

# **Understanding the Role of Servant Leadership in the Hospitality Sector:**

**AN INTERNAL MARKETING STRATEGY PERSPECTIVE**

by

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## **Dedication**

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## Definitions

***Constructive deviance (CDEV)***: this refers to “an employee’s deviation from the workplace norms that stems from an honourable intention or/and leads to a positive outcome” (Sharma, 2021, p. 85).

***Servant Leadership (SLEAD)***: a leadership philosophy in which the goal of the leader is to serve compared to other traditional leadership where the leader’s main focus is the thriving of their company or organisation. A servant leader shares power, puts the needs of the employees first and helps people develop and perform as well as possible. Instead of the people working to serve the leader, the leader exists to serve the people (Eva, Robin, Sendjaya, van Dierendonck & Liden, 2019; Robert K. Greenleaf, 1970).

***Psychological Empowerment (PSYE)***: psychological empowerment is “a motivational construct manifested in four cognitions: meaning, competence, self-determination, and impact” (Spreitzer, 1995, p. 1444). Combining these four cognitions together may create a complete construct of psychological empowerment, and the absence of any dimension may dwindle the state of psychological empowerment.

***Meaning***: the value of a work goal or purpose, judged in relation to an individual’s own ideals or standards. ‘Meaning’ involves a fit between the requirements of a work role and beliefs, values, and behaviours” (Spreitzer, 1995, p. 1443).



*Competence*: also known as self-efficacy, and refers to the ability to accomplish tasks with skills. ‘Competence’ is analogous to agency beliefs, personal mastery, or effort-performance expectancy (Spreitzer, 1995, p. 1443).

*Self-determination* is an individual’s sense of having the choice in initiating and regulating actions. ‘Self-determination’ reflects autonomy in initiating and continuing work behaviours and processes” (Spreitzer, 1995, p. 1443).

*Impact*: the degree to which individuals can influence strategic, administrative, or operating outcomes at work. Impact is the converse of learned helplessness” (Spreitzer, 1995, p. 1443).

### ***Brand Identification (BI)***

*Brand identification* originates from the concept of organisational identification emphasised in social identity theory, which suggests that an employee’s psychological membership affects his/her self-concept (Ashforth & Mael 1989). From a branding perspective, brand identification refers to “an employee’s positive sense of belonging to the organisational brand” (Leijerholt et al., 2020, p. 445). Brand identification arises when employees associate the brand with themselves and use it for their self-defining or self-referencing. The concept is also associated with individual thoughts and feelings related to brands in a social context (Leijerholt et al., 2020, p. 445; Polyorat, 2011).

## Abstract

The main purpose of the study is to understand the importance of servant leadership, which is considered to be a critical component of internal marketing, in influencing Jordanian hotel frontline employees' constructive deviance. This study proposes to deepen the understanding of the two fundamental mechanisms by which *servant leadership* influences the outcome variable, *constructive deviance*. Based upon *self-determination theory* (SDT), this study will examine how *psychological empowerment* mediates the relationship between servant leadership and organisational constructive deviance behaviours. At the same time, social identity theory will be used to understand how *brand identification* may moderate the relationship between psychological empowerment and constructive deviance among frontline employees from an internal marketing strategy perspective.

Within this context, a conceptual framework is provided incorporating servant leadership as the independent variable, psychological empowerment as the mediating variable, and constructive deviance of the hotel's frontline employees as the outcome variable. In addition, the moderating role of brand identification on the relationship between psychological empowerment and constructive deviance of the hotel frontline employees will also be explored. The conceptual model is empirically examined via exploratory sequential mixed-methods design, beginning with a poll-card game with 98 frontline employees and specific in-depth qualitative semi-structured interviews with 25 frontline employees and supervisors working in four-and five-star hotels across Jordan. Following a quantitative study using a large sample of time-lagged data from frontline employees working in twenty-one different hotels across Jordan, the analysis is carried out on 781

questionnaires using structural equation modelling (utilising AMOS) with a more than 50% response rate; after validation and purification, the goodness of fit of the measurement and structural models provided good fit estimates across absolute, incremental and parsimonious measures.

The analysis emphasises the significance of servant leadership, as a crucial component of internal marketing, in psychologically empowering and promoting frontline employees' constructive deviance, thereby feeding into excellent service delivery for hotel customers. The findings of the structural equation modelling revealed that servant leadership positively influenced frontline employees' constructive deviance behaviours, and this influence was partially mediated by psychological empowerment. Moreover, the moderation path analysis demonstrated that frontline employees' brand identification positively moderates the relationship between psychological empowerment and constructive deviance behaviours. This mixed-methods empirical study provides evidence for the effectiveness of servant leadership in promoting constructive deviance behaviours in the hotel sector. The findings also highlighted the importance of psychological empowerment and brand identification in the relationship between servant leadership and constructive deviance as important mediating and moderating mechanisms, respectively. Apart from methodological and theoretical contributions, the study proposes practical implications and directs future researchers in applying internal marketing to empower and promote constructive deviance behaviours among hotel frontline employees in Jordan through servant leadership.

## Chapter 1. Introduction

The critical role of frontline employees in the service sector is becoming widely recognised, and managers are more conscious of the significant part that frontline employees play in their overall service rating and in building a successful service organisation with a strong legacy (Edvardsson & Tronvoll, 2022; Schneider, 1987). Service frontline employees can differentiate one organisation from another, even in an intensively competitive market (Rescalvo-Martin et al., 2021). By immediately responding to the customers' demands or adding extra value to customers, frontline employees can provide service organisations with a vital tool to differentiate themselves and increase their revenues (Kim & Qu, 2020). However, responding to customers' increasing demands might necessitate frontline employees to deviate from the organisational norms to benefit customers and the organisation. For example, when a waiter chooses to offer a complimentary meal to appease an unhappy customer, similarly when a retail employee deviates from the organisational norms and accepts a customer product return a few days after the return policy for some special reasons, the employees deviate from their organisational rules to benefit his or her organisation and its customer (Gong et al., 2021). This study defines these behaviours as *constructive deviance*, which involves "an employee's deviation from the workplace norms that stems from an honourable intention or/and leads to a positive outcome" (Sharma, 2021, p. 85).

Service providers are particularly interested in triggering such constructive behaviours. This is not unexpected, as research has shown that companies with a focus on frontline employees' well-being and behaviours outperform companies focused on mere sales and cost (e.g., Starbucks,

ServiceMaster, Southwest Airlines, AT&T, TDI, Synovus Financial, Intel, SAS, Container Store), and the hotel sector is no exception (Eva et al., 2019).

In comparison to other service sectors, the hotel industry is a labour-centred industry that provides services to its customers from various departments such as the Front Office (e.g. receptionists, hostesses, security, valet), Food and Beverages (e.g. restaurants, lounges, meetings), and Housekeeping (e.g. room service, spas, swimming pools, laundry), which require a high level of teamwork and frequent interactions between frontline employees and customers (Muhammad & Sarwar, 2021; Pholphirul et al., 2021; Pizam & Shani, 2009). Frontline employees in the sector also report various challenges, such as the absence of appreciation, occupational stress, emotional exhaustion and excessive workloads (Muhammad & Sarwar, 2021; Huertas-Valdivia et al., 2019). Moreover, the industry is characterised by a high turnover rate and intensive hierarchal power in which a centralised management style is predominant (e.g., strict pyramidal organisation charts and centralised decision-making). Besides, delivering high-quality services might entail multiple unpredictable circumstances, and frontline employees may struggle to respond to customers' demands and solve their problems quickly without deviating from the organisational norms to meet the customers' needs (Huertas-Valdivia et al., 2019). While it has been pointed out that each customer and every service experience is dissimilar, hospitality frontline employees might find it challenging to deliver the required services in order to meet the increased customer demands, expectations, and needs without being provided with some autonomous support from the organisations and their leaders. Therefore, frontline employees' behaviours are considered a critical aspect of this industry, and these behaviours are highly dependent on the employees' perceptions about the organisation and its leadership. In particular, frontline employees may bend the hotel rules, not for unethical reasons but because employees may treasure their ethical beliefs

and work to change and improve these norms and policies. Within this framework, deviating from the norms is not only desirable but is essential for superior service delivery in the hotel context (Zhang, Li & Liu, 2021).

To date, extensive research on service employees' workplace deviance has focused mainly on the negative impact of deviance behaviours (destructive deviance) undertaken to damage or harm an organisation for unethical motives (Fan et al., 2022; Zhang, Li & Liu, 2021; Fazel-e-Hasan, Mortimer; Ghosh & Shum, 2019; Lings & Drennan, 2019). Nevertheless, constructive deviance studies have gained particular interest in the past two decades because they could potentially contribute to fruitful organisational changes and add unique selling points to service organisations (Dahling & Gutworth, 2017; Vadera et al., 2013). This applies particularly within hotel organisations, where the intention to display constructive deviant behaviours among hotel employees who directly deal with the customers are more likely to occur frequently, but empirical studies are limited (Gong et al., 2021; Sharma, 2021; Gong et al., 2020; Ghosh & Shum, 2019; Dahling et al., 2012; Morrisons, 2006).

Additionally, the existing literature indicates that leadership is critical in shaping frontline employees' behaviours and providing informational, attitudinal and behavioural cues (Zhang et al., 2021; Mertens & Recker, 2019) Many studies have revealed that leadership is associated with constructive deviance (e.g., transformational leadership, authentic leadership, empowering, leader-member exchange empowering and abusive leadership) (Brière et al., 2020; Gong et al., 2021; Mertens & Recker, 2020a; Sharma & Chillakuri, 2022). However, because of the "ambidextrous nature" of the hospitality sector, the risk-taking involved in daily operations, and the moral nature of constructive deviance behaviours, servant leadership seems to be an effective leadership style

that considers the needs of others and their communities rather than only acting to motivate followers to achieve organisational goals (Seraphin & Yallop, 2019, p. 514). Though numerous studies have examined the relationships between servant leadership and employees' positive outcomes within the hotel and hospitality industries (Gong et al. 2022; Hu et al., 2023; Lv et al., 2022), many researchers have called for further investigations, particularly to examine the importance of psychological processes and conditions that mediate or moderate the relationship between a servant leader and employee outcomes (Azila-Gbetteor, 2022; Ozturk et al., 2021; Jiang & Lin, 2021; Eva et al., 2019). Further, understanding the drivers, impacts, and consequences of constructive deviance is vital.

In addition, it has been posited that a strong identification with an employee-focused organisation also leads staff to be customer-oriented, and a sustainable competitive advantage can be acquired when the identification is felt deeply by employees, and leadership has the potential to build and strengthen the level of identification amongst followers (Fortezza et al., 2022; Mishra et al., 2021; Leijerholt, 2019, 2021; Ashforth & Mael, 1989). While both organisational/brand identification and servant leadership are suggested to be crucial factors for stimulating frontline employee customer service performance (Brière et al., 2020; Eva et al., 2019; Fortezza et al., 2022; Ferdous et al., 2021), studies integrating the two concepts are limited from the internal marketing perspective.

