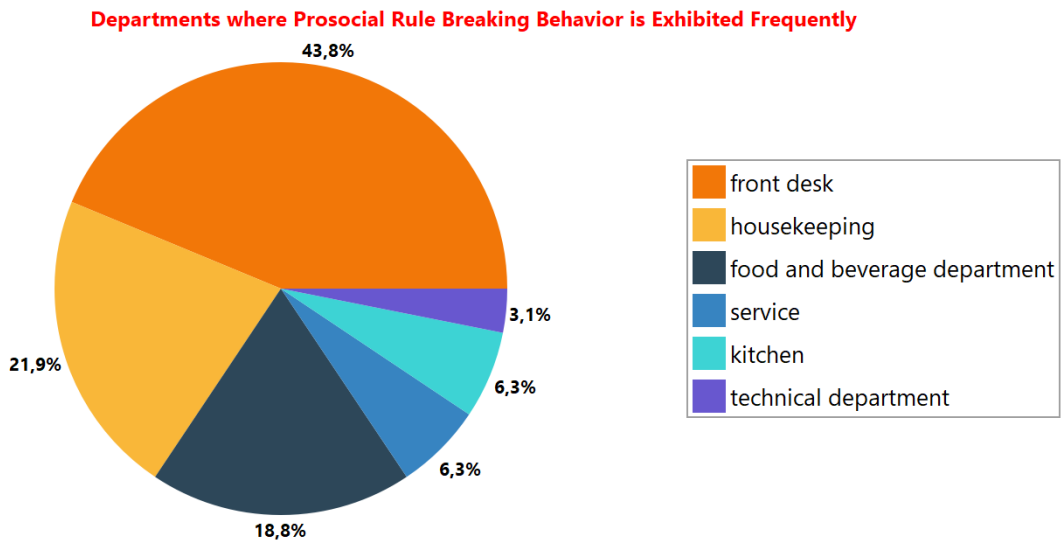


Figure 11. Percentage Distribution of Participants by Departments where Prosocial Rule Breaking Behaviour is Mostly Exhibited

## Conclusion and Discussion

Prosocial rule breaking behaviour is out of the employee's own benefit. It is shaped within the framework of tolerating difficult situations, desiring to help the employee's colleagues in an individual sense. In the organizational sense, it can be stated that primarily customer satisfaction, business interests and benefits are important in displaying the behaviour. Concerning the prosocial rule breaking behaviour, which is evaluated under deviant behaviour in the literature, it is important to reveal the self-interested, unselfish and helpful aspects of it. However, it is thought that determining the individual, organizational and environmental antecedents that can lead employees to engage in this behaviour will contribute to the literature.

Rule breaking behaviour is intense for those in the working environment and for them it means being solution-oriented and customer-oriented, benefiting the business, taking initiative, providing flexibility in rules, speeding up the work. Although rule breaking behaviour has a conceptually different meaning from individual to individual, this concept has been extensively evaluated within the scope of providing customer and organization-oriented benefits and accelerating business processes for employees. In the study, rule breaking behaviour has two negative meanings according to the employees. These are expressed by employees as behaviours that may harm the business and the workflow, and a decrease in service quality. It may also evaluate the rule-breaking behaviour of hotel employees as behaviour that may harm the business and the workflow. Behind this assessment, it is considered that some policies and procedures may be ignored for the sake of providing flexibility in rules and speeding up business processes as customer, organization and solution oriented.

It is observed that the hotel employees consider the behaviour as an action required by the industry in their responses to how they make sense of the prosocial rule breaking behaviour. It was determined that this was followed by expressions such as customer focus, benefiting the business, being flexible, solution-oriented and helpful. In this context, it has been stated extensively that hotel staff can act flexibly in the rules when situations require due to the nature of service delivery. In addition, it can be stated that the prosocial rule breaking behaviour of the employees is the behaviour exhibited by the employees by acting flexibly and taking the initiative within the framework of providing organization-oriented benefits and producing quick solutions to the problems. In the findings, it was seen that the frequency of prosocial rule breaking behaviour by hotel employees was "every day" and the behaviour was mostly exhibited by the front desk. It can be stated that the reason for prosocial rule breaking behaviour is a behaviour that can be exhibited every day lies in the fact that one-to-one communication with the customer every day is a natural feature of this department and meeting customer expectations is the first priority in hotel service provision. At the same time, the fact that the number of front office personnel is high compared to other departments in hotels is thought to be an indicator of the fact that prosocial rule breaking behaviour is observed more intensely in front office department employees. The importance of exhibiting prosocial rule breaking behaviour by hotel employees is explained in relation with accelerating business processes, being solution-oriented, ensuring customer satisfaction, ensuring the continuity of business processes, and dealing with procedural and bureaucratic obstacles when appropriate. It is considered that there are two important factors on the basis of the employees' classification of prosocial rule breaking behaviour that are important. The first of these is that the behaviour accelerates the work processes where work density is experienced. Secondly, it is considered as a behaviour that can help solve the existing problems with the customer and the business in organizational processes.