Furthermore, still unexplored are questions such as how and why constructive deviance arises, what impact and consequences it has on the organisation and what are the conditions that influence employees to deviate from their workplace's norms, procedures and standards in a constructive manner. Therefore, experts and scholars have suggested that the servant leadership approach has the potential to address the challenges involved in the hotel sector and improve hotel operations,

as well as enhance their competitive advantages (Gong et al., 2022; Lv et al., 2022; Rabiul & Yean, 2021). Consequently, this study attempts to understand the drivers of constructive deviance amongst frontline employees in the hotel context from an internal marketing perspective. This will be accomplished through an exploratory sequential mixed methods approach. First, a poll-card investigation and semi-structured interviews with a purposive sample of 25 employees and supervisors working in four and five-star rating hotels are examined to help gain insights into employees' perceptions of servant leadership, followed by time-lagged data from a sample consisting of 781 frontline employees working in twenty-one different hotels in Jordan, using structural equation modelling. This study, adopting an interdisciplinary approach, will add contributions to the field of internal marketing, human resources management, services marketing, and organisational behaviour. This chapter presents an introduction to the study. Firstly, the research problem and gaps are presented. There follows a discussion on the emerging research objectives and an exploration of the importance of this study in terms of its potential theoretical, methodological and practical contributions. Next, there is a discussion on the research context. Finally, the structure of the thesis is outlined.

## **1.1 Context of the Study**

Jordan possesses some of the world's most unique and iconic assets, such as Petra, one of the Seven World Wonders; the Dead Sea, the lowest point on earth; the Baptism Site, and the iconic Wadi Rum Desert, turning the country into a rich destination with a wide range of tourist attractions. The country has been popular with its kind, friendly, hospitable people who are conservative towards their rich cultural heritage and religious values, making hospitality and



serving culture part of their lifestyles. Hotels in Jordan are aware of and respectful of religious customs and practices, such as prayer times, and a positive work culture that is respectful of local customs and norms. This includes being mindful of local customs and norms and adjusting their services, amenities, and practices to be respectful and inclusive of all guests and employees. Thus, well-educated and dedicated men and women are needed to better serve tourists to meet the human resource and management needs of a significant and growing sector, especially within the hotel and hospitality industry, where its challenges include a low-educated workforce, abusive supervision, high turnover among frontline employees, low job satisfaction and low pay, poor working conditions such as very long hours, and autocratic and untrained supervision (Al-Hawari et al., 2020; Koyuncu et al., 2014).

The hotel sector is one of Jordan's most important sectors in terms of gross domestic product (GDP) contribution (10-14% during the last decade) and job creation (the largest private-sector employer), and it is the second-highest earner of foreign currency. However, this sector has recently witnessed some fluctuations in tourism receipts and the number of international tourist arrivals, owing mainly to the COVID-19 pandemic and instability among its neighbouring countries, although it has remained a safe and stable land. According to the American Hotel & Lodging Association (2022), the Jordanian hotel industry has lost room revenue of around £89.63 billion in the past couple of years due to the COVID-19 pandemic and some pandemic-related challenges. There has been a slight recovery in leisure tourism, but a significant rebound in business travel which is expected to lose 42 per cent of its meetings and events in the current year (AH&LA, 2022; Muhtaseb & Daoud, 2017; USAID, 2016).

The roadmap to fully regaining the market share may require a long-term strategy and the challenges that the hotel sector has faced since the pandemic might entail cross-departmental coordination alongside fully integrated and coherent internal marketing strategies, in which hotel leaders can strengthen their ability to improve and coordinate the actions of frontline employees effectively to achieve the organisational objectives. Maintaining excellent service delivery and adequately understanding how to improve the performance of the hotel's frontline employees who deal directly with the customers will help recovery. Post-pandemic conditions have created new challenges for the sector, from marketing to human resources, and developing and executing an internal marketing strategy that enables constructive deviance behaviours amongst frontline employees through an improved servant leadership model is one possible avenue for addressing these challenges (De Bruin et al., 2020; Eva et al. 2019; Qaisar & Muhamad, 2021; Wu et al., 2021).

### **1.1.1 The hospitality sector in Jordan**

The hospitality and hotel industry in Jordan is one of the most fundamental sectors, as it has become a major driver of the country's economy. According to the Ministry of Tourism and Antiquities (2021), a total of 5.3 million tourists visited Jordan in 2019, accounting for JD 4.1 billion in revenue (13% of GDP), which was expected to increase further, based on solid, ambitious governmental plans. Moreover, Jordan features more than 573 hotels, of which the total combined bed capacity is around 53,811, but it was expected to increase more in response to the high demand, mainly since Petra recorded more than a million visitors in 2019 (Ministry of Tourism and Antiquities, 2017. 2021).

The growth before the spread of the COVID-19 pandemic in early 2020 can be clearly observed with around JD 3.27 billion, with leisure travel spending representing the majority of direct travel and tourism GDP compared to JD 411 million for business travel spending in 2016. Domestic travel spending generated 8.2% (or JD 302 million) of direct travel and tourism GDP compared with JD 3.37 billion for international tourism receipts (Ministry of Tourism and Antiquities, 2021; 2017).

There are tourism clusters of more than 2,200 establishments (Ministry of Tourism and Antiquities, 2015), including hotels, restaurants, resorts, and entertainment facilities, generating about 19,298 jobs in the accommodation sub-sector (Ministry of Tourism and Antiquities, 2017) and nearly 50,000 jobs in the entire sector (Ministry of Tourism and Antiquities, 2016). Jordan features a total of 573 classified and non-classified hotels, including high-reputation international hotel chains. Nevertheless, the arrival of the COVID-19 pandemic in early 2020 impacted the potential growth negatively, and Jordan, like many other countries, suffered severe economic impacts in the months following the outbreak. The COVID-19 pandemic has swept the globe with lightning speed and impacted every country, with the travel and tourism sector being the most brutally hit and most likely the last to recover. Every aspect of Jordan's tourism value chain (hotels, restaurants, transport, tour guides and operators, airlines) ground to a sudden halt, thus threatening the very survival of the tourism establishments and those who work in them (Ministry of Tourism and Antiquities, 2017, 2021).

Despite the critical role of the hotel sector in Jordanian tourism, the crises in the surrounding areas and the contrary image of the Middle East region impacted tourism and hotels negatively (Alzoubi & Jaafar, 2020). Officials and the Jordanian government instituted the National Strategy for tourism and tried to recover the industry; they proposed a comprehensive plan that could “rebrand

the tourism potential of Jordan in the face of the negative image occasioned by the Middle East crisis” (Alzoubi & Jaafar, 2020, p. 384).

Besides, the hotel sector has been witnessing different challenges and problems, such as high unemployment and turnover rates, a stressful climate, and a lack of skilled, qualified workforce (Alowna, Al-fakeh & Aburumman, 2021; Alown, Mohamad & Karim, 2020). Moreover, it is noteworthy to mention that the hotel market is facing various challenges, including high competition, seasonality of work, over-expectations from international customers, globalisation, high customer turnover and an increase in customer acquisition costs (Alown et al. 2020; Safavi & Karatepe, 2018). According to Kelloway and Myers (2019), the challenges the hotel market regularly faces may decrease job satisfaction and limit desirable behaviours among employees, especially frontline workers who deal directly with customers.

On the other hand, customer preferences and behaviours have been significantly changing, with their particular needs and expectations and the fast development of the technological aspects in today’s growing competitive market. This has forced the hotel industry to be more customer-focused and market-driven and to provide superior but flexible services for customers’ various needs. Accordingly, it has become crucial for hotels to build and develop internal marketing strategies within their hotels in response to these challenges. Internal marketing is an intentional process designed for “attracting, developing, motivating and retaining qualified employees through job products that satisfy their needs. Internal marketing is the philosophy of treating employees as customers . . . and it is the strategy of shaping job-products to fit human needs” (Berry & Parasuraman, 1991, p. 151; Frye et al., 2020; Rafiq & Ahmed, 1993).

The strategy of shaping job-products to fit human needs cannot be marketing’s sole responsibility, or it might be viewed as an attempt to expand the influence of the marketing functioning inside

the organisation. According to Rafiq and Ahmed (1993), internal marketing requires strategic managerial programmes and interdepartmental functions in which all employees are motivated towards the effective and integrated implementation of corporate functional goals, which Rafiq and Ahmed (1993) believe “the impetus for such a programme needs to come from strategic management; such a policy avoids inter-department conflict and gives internal marketing the high level of managerial commitment which is necessary for its effective implementation and the achievement of high quality, customer-sensitive service delivery” (Rafiq & Ahmed, 1993, p. 229). This means that internal marketing can potentially transform service organisations’ outward face and the effective achievement of high-quality service delivery. Yet, such a transformation has to be strategically supported by top management, namely by the leadership, with many theoretical frameworks developed within this research area emphasising the leadership function as essential to impart organisational values, vision and culture to employees, and to proactively communicate on an ongoing basis (Amoako et al., 2022; Frye et al., 2020). It has been widely documented that the internal marketing process of an organisation is highly influenced by the organisation’s leadership (Amoako et al., 2022; Jawabreh et al., 2020; Wu et al., 2021). Leadership is considered a vital component of internal marketing (Leijerholt, 2019; Vel et al., 2019; Wieseke et al., 2009). The effectiveness of internal marketing programmes through leadership is becoming the top priority by several market-let companies across the globe, such as Ritz Carlton, The Four Seasons, the Indian TATA, Starbucks, Ali Baba of China and AT&T (Eva et al., 2019; Vel et al., 2019), based on the assumption that a high level of customer satisfaction can be achieved when an organisation considers the needs and views of the employees as ‘internal customers’ (Leijerholt, 2019; Rafiq & Ahmed, 1993; Vel et al., 2019; Wieseke et al. 2009).

A change in the leadership to a people-centred style (e.g., servant leadership) can provide hotels with a competitive advantage (Brière et al., 2020; Eva et al., 2019; Wu et al., 2021) which many scholars and researchers believe that it would be judicious to implement internal marketing by empowering and encouraging employees to produce a superior performance based on customer expectations, needs and behaviours (Akroush et al., 2013; Wu et al., 2021).

Within the hotel sector, there are various rules and standards expected to be followed by employees, such as safety and hygiene, check-in and check-out procedures, and use of technology and customer service standard operation procedures (Ghosh & Shum, 2019; Zhang et al., 2020). Adhering to the organisational standards is crucial in protecting both the organisational image and the workforce, remaining compliant with regulations and ensuring the safety of the customers and employees. Nevertheless, conforming to strict rules can limit employees to varying but beneficial behaviours, including customer-directed extra-role and in-role behaviours, whistleblowing, innovation, creativity, and problem-solving skills (Galperin, 2003; Gong et al., 2020; Ghosh & Shum, 2019).

Also, delivering a unique and high-quality customer experience is necessary for the hospitality context, and to do this, it is essential to build a fair, trustful and respectful follower-leader relationship (Gatling et al., 2017; Schwepker & Dimitriou, 2021). As a result, researchers and practitioners recommend promoting constructive deviance behaviours among frontline employees as it can benefit and bring positive outcomes to the organisation (Gong et al., 2020; Vadera et al., 2013). For instance, it has been reported that prosocial motives account for 60% of an employee's deviant behaviour, such as helping colleagues, improving customer service or enhancing work efficiency in various industries such as healthcare, education, entertainment and retailing. However, the intention to display constructive deviance behaviours among hotel employees is not

exceptional, but empirical studies are limited (Ghosh & Shum, 2019; Dahling et al., 2012; Morrisons, 2006).

Considering that the hospitality sector is a labour-centred industry that provides intangible services, with high job demands and requiring a high level of teamwork (Pholpirul et al., 2021; Pizam & Shani, 2009), findings from other job sectors may not be applicable to the hospitality sector, “who may be more inclined to break organisational rules to counter these challenges in their daily operation” (Ghosh & Shum, 2019, p. 1).

From the internal marketing perspective, several models of leadership have been examined in various observational trials, and most of the studies which have investigated the impact of leadership on employees’ outcomes have shown that leadership behaviours seem to be a significant predictor of positive outcomes (Amoako et al., 2022; Jawabreh, 2020; Vel et al., 2019; Wieseke et al. 2009). For instance, some longitudinal studies, such as Hakim and Ibrahim’s (2017), believe that leadership style significantly affects hotel employees’ positive outcomes. Similarly, Ashton (2018) found that leadership has a positive connection with employees’ positive outcomes, while some other studies found no central relationship between hotel employees’ positive outcomes and leadership.

However, the hospitality literature supports the fact that leadership and, precisely, servant leadership, has been adopted and successfully practised by many leading global hotels and other service provider organisations for decades (e.g., Marriot, Ritz-Carlton, Starbucks, ServiceMaster, Southwest Airlines, AT&T, TDI, Synovus Financial, Intel, SAS, Container Store). Their success was driven by the continuous investment and application of their servant leadership strategy (Eva et al., 2019; Carter, 2012; McGee-Cooper et al., 2007). For example, the servant leadership approach has been examined in a large servant-led hospitality organisation, and a positive

relationship was found between servant leadership and employees' engagement, commitment, productivity, and active contribution to the success of the servant-led companies (Carter, 2012; Retno et al., 2020).

Relevantly, the establishment of a comprehensive, world-standard service was highlighted in Jordan's 2020 vision as this can "significantly drive the country's development, foster income equality nationwide while influencing the government investment policy and endorsing the country as a destination of choice" (Alown et al. 2021, p. 347). Furthermore, Jordan aims to offer a sustainably managed climate that can improve the human-related challenges in the capitals of Amman and Aqaba, where the upscale hotels are encountering a poor labour force and a high rate of employment, besides issues related to the core operational practices, including seasonality of work, high competition and high expectation from the customers, These challenges can impact hotel employees' performance negatively, especially the frontline employees (Alowna et al., 2021).

In the same vein, it has been pointed out that "globalisation, intensified competition, higher customer turnover, and increase in customer expectations and customer acquisition costs are among the challenges that the hotel industry has to face" (Alown et al., 2020, p. 347). It is indicated that within the hotel industry, the frontline employees who deal directly with customers are highly affected by leadership, and servant leadership has the potential to improve hotel employees' performance by psychologically empowering followers, especially those on the front line, and encouraging them to go above and beyond for customers in order to engage in constructive deviance behaviours. Thus, this study examines the relationship between servant leadership and constructive deviance behaviours of frontline employees in the Jordanian hotel context.



## 1.2 Purpose of the Research

Since constructive deviance by frontline employees is essential for superior service delivery to satisfactorily meet the needs of the customers in the hotel context (Gong et al., 2021; Gong et al., 2020; Ghosh & Shum, 2019), the key purpose of this study is to understand the drivers of constructive deviance from an internal marketing perspective. As leadership is an essential component of internal marketing and leaders play an important role (Leijerholt, 2019; Vel et al., 2019; Wieseke et al., 2009), this study proposes to understand the role of servant leadership in influencing frontline employees' constructive deviance behaviours in the Jordanian hotel context. Though servant leadership has been extensively examined in the hospitality sector, there are still some gaps regarding our understanding of the psychological mechanisms through which servant leadership influences frontline employees' constructive deviance behaviours (Gong et al., 2020; Newman et al., 2018; Sharma, 2021; Zhang et al., 2020). Accordingly, this study proposes to deepen the understanding of the two fundamental mechanisms by which *servant leadership* influences the outcome variable, *constructive deviance*. Based upon *self-determination theory* (SDT), this study will examine how *psychological empowerment* mediates the relationship between servant leadership and organisational constructive deviance behaviours. At the same time, social identity theory will be used to understand how *brand identification* may moderate the relationship between psychological empowerment and constructive deviance among frontline employees, from an internal marketing strategy perspective.

## 1.3 Research Aims and Objectives

This research seeks to understand the impact of servant leadership on frontline employees' constructive deviance through the mediating role of psychological empowerment and the moderating role of brand identification within the hotel industry. Hence, the key objectives of this research are as follows:

- 1) To understand the drivers of constructive deviance in the hospitality context from an internal marketing perspective.*
- 2) To provide an in-depth understanding of the unexplored relationship between servant leadership and constructive deviance of frontline employees by understanding the underlying mediating and moderating mechanisms.*

## **1.4 Research Questions**

This research makes use of the exploratory sequential design to identify and address the following questions:

- 1) Does servant leadership influence frontline employees' constructive deviance?
- 2) How and why does servant leadership influence frontline employees' constructive deviance?
- 3) Does brand identification play a role in stimulating frontline employees' constructive deviance?

## **1.5 Nature of the Study**

This exploratory sequential mixed methods study explores how and why frontline employees constructively deviate from hotel norms to satisfy customers. By exploring frontline employees'

experiences in various Jordanian hotels, a poll-card investigation and semi-structured interviews with a purposive sample of 25 employees and supervisors working in four and five-star rating hotels are examined to help gain insights into employees' perceptions of servant leadership, followed by time-lagged data from a sample consisting of 781 frontline employees working in twenty-one different hotels in Jordan, using structural equation modelling.

An exploratory sequential mixed-method design was utilised for the study for many reasons. Mainly, it provides an opportunity to address both exploratory and explanatory research questions in a single study and, hence, minimises the weaknesses and drawbacks of each method's strengths (Creswell, 2009; Mik-Meyer, 2020). Additionally, a mixed-methods study is the most suitable way to understand the complexity of follower-leader behaviours and the way that they influence others, especially since quantitative methods alone may be insufficient to make the precise scope of how leaders influence followers (Brimhall & Palinkas, 2020).

Henceforth, the exploratory phase of the study will assist the researcher to contextualise and uncover additional unidentified elements related to leadership, which has been supported by Creswell and Plano Clark (2017) and Brimhall and Palinkas (2020), who stated that "quantitative data are inadequate in explicating leadership issues, whereas the combination of qualitative and quantitative data can provide a more complete picture of how leadership attributes, and elements, may be connected with inclusion" (p.358).

Accordingly, qualitative data will assist in generating tools to study the relationships between the emerged variables: servant leadership, psychological empowerment, brand identification and constructive deviance, in a quantitative manner. Furthermore, as psychological processes and the social sciences can be considered both subjective and/or objective (Gunbayi, 2020; Martela & Sheldon, 2019), a mixed-methods approach will strengthen the reliability of the findings by

minimising the weaknesses of single-method quantitative and qualitative approaches (Brimhall & Palinkas, 2020; Creswell, 2009). The research methodology section will present additional reasons for selecting mixed-methods research in more detail (see Chapter 3).

## **Research Problems and Research Gaps**

The research problems and gaps of the study are divided into key areas as follows:

### *I. Internal Marketing*

Internal marketing has noticeably arisen in the past few decades as a cross notion between marketing and human resources management (Al-Gasawneh et al., 2022; Alsamman, 2020; Aravamudhan et al., 2021). The concept has been viewed and defined according to Rafiq and Ahmed (2000) as “a planned effort using a marketing-like approach to overcome organizational resistance to change and to align, motivate and inter-functionally coordinate and integrate employees towards the effective implementation of corporate and functional strategies in order to deliver customer satisfaction through a process of creating motivated and customer-orientated employees” (p 454).

It is considered an interdisciplinary approach and requires the integration of both human resource management principles and marketing practices by applying and transforming the external marketing concepts within an organisation internally. However, it has been argued that the idea of internal marketing goes beyond the human resources processes to broader use that includes employees, customers, and the organisational climate (Qaisar & Muhamad, 2021).

An increasing number of tourism and hospitality companies, such as the Ritz-Carlton Hotel, Marriott's, and Starbucks, have adopted strategic internal marketing principles that highlight the importance of their frontline employees to build or maintain a competitive advantage by delivering superior customer service (Akroush et al., 2013; Heskett et al., 1997; Wu et al., 2021). Internal marketing as a strategy is designed to improve employees' level of satisfaction by addressing the overall wellbeing of employees as a critical factor for organisational success and thereby improving customer service (De Bruin et al., 2020). Hotel frontline employees encounter different stressors, demanding them to finalise challenging tasks to satisfy customers and supervisors (Wu et al., 2021). Moreover, hotel job vacancies are served by youthful and amateur workers who need considerable assets from their coworkers. Nevertheless, how hotels could provide support to internal customers has yet to be offered the research attention given to external customers (Stamolampros et al., 2019; Wu et al., 2021).

Jawabreh (2020) investigated innovation and creativity among hotel employees in Aqaba- Jordan, and highlighted the critical role of internal marketing. He stated: "It turned out that among the modern entrances, service organisations and hotel organisations have become dependent on internal marketing in particular, and if properly implemented, it becomes a basic tool that enables hotels to achieve the market goals they want to reach" (Jawabreh, 2020, p. 1363). Within the Jordanian market, Mansour (2020) empirically explored in a recent study the linkage between internal marketing and internal service quality in various hotels in Jordan, and found a positive impact between his study variables and long-term business goals. However, the author pointed out that research examining the impact of internal marketing within the Jordanian hotel sector is very limited and lacks empirical evidence.

Research Gap 1: Internal marketing concept has been predominantly tested in the Chinese and Western markets, with minimal attention being given to the Middle Eastern hotel market, including the Jordanian one (De Bruin et al., 2020; Mansour, 2020).

Furthermore, the key objective of internal marketing is to build a solid, long-term relationship with the employees and improve their service delivery performance by satisfying their needs. The global labour market has experienced noticeable development that changed the predetermined relationships into more dynamic, flexible firm-employee relationships that have impacted employees' loyalty and increased the turnover rate (e.g., jobs on demand). As a result of these changes, the employee role has been impacted, as stated: "The role of service employees challenge the stati' understanding of firm-employee relationships that most internal marketing frameworks advance, and restrict managerial understanding of how internal marketing should be implemented, and the managerial actions involved in its adoption" (Qiu, Boukis, & Storey, 2021, p . 53). AL-makhadmeh, AL-najdawi, and AL-muala (2020) believed that studies are absent in examining the psychological processes (e.g., psychological empowerment) in achieving and improving the performance of hotel employees.

Research Gap 2: The psychological mechanisms and processes for determining the individual's needs within organisations to develop a proper internal marketing strategy for stimulating customer service behaviours in the existing literature are limited (Brière et al., 2020; Chiniara & Bentein, 2016; Fortezza et al., 2022; Morgan et al., 2019; Rodrigo et al., 2019).

## *II. Servant Leadership*

The majority of the theoretical frameworks that developed within the internal marketing area emphasise the leadership function as essential to impart organisational values, vision and culture among staff members and to communicate through action on an ongoing basis (see Weiseke et al. 2009). Several studies have tried to examine an effective leadership style that considers the needs of others and their communities rather than only acting to motivate followers to achieve organisational goals (Freeman, 2022; Richards, 2020; Setyaningrum et al., 2020), and it is argued that servant leadership could be considered as the most appropriate leadership style for the hotel industry (Brownell, 2010; Ozturk et al., 2021; Zou et al., 2015), which is a multimillion-pound sector serving millions of people globally and has a complex, unstable, and competitive environment. The challenges it faces include a poorly educated workforce, a high turnover rate among frontline employees, long working hours, low levels of job satisfaction, and untrained supervisors (Al-Hawari et al., 2020; Koyuncu et al., 2014).