According to the research findings, the types of prosocial rule breaking behaviours of hotel employees differ in terms of customer orientation, colleague orientation and organization orientation. The reasons for hotel employees' exhibiting prosocial rule breaking behaviour towards customers are customer satisfaction, customer retention, customer acquisition, meeting customer needs, extra service provision and replacement. It has been determined that exhibiting prosocial rule breaking behaviour towards customers is shaped within the framework of service orientation. At the same time, it can be stated that meeting the expectations of the customer in the best way is a priority. The types of prosocial rule breaking behaviour towards the organization are being solution-oriented, flexible behaviour, increasing corporate reputation, providing benefits to the business, taking initiative, communication-oriented. The types of prosocial rule breaking behaviours of employees towards the organization are shaped around the reputation and benefit of the business. At the same time, this behaviour of employees is considered to be taking action in the form of trying to solve the problems in hotels, acting flexibly, taking initiative, and acting in a communication-oriented manner. The types of prosocial rule breaking behaviours of hotel employees towards their colleagues are expressed as helpfulness, enabling the colleague to train the job, tolerating the difficult situation, and extra role behaviour. In this context, it can be stated that employees act in prosocial rule breakings with benevolent motives without selfish thoughts. It can be thought that the employees support the colleague in their difficult situation and help the colleague to contribute their professional development, taking into account the benefit of the organization. Prosocial rule breaking behaviours against a colleague also result in the employee's extra role behaviour.

It can be stated that individual, organizational and environmental antecedents are effective in the necessity of prosocial rule breaking behaviour by the employee. The employee engages in prosocial rule breaking behaviour in order to help his colleague with a benevolent attitude and to help his colleague to complete the job. At the same time, it exhibits prosocial rule breaking behaviour in order to satisfy customers with a customer-oriented attitude, to gain customers, to retain customers, and to provide

effective service to customers. With a solution-oriented approach, prosocial rule breakings take place in order to offer solutions that will satisfy both the hotel and the customer, taking into account the customer complaints about the hotel. In addition, employees may exhibit prosocial rule breaking behaviour for reasons such as contributing to the reputation of the business, speeding up the work, increasing efficiency and ensuring the continuity of the processes in the workload. Within the scope of the research, “What do you think are the factors that cause employees to ignore the rules in service processes?”. “For what reasons do you think one might ignore rule breaking (for example, while serving a customer, helping a colleague, or solving a problem) in the work environment?”. By asking the questions to the participants, the factors causing the prosocial rule breaking behaviour of the employees were tried to be determined. Hotel employees engage in prosocial rule breaking behaviour due to individual factors such as personality traits, having stress and tension, not being able to adopt the job, employer’s attitudes, having experience and skills, and need for impression management. It is considered that the employee’s proactive personality and helpful nature may cause them to take actions to meet the needs of the customer and the organization. It has been observed in the literature that there are studies in parallel with the results of our study. Morrison (2006) emphasized that prosocial rule breaking behaviour is among the supportive behaviours such as using initiative, taking responsibility, vocalizing, disclosing and innovative behaviours. Studies on supportive behaviour emphasize that employees go beyond the boundaries of their job roles, deal with problems with a proactive approach and produce solutions. In their studies, Dahling (2012) and Morrison (2006) determined that the meaning of work, tendency to take risks, and conscientiousness are among the antecedents of prosocial rule breaking behaviour. Lipsky (1980, 2010), Lazarus (1966), and Tummer et al. (2015) emphasized that hotel employees may resort to rule breaking behaviour as a behavioural coping method in order to manage demands in case of work stress and conflict that may arise during communication with customers. Chen et al. (2019) found in their study that there is a positive relationship between the leader’s prosocial rule breaking behaviour and the employees’ prosocial rule breaking behaviour.