Several studies have explored the relationships between servant leadership and other constructs within the hotel and hospitality industries, such as company performance (Elkhwesky et al., 2022; Huang et al., 2016); social exchange relationships and employee helpful behaviours (Ozturk et al., 2021; Zou et al., 2015); psychological capital among hotel salespeople (Bouzari & Karatepe, 2017); and hotel service failure recovery and prevention (Ghosh & Khatri, 2017). Experts and scholars have suggested that developing the servant leadership model is one possible path by which the challenges might be addressed in order to improve the operation of hotels as well as enhance their competitive advantages (Eva et al., 2019; Gong et al., 2022; Lv et al., 2022; Rabiul & Yean, 2021; Wu et al., 2021).

Research Gap 3: Despite the burgeoning research on servant leadership, many researchers have called for further research to examine the importance of psychological processes and conditions that mediate or moderate the relationship between a servant leader and employee outcomes (Azila-Gbettor, 2022; Chughtai, 2016; Dewettinck & van Ameijde, 2011; Eva et al., 2019; Jiang & Lin, 2021; Newman et al., 2017; Ozturk et al., 2021).

Another psychological process that is increasingly becoming popular within the internal marketing paradigm is organisational/brand identification (Weiseke et al., 2009). The literature has also perceived noticeable attention regarding how the identification of a brand (BI) is developed amongst both those within the organisation (e.g., internal customers, i.e., employees) and outside it (e.g., external customers). According to Ashforth and Mael (1989), brand identification refers to how far individuals view themselves in unity with a brand or an organisation. Thus, within the internal marketing strategy, it has been theorised that a strong identification with an employee-focused organisation also leads staff to be customer-oriented (Akbari et al., 2017; Fortezza et al., 2022; Lahtinen, Dietrich & Thiele, 2020; Leijerholt, 2019, 2021; Mishra et al. 2021; Piehler et al., 2016). Strategically, the centrality, distinctiveness and longevity of organisational identity (Knorr & Hein-Pensel, 2021; Albert & Whetten, 1985) mean that a sustainable competitive advantage can be acquired when the identification is felt deeply by employees, and leadership has the potential to build and strengthen the level of identification amongst followers (Adel et al. 2021; Fortezza et al., 2022; Porter 1985).

Research Gap 4: While both organisational/brand identification and servant leadership are required for stimulating frontline employee customer service performance (Adel et al., 2021; Brière et al., 2020; Ferdous et al., 2021; Fortezza et al., 2022), studies integrating the two concepts are limited



from the internal marketing perspective (Brière et al., 2020; Wieseke et al. 2009). Specifically, it is not known how brand/organisational identification may influence the effects of servant leadership on several outcomes (Brière et al., 2020; Lythreatis et al., 2021), especially customer-focused outcomes (Khalid & Hadi, 2021; Zorlu et al., 2019).

### *III. Constructive Deviance*

Prior studies variously conceptualised constructive deviance; some scholars referred to positive deviance behaviours as unexpected beneficiary acts that lead to positive outcomes (Kumari & Eguruze, 2021; Seidman & McCauley, 2008). It has also been referred to as a positive departure from the organisational norms (Mayanja et al., 2020; Spreitzer & Sonenshein, 2004), whereas others consider constructive deviance behaviours based on the positive intention of individuals regardless of the outcomes (Fan et al., 2022; Galperin, 2012; Galperin & Burke, 2006). However, Sharma (2020) and Vadera et al. (2013) narrowed it by describing constructive deviance based on positive outcomes and benefiting the reference group.

Although positive deviance has been associated with innovation and creativity (Carmeli & Spreitzer, 2009; Mertens & Recker, 2020), it is also considered to violate standards and is not accepted by consensus or policymakers as constructive. That is because it requires deviation from the consensus and enables employees to outperform other employees who have similar resources (Mertens & Recker, 2020; Mertens et al., 2016). It has been suggested that the practices of constructive deviance behaviours could be effective and become best practices. However, it has been pointed out that "the implementation of best practices follows a management decision while positive deviance already exists within the organisations—it just needs to be identified. This identification is an analytical process, rather than a practical one" (Mertens et al., 2016, p. 194).

Enabling constructive deviance needs a flexible environment within the workplace. Galperin and Burke (2006) and Galperin (2012) constructed and validated a self-reported measure by examining organisational constructive deviance behaviours with other constructs and found a positive relationship between constructive deviance behaviours and workaholism, Machiavellianism, and self-efficacy. Further, scholars empirically tested constructive deviance determinant factors and suggested that individuals may engage in constructive deviance behaviours when organisations recognise their moral or social purposes, providing them with an effective approach to the use of resources and proper risk management (Munene et al. 2019; Seidman & McCauley, 2008).

Research on positive deviance behaviours has been reported through various streams: the first stream addressed individuals' sense of self-determination (Spreitzer & Sonenshein, 2003), and the second referred to the psychological empowerment of individuals (Sharma & Singh, 2018; Spreitzer & Doneson, 2005; Vadera et al., 2013), the third studied individuals' courage and personal efficacy (Galperin, 2012; Spreitzer & Sonenshein, 2003), and the fourth stream focused on exploring different related types of constructive deviance behaviours (Gong et al., 2020; Sharma, 2021; Zhang et al., 2020). Nevertheless, it has been pointed out that the theoretical proposition of the constructive deviance concept remains tentative, and further empirical investigation is still needed (Gong et al., 2021; Gong et al., 2020; Mertens et al., 2016; Sharma, 2021; Sharma & Singh, 2018).

Research Gap 5: Although the number of studies that attempt to further explain or explore constructive deviance is increasing, more research is required for exploring the determinants, drivers, and effects of constructive deviance (Gong et al., 2020; Grabowski et al., 2019; Ghosh & Shum, 2019; Vadera et al., 2013). Specifically, little attention is paid to understanding the factors

that may promote constructive deviance behaviours (Galperin, 2012; Mertens & Recker, 2020; Mertens et al., 2016), especially understanding different leadership approaches (Brière et al., 2020; Gong et al., 2021; Sharma & Chillakuri, 2022; Vadera et al. 2013; Zhang, Li & Liu, 2021).

Research Gap 6: Prior literature mainly points towards transformational leadership as the determinant of constructive deviance (Duan et al., 2016; Mertens & Recker, 2019; Vadera et al., 2013). Little attention has been paid to servant leadership, and more research understanding the influence of servant leadership on constructive deviance behaviours of frontline employees is required (Brière et al., 2020; Eva et al., 2019; Gong et al., 2021).

Research Gap 7: Whilst prior studies have expanded the understanding of constructive deviance, the vast majority of the empirical work has been done quantitatively (Mishra, Ghosh, & Sharma, 2021), leaving a gap with some unanswered questions remaining in terms of a) exploring and validating other leadership styles besides transformational leadership, b) developing a nuanced understanding of the relationship between leadership and constructive deviance in terms of mediating and moderating mechanisms, and c) whether the mechanisms and drivers of constructive deviance proposed in the existing literature are applicable only in specific settings (Gong et al., 2021; Sharma & Chillakuri, 2022; Vadera et al., 2013). As such, a deeper understanding of the drivers of constructive deviance is required, using mixed methods methodological approaches.

## 1.6 Importance of Research: Prospective Contributions of the Study (Theoretical, Methodological and Managerial implications)

The present study intends to address the above-noted gaps in the literature by highlighting the critical role of servant leadership in influencing frontline employees' constructive deviance in Jordanian hotels. The significance of the research could be underlined through the perspective of theoretical and methodological contributions as well as managerial implications of this research, which are presented in the subsequent subsections.

### **1.6.1 Potential theoretical contributions**

By exploring the underlying mechanisms between servant leadership and constructive deviance behaviours, several interdisciplinary contributions to the field of internal marketing, human resources management, services marketing, and organisational behaviour can be acquired.

The key potential theoretical contribution of the study lies in addressing the calls for more explanations about the drivers, conditions, and psychological processes that mediate or moderate the relationship between servant leadership with employees' positive outcomes from an internal marketing perspective (Brière et al., 2020; Chiniara & Bentein, 2016; Chughtai, 2016; Fortezza et al., 2022; Morgan et al., 2019; Rodrigo et al., 2019; Saleem et al., 2020).

Firstly, the study intends to develop an internal marketing model involving servant leadership as a possible path by which to explore a novel consequence – constructive deviance, which to the best of my knowledge, has not been explored as an outcome of servant leadership. Constructive deviance studies in the existing literature are limited, and more work is required to explore the effectiveness of the servant leadership approach in promoting constructive deviance behaviours (Brière et al., 2020; Gong et al., 2021), as prior research has mainly focused on transformational

leadership (e.g. Duan et al., 2016; Gong et al., 2021; Howladar et al., 2018; Mertens & Recker, 2020; Sharma & Chillakuri, 2022; Sun & Wang, 2017; Vadera et al. 2013; Zhang et al., 2021).

Service providers are becoming increasingly aware of the significant role frontline employees (internal customers) play in connecting their organisation with the customer (external customers). However, as discussed in the previous section, the hotel industry is facing various stressors with respect to poor salaries, long working hours, the seasonality of work, and a high turnover rate among frontline employees, in addition to the highly demanding tasks to meet customers' and supervisors' expectations as well as hotel job vacancies being filled by young and inexperienced employees who require substantial support from their colleagues and supervisors. The internal marketing issues require more reflection in hotels, especially for managing frontline employees' performance and relationships with customers effectively (Ghosh & Shum, 2019; Goh & Lee, 2018; Wu et al., 2021). As servant leadership is argued to be highly suitable for the hospitality context (Freeman, 2022; Ozturk et al., 2021; Zou et al., 2015), this research attempts to assess the significance of servant leadership, as a component of internal marketing, for stimulating frontline employees' constructive deviance in hotels.

The second potential theoretical contribution of the current study lies in deepening our understanding of the novel and unexplored relationship between servant leadership and constructive deviance from the Jordanian hotels' frontline employees' viewpoint. Specifically, this study will explore the mediating mechanism of psychological empowerment and the moderating mechanism of brand identification to explicate how and why servant leadership influences frontline employees to constructively deviate in the hospitality context.

Third, gathering empirical data from various four and five-star hotels across Jordan that have seen tremendous growth and development in their services sector over the past decade will add a

valuable theoretical contribution to the available literature by highlighting the contextual nuances in the relationship between servant leadership and constructive deviance. As discussed earlier, prior literature has mainly focused on developed markets (e.g., the USA, UK or China), and little is known about the beneficial effects of internal marketing programmes operating in other markets such as the Middle East markets (e.g., Jordan) (De Bruin et al., 2020; Mansour, 2020).

This study will thus contribute to the literature by a) exploring if servant leadership is a preferred approach in the hospitality sector as compared to transformational relationship (via card game), b) exploring a novel consequence of servant leadership in terms of constructive deviance of frontline employees (via qualitative and quantitative studies), and c) exploring the mechanisms that underlie the relationship between servant leadership and constructive deviance (via qualitative and quantitative studies). The present study has the potential to enhance our understanding of the effectiveness of the servant leadership approach in promoting constructive deviance behaviours among hotel frontline employees in Jordan.

### **1.6.2 Potential Methodological Contributions**

In terms of methodological contribution, it is noteworthy to mention first that the present research will follow an exploratory sequential mixed-methods approach using two qualitative approaches (e.g., card game and semi-structured interviews) followed by a quantitative study with multisource time-lagged data. For instance, a) the novel card game approach will be employed to identify which leadership style (transformational vs servant) is more suitable for stimulating constructive deviance of frontline employees in the hospitality context, b) semi-structured qualitative interviews will help to further probe into the processes by which leadership may stimulate constructive deviance both from the supervisors' and frontline employees' perspectives, and c)

quantitative method approach using surveys and structural equation modeling may help not only to validate findings of the qualitative study but will also highlight the specific mechanisms that underlie the relationship between servant leadership and constructive deviance.

By employing mixed methods, the prospective methodological contribution of this study lies in empirically obtaining different insights from multiple departmental supervisors and frontline employees working in five and four-star hotels across Jordan and then testing and confirming the findings quantitatively. Very few studies are available that have empirically employed such approaches in the hotel sector, particularly within four and five-star rating hotels in Jordan, and more research has been called for in this respect (Sharma & Chillakuri, 2022; Shukla & Kark, 2020).

### **1.6.3 Prospective practical implications**

As regards the managerial implications, the research has the potential to provide valued managerial implications. Firstly, this study will be conducted in the context of hotels, where there are many challenges to be addressed, such as a rapid increase in competition and customer expectation, several negative working practices involving abusive supervision, long working hours, the seasonal nature of the work, and high turnover rate among frontline employees (Ghosh & Shum, 2019; Goh & Lee, 2018; Wu et al., 2021). Therefore, hospitality and service providers in general, and hotel managers particularly, need to understand the mechanisms that evoke constructive deviance behaviours amongst frontline employees who deal and serve customers directly and deal with their unique needs and demands on a daily basis.

Accordingly, this study intends to show how servant leadership, which is considered a more person-centred leadership style, is a key approach that can be most effective in promoting constructive deviance behaviours to satisfy hotel customers. The study could guide frontline hotel managers by providing them with deep insights into context-specific types of constructive deviance behaviours which frontline employees can perform. Moreover, the study could help practitioners to understand how to enable and manage constructive deviance behaviours. By understanding the mediation and moderation factors between servant leadership and constructive deviance, frontline managers and hotel leaders can set up a proper plan of action to adapt and develop a better-working climate that may enable frontline employees to show their full potential and travel the extra mile by constructively deviating to satisfy customers.

## **1.7 Structure of the Thesis**

The present thesis consists of seven chapters, including the introduction. Precisely, this thesis is organised as follows:

**Chapter 2** outlines a review of the literature on constructive deviance behaviours, servant leadership, psychological empowerment, and brand identification and the consideration of these constructs concerning the hotel and hospitality sector.

Each construct is discussed in terms of practical relevancy and theoretical roots, and then each is defined and conceptualised based on the available literature. A discussion on the dimensions, antecedents and relationships between the respective constructs within a nomological framework is then outlined. Eventually, the rationale for the selection of the respective constructs within the



proposed conceptual framework is presented based on the research gaps in the existing literature to date.

**Chapter 3** involves an exploration of the most suitable mixed-methods methodology that is intended to be employed in the thesis. This includes an examination of the rationale for selecting a research methodology based on the philosophical paradigm and the current state of studies that have been used to empirically test and develop potential theoretical findings using an exploratory sequential mixed-method design. In addition to the research's philosophy, the approach, design, and methods are demonstrated in detail.

**Chapter 4** presents a discussion on the process and results of the first phase of the study. The chapter begins by outlining the qualitative research objectives and selecting appropriate research methods to address these objectives. Poll-card games and semi-structured interviews were conducted with frontline employees and supervisors working in different hotel departments across Jordan. These methods explored the different types of constructive deviance behaviours, the most important servant leadership qualities that encourage frontline employees' constructive deviance behaviours within hotel settings, and the mediation and moderation mechanisms between servant leadership and constructive deviance behaviours. Finally, discussions on the relationships between the emerged themes and limitations of the qualitative phase are proposed, along with a conclusion and implications for the quantitative phase of the study.

**Chapter 5** develops the study's conceptual framework. The chapter explores the theories that have been used to connect and explain the mechanisms through which servant leadership yields its

influence on followers' desirable outcomes, and how servant leadership connects with employees' constructive deviance within the hospitality sector. The theoretical underpinning of the conceptual framework was formed based on self-determination theory (Deci & Ryan, 2000) and social identity theory (Tajfel & Turner, 1979), then four hypotheses were proposed based on 1) the adopted underlying theories, 2) insights obtained from the qualitative findings, and 3) prior empirical studies.

**Chapter 6** demonstrates the process and findings of the quantitative phase of the thesis. The chapter begins with a discussion on the adopted research design, sampling units and procedures, and data collection instrumental measures and methods. This is followed by a discussion on the approach taken to validate the reflective measures of the latent constructs that have been adopted in the conceptual framework, including descriptive analysis and reflective measure validation. Next, the structural model's hypotheses, including the mediation role of psychological empowerment and the moderation role of brand identifications between the respective constructs, are tested.

**Chapter 7** summarises the findings through a discussion of the study's findings, limitations and recommendations for future research, followed by a review of the theoretical and methodological contributions, along with the practical and managerial implications. Eventually, a conclusion of the whole mixed-methods study is presented.

## **Chapter 2: Literature review**

The purpose of the literature review is to offer an overview of the foundation for the study, a conceptual or theoretical framework supporting the research questions. This study addresses internal marketing from the prospective hotel frontline employees in relation to constructive deviant behaviours; precisely, this chapter starts by introducing and defining, then provides a discussion on the dimensions and components of internal marketing, followed by its relationship with leadership and constructive deviance, specifically, servant leadership and highlights psychological empowerment, and brand identification.

Each construct is discussed in terms of practical relevancy and theoretical roots, and then each construct is defined and conceptualised based on the available literature to date. A discussion on the dimensions, antecedents and relationships between the respective constructs within a nomological framework is then outlined. Eventually, the rationale for the selection of the respective concepts within the proposed conceptual framework is presented based on the research gaps identified in the existing literature.

### **2.1 Internal Marketing**

Much of the literature on marketing and competitive advantage has adopted an external focus on external customers and external competitors in the external market ( i.e. advancing customer base, market share, and increasing sales and profitability). Whilst keeping up the external marketing focus is highly crucial, focusing on the internal customers or the employees within the organisation, especially the frontline ones, is equally desirable to meet the challenges associated

with the modern markets, particularly for hospitality and service-providing sectors where external marketing effort cannot contribute to desirable organisational outcomes or derive competitive advantage without satisfying the internal customers (i.e. employees). Yet, the marketing literature indicates that less attention has been given to internal customers; comparatively lesser attention than external ones. As a result, marketing strategies executed by service organisations have struggled to effectively achieve desired outcomes in terms of customer satisfaction and providing high-quality service delivery. That is because employees in the service sector are responsible for producing and delivering goods and services, which requires incorporating both internal and external marketing efforts to ensure effective responses to the competition, customers and employees' expectations. The term that describes this internal focus is 'internal marketing' (Qaiser & Mohammad, 2021, p . 267; Khassawneh & Mohammad, 2021; Schneider & Bowen, 1999).

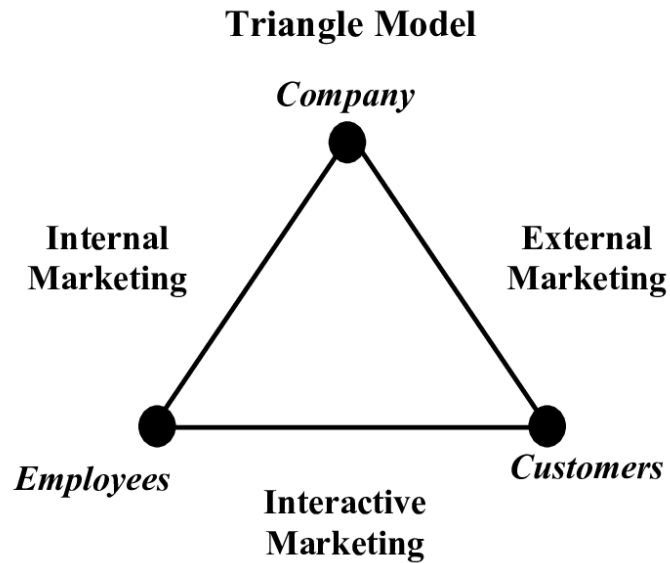
### **2.1.1 Concept and Definition**

The internal marketing concept is implanted in services marketing theory. The concept was first addressed through the work of Sasser and Arbeit (1976), who emphasised the importance of considering employees as internal customers (Kumar, 2020). The term 'internal marketing' was initially formulated as a potential solution to the problem of providing consistently high service quality and the desire to ensure customer satisfaction and loyalty within retail organisations (Rafiq & Ahmed, 2000). Berry et al. (1981) carried the concept further by viewing employees as internal customers, jobs as internal products and then endeavouring to present internal products to meet the internal customers' needs and desires whilst considering the organisational objectives. (Kumar, 2020).

Despite its early introduction in the late 1970s, the concept acquired dominance in the 90s as an equivalent notion to external marketing strategies, which aim to reach the external marketplace to include customers, suppliers, salespeople, marketers, and competitors with the intention of improving the overall performance of the external market (Berry, 1995; Grönroos, 1995; Qaisar & Muhamad, 2021; Rafiq & Ahmed, 2000). As a result, many thriving organisations acknowledge that the path to customer satisfaction and loyalty is through employee satisfaction, which has been validated and reported by different practitioners and researchers in the literature, making the internal marketing theory appear as a key theme in today's business and academic world (Qiu et al., 2022).

Piercy and Morgan (1990, 1991) used the traditional marketing mix elements of price, product, communication, and contributions to grow and develop internal marketing programmes for different segments with diverse needs and features within a marketplace. This targeted internal marketing appeared to influence employees' performances and made employees well-prepared in responding to deliver the external marketing programmes positively (Qaisar & Mohammad, 2021). Additionally, for the service sector, a "service marketing triangle" proposed by Kotler and Armstrong (1991) was introduced to explain internal marketing as different marketing activities that occur between the organisation and its internal customers, enabling employees to ensure and carry on the organisational promises made to external customers (see figure 1).

*Figure 1 The Services Marketing Triangle*



Source: Adapted from Kotler (1994; p. 470)

As illustrated in the figure, Kotler (1994) highlighted the importance of marketing in the service sector by building meaningful relationships with people. The significance of building a strong solid relationship with both internal and external customers was addressed through three types of marketing activities, namely:

1- External marketing activities: these emphasize the relationship between the company and customers, including the traditional marketing activities performed by the organisation to prepare, price, place, and promote services to the external customer.

2- Interactive marketing: it is often called ‘service encounters’, which involve delivering the promise through the interactions between service organisations’ employees and customers. According to Kotler et al. (2011), interaction marketing concerns providing and delivering service quality during the service encounter through adequate buyer-seller interchanges.

3- Internal marketing: it highlights the relationship between the service organisations and their employees. The assumption is that when service organisations look after their employees and view them as the most prominent assets (i.e. human resources), the employees, in return, will work passionately and go above and beyond their call of duty to deliver outstanding services to the external customers who are satisfied with the company due to its external marketing.