Customer orientation, accelerating business, contributing to corporate reputation, helping, increasing productivity, solution orientation, workload and being a regular customer are organizational factors that cause employees to exhibit prosocial rule breaking behaviour. In the literature supporting the results of our study, Mayer et al. (2007) found that there is a relationship between customer orientation and prosocial rule breaking behaviour. In his study, Harrison (2015) concluded that employees who feel grateful to their managers and colleagues may engage in prosocial rule breaking behaviours by encouraging such relationships with their colleagues and managers. However, in our study, it was observed that the characteristics of the job are among the organizational antecedents of prosocial rule breaking behaviour. According to Morrison’s (2006) study, it was revealed that if the employee has high autonomy and the employee’s co-workers acted in prosocial rule breakings in the past, the probability of the employee’s prosocial rule breaking behaviour may be high. According to Kahari et al. (2017), among the precursors of prosocial rule-breaking behaviour are job characteristics, job autonomy and task complexity. Kahari et al. (2017) concluded that employees who have autonomy in their work engage in social rule breakings in order to carry out their work more efficiently, to provide better service to their customers and to help their colleagues. At the same time, in our study it was stated by the participants that health, family situations and culture are within the scope of environmental factors that cause hotel employees to behave in breaking of rules. Accordingly, it is thought that if the relatives of the employee have problems with a health-related issue and encounter a family problem, it may lead the individual to act in prosocial rule breakings in order to continue the work process. However, it can be stated that the cultural structure may be one of the environmental factors that determine the flexibility of the rules.

Exhibiting prosocial rule breaking behaviour was evaluated in two aspects, as positive and negative, within the scope of the study. Within the scope of this evaluation prosocial rule breaking behaviour may have negative effects in various aspects such as adversely affecting the workflow, the possibility of harming the business, the behaviour becoming a habit, being abused, creating extra costs. However, the positive aspects of the prosocial rule breaking behaviour, which has a structure based on organizational benefit and efficiency and where individual interests are eliminated, predominate. In general, the positive aspects of prosocial rule breaking behaviour were expressed by the participants in an organization-oriented manner. Accordingly, it is expressed as contributing to the interests of the institution, riveting the cooperation environment, providing corporate reputation, increasing efficiency, and accelerating business processes. The positive aspects of prosocial rule breaking behaviour towards customers are shaped within the framework of satisfying customers, gaining customers and ensuring customer continuity, and increasing customer service quality. The positive aspects of prosocial rule breaking behaviour towards the employee are solution-oriented working, contributing to the personal development of the employee, and receiving the manager’s positive evaluation. At the same time, prosocial rule breaking behaviour includes positive aspects for the employee, such as the opportunity to have experience, the ability to ensure the continuity of the employee’s job, and the opportunity to receive the positive evaluation of the manager.

In this study, the concept of prosocial rule breaking behaviour, which is included in the foreign literature but has not yet been clarified in the literature in Türkiye, and the premises that cause this behaviour have been clarified through in-depth interviews. It was revealed that the first priority of the personnel working in the tourism sector, where interaction with the customer is intense and customer-oriented service delivery is very important, is to satisfy the customer. It was observed that hotel employees sometimes act as prosocially flexible in rules in order to ensure customer satisfaction and continuity, to solve customer and business problems, to provide benefit to the institution, to accelerate business processes and to ensure the continuity of business processes.

According to the results of our study, it can be stated that there is no sense of personal interest behind the prosocial behaviour of hotel employees, and the basis of this behaviour is reinforced by customer-oriented and organizational-oriented benefits and/or benevolence feelings. At the same time, it can be stated that organizational reasons have more weight in the emergence of prosocial rule violation behaviour. Although Turkish culture has a collectivist structure; It can be stated that individuals can ignore the rules for both the person and the institution who need help, and the benefit of the organization is a priority for the individuals. In this context, the most important factor that paves the way for prosocial rule breaking behaviour in hotel businesses is customer satisfaction. It can be stated that the prosocial rule breaking behaviour for customer satisfaction indirectly benefits the business, helps to increase the reputation of the business and contributes to creation of a climate of cooperation in the organizational environment. In this context, it is important for hotel businesses to be informed about the behaviours classified under the umbrella of prosocial behaviours and to prevent the creation of an environment that restricts hotel employees from taking prosocial actions. As a result of our work, it can be suggested that businesses would benefit from providing an organizational environment that supports hotel employees' customer and organization-oriented behaviours, increasing leader-member interaction, having employees take initiative within certain limits (which will not damage the reputation of the business and the customer, will not exceed the financial audit of the business, etc.) in the decisions to be taken for the benefit of the customer and the organization. This study was carried out with 37 participants in 7 4-star and 2 5-star hotels in Bursa city centre. In the future, it may be suggested to researchers that the results of hotels located in different regions should be compared and more participants should be reached. At the same time, it is possible to work with retail sector vendors, which is another sector where interaction with the customer is observed intensively.

**Ethics Committee Approval:** This study was approved by the ethics committee of the Scientific Research Ethics Committee of Çanakkale Onsekiz Mart University Graduate Education Institute (No. 08.02.2021, E-84026528-050.01.04-2100021088).

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