Nevertheless, while the internal marketing concept became generally recognised and acquired noticeable popularity, it appears that there has been no universal agreement among scholars and researchers in the marketing and organisational behaviours field on a precise definition of the internal marketing concept (Alsamman, 2020; Aravamudhan et al., 2021; Pavlidou & Efstathiades, 2020; Rafiq & Ahmed, 2003). Currently, around 43 definitions of internal marketing exist in the available literature, indicating a substantial deposition of the significance and legitimacy of inquiry into internal marketing theory (Huang et al., 2020; Huang & Rundle-Thiele, 2015). The following table presents the predominant perspectives of various definitions and conceptualisations of internal marketing advocated by different authors since the introduction of the concept up to the present time:

*Table 1: Key definitions and conceptualisations of internal marketing*

Predominant perspectives	Authors	Definitions and conceptualisation
Internal marketing usage of marketing techniques in the internal marketplace.	Rafiq and Ahmed (1993, 2000)	Internal marketing is a planned effort using a marketing-like approach to overcome organizational resistance to change and to align, motivate and inter-functionally coordinate and integrate employees towards effectively implementing corporate and functional strategies to deliver customer satisfaction through a process of creating motivated and customer-oriented employees.

	Heskett (1987)	The satisfaction of employees is directly reflected in the level of service offered, and the level of satisfaction depends on the internal marketing.
	Ballantyne (2003)	Internal marketing is a strategic approach to challenging both the attitudes and behaviour of staff towards an understanding of the centrality of the customer (p. 47).
	Berry, Hensel and Burke (1976)	A strategy, a marketing programme based on communication with employees.
	Gounaris (2006)	Internal marketing is a summary of specific beliefs and marketing-specific behaviors that promote the need to plan and build effective relationships between employees and management.
	Kotler (1991)	“The task of successfully hiring, training and motivating able employees to serve the customer well” (p. 20).
Internal marketing for the purpose of satisfying external customers.	Varey (1995)	Internal marketing can be seen as a management approach that enables and motivates all members of the corporation to examine their own role and communication competence and to adopt a customer consciousness and service orientation (which requires an interest in the problems of customers), whether front-line service performers or back-office service support workers, to meet the needs of external customers through a commitment to the corporation’s goals (pp. 214-215)
	Hales (1994, in Varey and Lewis, 1999)	Internal marketing is aimed at attracting, retaining, and motivating “service-minded” and “customer-conscious” employees to aid the perceived service quality and effective external marketing of the enterprise to achieve a competitive advantage.
	Rafiq and Ahmed (2000)	The need to create satisfied employees to create satisfied customers; The need to have customer-centric employee behaviour; The need to inform, involve and integrate employees in the implementation of corporate strategies.



	Berry (1981, 1987)	A strategy for job re-engineering and internal communication aimed at deriving customer-minded frontline employees.
Internal marketing as synonymous to human resources management	Berry and Parasuraman (1991)	Attracting, developing, motivating, and retaining qualified employees through job products that satisfy their needs ... the philosophy of treating employees as customers ... and the strategy of shaping jobs to fit human needs (p. 151).
	Varey	Internal marketing is continuous training to enhance the service providers' knowledge of their services and capabilities, their awareness of market opportunities and their marketing skills
	Varey and Lewis (1999)	The philosophy and the behaviour that allows rapid organisational change in response to the company's macro- and microenvironments.
	Budhwar et al. (2009)	Internal marketing improves employee participation which in turn improves employee morale and performance
	Mainardes et al., (2019)	The effort by the company to know, analyse, understand, and respond to the needs of its internal customers (employees).
	Abzari et al. (2011)	A philosophy of human resources management to develop jobs as products.

*Source Adopted from Vel et al. 2019 (p. 8).*

However, it is evident from the various conceptualisations presented in Table 1 and other definitions proposed in the literature, that the internal marketing concept has been mainly linked with the services marketing settings (González Santa Cruz et al., 2020; Lizote et al., 2019; Qiu, et al, 2022), with some authors believing it is related to human resources roles to solve problems related to service employees enduring hard to deliver high-quality services to end customers, such as Huang, (2020); Gounaris, (2006); Lings and Greenley, (2005); Hwang and Chi,( 2005); Tsai and Wu, (2007); Sasser and Arbeit, (1976) as well as Cooper and Cronin (2000), who stated that while internal marketing is based on the functioning of management rather than marketing

function, yet the term ‘marketing’ within the concept indicates that “it is an essential component of, and a necessary precondition to, the marketing campaign of any service organisation” (p. 179), while others suggested that internal marketing is based on marketing function since the concept first emerged in the service marketing discipline, then gained popularity in other fields of research such as service management and customer relationship marketing and management (Alsamman, 2020; Bohnenberger et al., 2019; Zeithaml, et al 1990). Some authors considered it a cross notion between marketing and human resources management (Al-Gasawneh et al., 2022; Aravamudhan et al., 2021; Pavlidou & Efstathiades, 2020; Rafiq & Ahmed, 2003).

It can be argued here that internal marketing comprises an essential interface between marketing, organisational behaviours, and human resources management; the implementation of the concept needs cross-functional departmental coordination between marketing, human resources and the rest of the organisational departments, following the suggestions of Wieseke et al., (2009) and Qiu, Achilleas, Boukis and Storey, (2022) who pointed out that “Internal marketing should not be the remit of, or focused on, one department but be considered an organisation-wide orientation. Research has shown that behaviour is contagious. Behaviours such as good service and customer responsiveness should percolate through the organization with leaders influencing supervisors, supervisors influencing employees, and employees influencing colleagues (and vice-versa)” (p. 17).

Although there has been overall confusion around internal marketing definitions and their interpretations in the literature, the concept implies that all kinds of organisations can be regarded as a marketplace that allows interactions to take place amongst different groups of employees (Foreman & Money, 1995; Pavlidou & Efstathiades, 2020). Employees are regarded as internal customers, and jobs are products in which the organisation is required to focus on selling the

internal products (i.e. jobs) to internal customers in order to eventually sell and deliver products and services to the end user (i.e. external customers) (Berry, 1981; Kumar, 2020). In contrast, it has been suggested that the satisfaction of internal customers has to be considered at the top of the organisational priorities so these employees can support the overall corporate objectives by providing and delivering excellent products and services to the external customers, implying that all individuals within the organisation are responsible for external customer satisfaction whilst employees' psychological well-being and satisfaction should be considered before enduring to satisfy the external customer (Alsamman, 2020; Gounaris, 2006; Qiu et al., 2022).

Despite the increased interest in the role of internal marketing in influencing organisational and employee behaviour, it is noteworthy to mention that the internal marketing literature has witnessed three fundamental developments since the concept was introduced. The first development phase was related to the employees' motivation and satisfaction, the second phase was linked to customer orientation, and the third was related to strategic implementation. Rafiq and Ahmed (2000) noted that the early development phase accounted for the majority of the internal marketing stream of work, which mainly focused on improving high-quality service delivery by addressing employees' motivations and satisfaction. This was due to the fact that the internal marketing concept was embedded in solving the problems associated with inconsistent service quality and improving high-quality service delivery by highlighting employees' motivations and satisfaction. When service organisations observed variations in service delivery caused by the inconsistent performance of the employees, the issue of *variability* raised organisational concerns to motivate and encourage employees to deliver high-quality standard consistent services. The main point was to convert employee motivation and satisfaction into external customer satisfaction (Rafiq & Ahmed, 2000).

The second development stage formed the customer orientation phase, which was embarked on and labelled as "interactive marketing" by Groenroos (1981), who highlighted the importance of frontline employees in services to respond to customer needs through this interactive marketing. Groenroos (1981) suggested that buyer-seller interactions do not solely affect external customers' purchase and repeat purchase decisions, but also offer marketing opportunities for service organisations that could be taken advantage of through customer orientation and a sales-minded workforce. The main aim of internal marketing, according to Groenroos (1981), is to "get focus on employee satisfaction, employees as customers, interactive marketing motivated and customer conscious employees" ( p. 237). From this standpoint, it was not enough to have satisfied and motivated employees willing to perform their tasks sufficiently (e.g. as the method suggested by Berry (1981)) without being sales-minded. Consequently, Gronroos (1985) modified his first definition to include what he labelled as *interactive marketing* as a method of motivating personnel towards customer consciousness and sales mindedness, to include the use of marketing-like activities in this pursuit: "...holding that an organisation's internal market of employees can be influenced most effectively and hence motivated to customer-consciousness, market orientation and sales-mindedness by a marketing-like internal approach" (p. 42).

Later, the strategy implementation and change management phase emerged as the third major development step. During this phase, various authors emphasised the role of internal marketing as a tool for strategy implementation (George, 1990; Glassman & McAfee, 1992; Rafiq & Ahmed, 2000; Winter, 1985), suggesting that internal marketing can be used as a tool for strategy implementation (Rafiq & Ahmed, 2000) and has a potential to be employed as a technique for driving employees towards attaining organisational goals. One of the first authors to highlight this potential technique was Winter (1985), who believed that the role of internal marketing is not

limited to aligning, appraising and encouraging employees towards organisational objectives only, but also entails the process by which individuals comprehend and identify the values and their place within the internal marketing programme.

These extensions and developments have endorsed internal marketing as a comprehensive tool for implementing effective organisational strategies, whether from an internal or external viewpoint. Internal marketing became an agency for facilitating numerous valuable outcomes, such as inter-functional friction and tackling employees' resistance to change issues (Ewing & Caruana, 1999; Rafiq & Ahmed, 1993; Winter, 1985).

Over time, the implications associated with the internal marketing philosophy have made their application move further to include all kinds of organisations, not only service providers, with much theoretical and empirical frameworks in the existing literature indicating that internal marketing has been tested and presented, promising outcomes for both service and non-service organisations in diverse contexts, including sport (e.g. Chiu et al., 2019; Chiu et al., 2014; Huang & Chen, 2013), information and communication technology (e.g. Pham et al., 2019), logistics (e.g. Koo et al., 2016), gas and oil (e.g. Seyedjavadin et al., 2012), and the manufacturing sector (e.g. Sinha et al., 2020; Wu et al., 2013).

Currently, internal marketing studies can be found in more than 1450 published articles on Google Scholar in the past decade alone (Musa et al. 2021). The concept can be found in more than 249 empirical articles published in the main major databases, including EBSCOHost, Google Scholar, and Web of Knowledge, signifying that thousands of researchers and practitioners are enquiring about and attempting to determine whether the concept can be employed in various kinds of organisations, especially since internal marketing has becoming associated with creating a

supportive climate, and enhancing loyalty and satisfaction which are essential for the success of any type of organisation (Musa et al. 2021; Qaiser & Mohammad, 2021).

Although research suggests the implications of the internal marketing concept are not limited to service organisations, the literature indicates that the vast majority of empirical examinations have been conducted from the service sector perspective. A recent systematic review conducted on the theoretical perspective of internal marketing by Qaiser and Mohammad (2021) revealed that 85 of the most cited studies had been published in only 39 different journals since the early introduction of the internal marketing notion. These studies can be primarily found in the international journal of bank marketing, journal of services marketing, and international journal of hospitality management, with 60 of these studies empirically tested from the service sector, precisely finance (e.g. banking and insurance) and hospitality (e.g. hotels and restaurants) which are presented in Table 2 below. Moreover, the plethora of empirical work in the past decade has been tested using a sample of frontline workers from different service organisations (Kaurav et al., 2015; Tang et al., 2020). Table 2 illustrates the empirical internal marketing studies conducted in the service industry over the past decade.

*Table 2: Key Internal marketing empirical studies for the previous ten years.*

<b>Authors</b>	<b>Internal marketing aspects</b>	<b>Sample/Setting</b>	<b>Key findings</b>
Back et al. (2011)	training; communication; perceived benefits; self-efficacy	Korean casino dealers/South Korea	All IM aspects positively affect job satisfaction
Fu (2013)	value of needs; authorized autonomy	Flight attendants/Taiwan	IM significantly and positively influences customer-oriented behaviour.

Huang & Rundle-Thiele (2014)	internal communication; training; internal market research	Tourism employees/Australia	IM is positively related to employee satisfaction.
Joung et al. (2015)	vision; development; rewards	Restaurant employees/the USA	All IM practices predict employee job satisfaction. -Development and rewards predict employee organizational commitment.
To et al. (2015)	formal internal communication; informal internal communication	Four-star and above hotel employees/Macao	Management commitment to IM and informal internal communication affects employees' work attitudes.
Kim et al. (2016)	welfare system; training; compensation; communication; management support	Casino employees/ South Korea	Corporate social responsibility and IM are positively associated with employees' organizational commitment and negatively related to their turnover intentions.
Kadic-Magljacic et al. (2018)	internal market research; internal communication; training	Salespeople in a financial services firm/ Europe	The influence of IM on customer satisfaction is mediated by cross-functional goal compatibility.
Tang et al. (2020)	communication, welfare systems, training, and management support	A sample of 142 flight attendants working in airline companies based in Asia.	Communication, welfare systems, training, and management support are directly associated with happiness and indirectly associated with happiness via work-family facilitation. Communication, welfare systems, and management support can shape cabin crews' happiness via decreased work-family conflict

Source 1 Tang et al. (2020)

It is especially evident from the empirical studies summarised in Table 2 that recent empirical studies have mainly concentrated on the relationship between leadership (e.g. supervisors, managers) and frontline service employees who deal directly with customers, which implies that the internal marketing concept has been potentially emphasised as a crucial instrument for improving overall well-being and building desirable outcomes for frontline employees (e.g. job satisfaction, employees' attitudes/ behaviours).

Even though recent empirical studies highlighted the importance of internal marketing for service providers and appeared to be highly relevant to this research, the vast majority of the work examined the Chinese or Western markets, with minimal attention being given to the Middle Eastern hotel market, and the impact of internal marketing on some emerging markets is not well documented, such as in the Jordanian context (De Bruin et al., 2020; Mansour, 2020).

Despite the frequent increase in examining and assessing internal marketing over time, it seems that the general nature of the concept has limited this approach from being empirically assessed as is the case with other well-identified theories (e.g. traditional marketing mix), particularly since there have been limited attempts to establish a universal conceptual-empirical structure for the successful implementation and development of internal marketing (Bohnenberger et al., 2020). In addition to the scant attention being paid to the activities engaged in the execution of internal marketing, the obligations and responsibilities involved in this process have not been well addressed. There has also been limited work in effectively managing the assessment measures for the implementation process (Bohnenberger et al., 2019; Grönroos, 1990; Rafiq & Ahmed, 2000; Rafiq et al., 1993).

Equally, the inconsistency in conceptualising and defining internal marketing and its components may have limited the attention from gaining considerable significance and created confusion in determining what internal marketing is, what it is intended to do and whether the approach has been employed correctly. For instance, one viewpoint emphasised internal marketing as a *marketing element* that organisations use to support their external marketing endeavours and to keep the promise made to external customers as described in the *service marketing triangle* (Alsamman & Mohammed, 2020; Aurand et al., 2005), while others suggest using *the marketing*



*mix elements* to identify internal marketing (Qaiser & Mohamad, 2021; Raeisi et al., 2020; Rafiq & Ahmed, 1993; Varey, 1995).

Others, on the other hand, opposed making use of the marketing mix elements due to the difficulty of addressing some internal related concerns such as recruitment, selection, training, or performance evaluations and culture (Raeisi et al., 2020; Gilmore & Carson 1995). At the same time, scholars had no agreement regarding what elements shape the internal marketing mix, with some authors viewing jobs as products (Gounaris, 2006) or referring to them as *places, promotions, or internal communication* (Alsamman & Mohammed, 2020; Burmann & Zeplin, 2005; Piercy & Morgan, 1991; Rafiq & Ahmed, 2000). Additionally, scholars refer to *people* and *leadership* (Alsamman & Mohammed, 2020; Gounaris, 2006; Papsolomou & Vrontis, 2006; Roberts-Lombard & Steyn, 2007).

In the same vein, *brand identification* and *internal branding* have been identified as internal marketing components by Barros-Arrieta and García-Cali, (2020), who stated that "management behaviours lead firms to create value for employees through the identification and satisfaction of their needs, motivating them to support the marketing objectives", and it has also been argued that internal marketing conveys the general picture of internal market orientation (IMO) that seeks "to create value for internal customers (employees), so that they get motivated, trained, and committed to deliver an excellent service and to achieve marketing objectives" (Barros-Arrieta & García-Cali, 2020, p. 136; Boukis, 2019; Liu et al. 2019).

### **2.1.3 Internal marketing and leadership**

It is clear from the different components proposed in the existing literature that effective internal marketing practices might demand utilising a series of dimensions to motivate employees and satisfy their needs which can be done through leadership, which also has been suggested by various authors (e.g. Boukis et al., 2021; Moreira Mero et al., 2020; Park & Tran 2018; Wieseke et al., 2009). The majority of theoretical frameworks established within the internal marketing area emphasise that the function of leadership is vital to convey organisational values, vision and culture among employees and to communicate through action on an ongoing basis, especially since the concept is considered an interdisciplinary one and entails the integration of both marketing practices along with human resources principles which should not be the remit of one sole department (see Weiseke et al. 2009).

Hence, it can be argued that the internal marketing component of *leadership* is vital in successfully implementing internal marketing programmes, especially for hotels and hospitality service organisations where the effectiveness of internal marketing programmes through leadership has become a top practice by many market-led companies and a transformation in leadership into a moral people-centred style that focuses on psychologically empowering and encouraging employees to produce a superior performance based on customer expectations, needs and behaviours while coping with the challenges employees face in their daily duties.

In order to clearly understand and evaluate the importance of the leadership component within the internal marketing notion, the following discussion will highlight the significance of the concept by reviewing relevant literature that establishes its relevance to this study.

The volatile and dynamic nature of today's industrial environment made service providers, in general, encounter additional challenges triggered by globalisations, natural disasters, fast technological developments, new customers' and employees' expectations, deregulation in markets, and a continuous increase in competition, and hotels are not exceptional (Muthuveloo, Shanmugam, & Teoh 2017; Qaiser & Mohammad, 2021). The challenges the hotel sector faces (e.g. continuous increase in competition and customer acquisition costs, seasonality of work, over-expectations from international customers, and high customer and employee turnover) may restrict organisations from attaining a competitive position and limit desirable behaviours among their employees, especially frontline workers who deal directly with customers (Alown et al., 2020; Qaiser & Mohammad, 2021; Safavi & Karatepe, 2018).

At the same time, these challenges might force the industry to be more customer-focused and market-driven, so they provide superior but flexible services to meet the customers' different needs, making building and developing internal marketing strategies within their hotels central to responding to these challenges. In this sense, internal marketing has the ability to ensure the achievement of high-quality service delivery. However, the successful accomplishment of such a plan possibly needs to be strategically supported by top management, and requires people-oriented and moral leadership to attract, develop, motivate and retain the hotel's employees, especially the frontline ones, and satisfy their different needs.

In this sense, internal marketing and the leadership style role are viewed as critical factors of efficiency and effectiveness that have acquired importance for their positive impact, not only on employees' motivations and job satisfaction, but also on the organisational growth and development, high-quality services, successful competition and cost reduction and pragmatism. Akbari et al. (2017) firmly believed that an effective leadership style enhances employees' job

satisfaction and stated: “The perception that their goals are parallel with organizational goals, which in turn stimulate them to achieve goals of organization and manager, this guarantees management effectiveness and organizational success in reaching their intended goals” (p. 259).

The vast majority of internal marketing’s different conceptualisations proposed in the literature could be linked with leadership in many ways, particularly in terms of employing and successfully implementing internal marketing programmes; this could explain why various authors, including the most influential Rafiq and Ahmad (2000, 2003) and Wieseke et al. (2009), identified leadership as one of the distinct elements of internal marketing at the early stages. It has also been observed that the achievement of internal marketing objectives is highly dependent on leadership (Bavik, 2019; Vel et al., 2019). For instance, Qaiser and Mohammad (2021) believed that leaders' behaviours, attitudes, and motivational orientations could enhance the positive impact of internal marketing programmes on employees, customers, and eventually organisational outcomes, especially when the leadership style’s influence on performance, shaping different individuals behavioural aspects, and directing their actions, has been well established (Huang, 2020).

Furthermore, Vel et al. (2019), Bavik (2019), and Caruana and Calleya (1998) stated that leadership plays a vital role in internal marketing efficiency. It has also been reported that internal marketing effectiveness and positive employee performance are highly affected by leadership in terms of the leader's charisma, the employee's faith in the leader, and risk-taking abilities. In addition, To et al. (2015) examined the impact of leaders' commitments to internal marketing on followers' attitudes and found that the attitude of leaders in relation to internal marketing has a significant positive impact on followers' attitudes. Similarly, Chow (2015) examined the moderating effect of leader-member exchange on internal marketing orientation and employees’ customer service behaviours among travel agents, and found that leader-member exchange quality

significantly impacts internal marketing orientation and customer service behaviours, indicating that a lower leader-member exchange quality makes internal marketing orientation compulsory and a higher quality influences travel agents' customer service behaviours in a constructive way. The success of internal marketing is not solely limited to directing employees by means and goals but entails building a solid long-term relationship with their employees too, which might be by going beyond fulfilling tangible needs. Although providing tangible incentives is crucial for employee satisfaction and motivation, the challenges associated with today's service providers' work conditions made employees favour a more holistic setting for their overall well-being to include both tangible and intangible demands and interests. This might require a caring leadership style that focuses on the employees' psychological needs, that is because employees do not view their job activities as a straightforward interactive process between the employee and the organisation; instead, they view work activities as channels to fulfil themselves through their tasks and their life demands which go above the materialistic aspects (Beyer, 1999; Qaiser & Mohammad, 2021).

In this sense, and following many researchers such as Barros-Arrieta and García-Cali (2020) and Boukis's (2019) propositions, a people-centred leadership style that focuses on improving employees' psychological needs, enhancing their overall well-being, and refining their organisational experiences, has the ability to change the value perception of the employees, hence giving rise to positive behavioural intentions such as constructive deviant behaviours. That is because the necessity to adopt a proper attitude towards organisational members today, especially frontlines ones with a more ethical leadership style together with an internal marketing components' integration as a critical tool for obtaining a unique position through employees motivation, is becoming of great importance (Akbari et al., 2017; Brière et al., 2020).

For the most part, it has been widely emphasised that effective internal marketing programmes have the potential to facilitate the satisfaction of the employees' basic psychological needs through leadership (Amoako et al., 2022; Jawabreh, 2020; Pavlidou & Efstathiades, 2020; Vel et al., 2019; Wieseke et al. 2009; Wu et al., 2021). The qualities required to address and improve employees' psychological needs from an internal marketing standpoint include "opportunities for growth and development, achievement, recognition, empowerment, feedback, knowledge and mastery, meaning, and self-fulfilment" (Qaiser & Mohammad, 2021, p. 289; Pappasolomou-Dukakis, 2012), and these highlight that amongst the various leadership styles, servant leadership seems the most effective people-centred style for implementing internal marketing programmes that can address and improve the satisfaction of the followers' basic psychological needs and create a more motivated, satisfied, qualified workforce, reciprocating with more constructive behaviours (Brière et al., 2020).

The significance of leadership in general and servant leadership, in particular, has not only been addressed in the internal marketing and organisational behaviours literature but also in the light of the self-determination theory (Deci & Ryan, 1985). The theory of self-determination is considered one of the most established and recognised in the field of study. It suggests that individuals with a high level of autonomous motivation are more likely to develop better psychological health and deliver better performance, enabling them to engage in activities more willingly, with a sense of volition and choice.

Cohen and Ehrlich (2019) linked the SDT with constructive deviance by stating that the quality of an individual's motivation plays a crucial role in terms of constructive deviant behaviours; according to the authors, "intrinsic motivation leads employees to have higher levels of autonomous motivation and the types of extrinsic motivation they have identified with an activity's

value and ideally will have integrated it into their sense of self. When employees are autonomously motivated, they experience volition or a self-endorsement of their actions, as is the case with constructive deviance" (p. 4). Similarly, Brière et al. (2020) reported in a quantitative study involving 344 employees that SDT has a strong prediction on the relationship between servant leadership and employees' innovative positive deviant behaviours; the authors also found that employees' basic psychological needs positively related to their intrinsic motivation as well as various positive deviant behaviours, confirming the suggestion of former studies (i.e. Gagné & Deci, 2005), that the greater level of intrinsic motivation increases the employee's involvement and desire to take risks and be creative.

According to Brière et al. (2020), "Employees who are motivated by perceiving work-related activities to be meaningful and compatible with their own interests are more likely to engage in risky, problem-solving, prosocial, and pro-organizational behaviours such as positive deviance behaviours" (p. 73). In a similar way, Qaiser and Mohamad (2021) stated, "An internal marketing programme that meets employees' basic psychological needs for autonomy, competence, and relatedness will improve performance and well-being" (p.289). Indeed, leadership characteristics highly influence the success of any internal marketing programme (e.g. behaviours, attitudes, and motivational orientations).

Particularly within the hotel sector, where it has been widely ascertained that the effectiveness of internal marketing programmes is dependent on leadership, many giant hotels such as Marriot, the Four Seasons, and Ritz Carlton have adopted servant leadership as part of their top practices, based on the assumption that internal and external customers' satisfaction are parallel to each other, with many theoretical frameworks supporting this, and emphasising that obtaining a sustainable competitive advantage might need a change in leadership style into a people-centred and moral

style such as servant leadership (Akbari et al., 2017; Brière et al., 2020; Vel et al., 2019; Eva et al. 2019; Wu et al., 2021). This could explain why many scholars and researchers consider servant leadership philosophy a sufficient tool to implement internal marketing programmes through empowering and encouraging frontline employees to deliver superior performance based on customer expectations, needs and behaviours (Brière et al., 2020; Vel et al., 2019; Eva et al. 2019; Wu et al., 2021). The following section discusses the significance of servant leadership as a critical component of internal marketing in relation to psychological processes and conditions that significantly influence frontline employees' customer-focused performance by reviewing relevant literature that establishes its relevance to this research.

## **2.2 Servant Leadership**

### THEORETICAL FOUNDATION

Servant leadership as a term was first coined in Greenleaf's (1970) essay, *The Servant as Leader*. In this essay, Greenleaf was inspired by a character called Leo. Leo was travelling with a group of men, taking care of their basic needs, who started serving them in their travels. Unexpectedly, when the servant Leo disappeared, the men were lost and stopped travelling. Greenleaf pointed out that Leo and his services converted him into a leader of those he served, and they could not go further without their servant Leo (Greenleaf, 2002;1970). Greenleaf (1970) described the leader as a servant and stated:

*"It begins with the natural feeling that one wants to serve, to serve first. Then conscious choice brings one to aspire to lead. The difference manifests itself in the care taken by the servant – first to make sure that other people's highest priority needs are being served.*



*The best test is: Do those served grow as persons; do they, while being served, become healthier, wiser, freer, more autonomous, more likely themselves to become servants?"*

(Greenleaf, 1970, p. 4)

The concept was first introduced into an organisational setting through Greenleaf's three essays published after retiring from AT&T inc, the world's largest telecommunications company. In *The Servant as Leader* (1970), *The Institution as Servant* (1972a), and *Trustees as Servant* (1972b), Greenleaf (1977) believed that servant leadership is not only a way to lead but also a way of living that starts with "the natural feeling that one want wants to serve, to serve first" (p. 7). The primary motive of servant leaders is to serve first, and then self-construction will begin by *doing* and *being* the inspiration to lead (Brière et al., 2020; Eva et al., 2019; Sendjaya & Sarros, 2002).

For decades, numerous scholars and practitioners have followed Greenleaf's work and tried to investigate and expand on the philosophy of servant leadership. It has been argued that servant leadership does not comply with the typical leadership philosophy regarding hierarchal power and self-interest; indeed, it shifted the focus of the leader from an economic leader to "a humanistic model with governance based on viewing individuals as pro-organizational, self-actualizing, and trustworthy", (Saleem et al., 2020, p. 2), as servant leaders are not habitually conscious of their title or hierarchal position but seek to serve and fulfil the basic needs of others (Freeman, 2022; Setyaningrum et al., 2020) The focus then grows naturally to leadership and progresses from a genuine heart and not a self-centred heart, as servant leadership is a heart-seeking leadership style that comes from the heart: the leadership title or the hierarchical position of the leader is not vital to servant leaders, and attention turns to filling the basic needs of others before self-interest, and that transforms into leadership naturally from a genuine heart (Greenleaf, 2002).

Servant leadership labels the leader as a servant with the willingness to serve first and the desire to guide and motivate followers, give hope and build long-term quality inspirational relationships (Brière et al., 2020; Eva et al., 2019; Saleem et al., 2020; Spears & Lawrence, 2002). Greenleaf (1977) also believed that the world is in need of a new moral leadership style where the leader serves others; such leaders need to be servants by nature and demonstrate a sense of moral responsibility and respect for followers as they inspire followers to grow and develop and become servants themselves.

Moreover, a servant leader leads from the heart and has unique qualities that cannot be found in other leadership styles that involve domination, compulsion, force, and punishment (Eva et al., 2019; Northouse, 2010). Alternatively, combining the motivation to lead with the need to serve alongside compassion, empathizing, helping, humbleness, collaboration, and self-efficacy are some of the unique qualities of servant leaders (Brière et al., 2020; Eva et al., 2019; Saleem et al., 2020; Spears & Lawrence, 2002). The goal of the servant is to touch the followers' hearts and help them do their job effectively rather than making them do more. The followers and the leader are more likely to have an emotional and personal connection with each follower when experiencing setbacks instead of a positional relationship, making others want to follow and listen to the servant leader without paying attention to their title or position (Carter & Baghurst, 2013; Giolito et al., 2020).

### **2.2.1 Defining Servant Leadership**

To date, Greenleaf's work seems to be an umbrella term that has encouraged many researchers to introduce different definitions and conceptualisations to the literature. While some of the existing

definitions have been modified to fit the writer's point of view, others attempted to describe servant leaders' behaviour and explain their acts (e.g. Eva et al., 2019). Across the literature, various studies have tried to define and conceptualise the construct of servant leadership. Yet, there is no universal agreement in the available literature regarding a clear definition of the philosophy apart from Greenleaf's (1970) most-quoted paragraph, “*It begins with the natural feeling that one wants to serve, to serve first.....*” (p. 4), which has built a theoretical background for researchers to describe what, why and how servant leaders act toward their followers in such a way (Eva et al., 2019; Van Dierendonck, 2011). The lack of a precise definition, as a result, has encouraged many researchers and theorists to propose conceptual models highlighting different servant leadership features and attempting to interpret Greenleaf's (1970) work (e.g., Giolito et al., 2020; van Dierendonck 2010; Russel & Stone, 2002; Laub,1999; Spears.1995). Table 3 summarises the prominent authors, their proposed attributes, and the adopted method of development used in their studies.

*Table 3: Servant leadership theorists, attributes and method of development*

<b>Theorist</b>	<b>Attributes</b>	<b>Method of development</b>
Graham (1991a)	Humility, Spiritual Insight	Derived from the writings of Greenleaf (1970), Burns (1978), and a review of the literature
Spears (1995, 1998)	Listening, Healing, Empathy, Awareness, Persuasion, Conceptualization, Foresight, Stewardship, Commitment to the Growth of People, and Building Community	Derived from Greenleaf's (1970) writings on Servant Leadership
Kiechel III (1992)	Valuing People, Listening, Healing or Making Whole, Self-Effacing, and Stewardship	Derived from Greenleaf's (1970) writings on Servant Leadership
De Pree (1992)	Integrity, Vulnerability, Discernment, Awareness of the Human Spirit, Courage in Relationships, Sense of Human, Intellectual Energy and Curiosity; Respect of the Future, Regard for the Present and Understanding the Past; Predictability, Breadth, Comfort with Ambiguity, and Presence	Review of Literature in Popular Press

Batten (1997)	<p>Applied Thought, Generate Enthusiasm, Not Deterred by Small People, Build on Strengths, High Expectations, Goal-Oriented, Significance, Team Synergy, Enrich Lives of Others, Live Integrity, Emphasize Results Not Activity, Define Their Philosophy, Define Results Expected, Age of the Mind, Manage Change, Relate Compensation to Performance, Understand People, Need for Respect, Grace, and Tough-Minded.</p> <p>Tough-Minded Servant Leader Values: Openness and Emotional Vulnerability, Warmth, Consistency, Unity, Caring, Positive Listening, Unsatisfaction, Flexibility, Giving, Involvement, Tolerance of Mistakes, Values, Psychological Wages, Simplicity, Time, The Winning Formula, An Open Mind, Development of People, Self-Discipline, Physical Fitness, Enjoyment of Life, Broad Perspective, Faith in Self and Others, Vision, Positive Thinking, Desire to Learn, Enjoyment of Work, Enrichment of Others, Integrity, Results not Activity, Candour, Management by Example, A Clear Philosophy, Accountability, Purpose and Direction, Expectations of Excellence, and Laser-like Focus.</p>	Experience and a Review of the Literature
Buchen (1998)	Identity, Empowerment, Relationship Builder, Doubtless as Leader and Servant, Futurist (Steward)	Derived from Greenleaf's (1970) writings on Servant Leadership
Farling et al.	Vision, Influence, Credibility, Trust, Service (1999)	Derived from a Review of the Literature
Laub (1999)	Valuing People, Developing People, Building, Community, Displaying Authenticity, Providing Leadership, and Sharing Leadership	Doctoral Dissertation
Page, & Wong (2000)	Integrity, Humility, Servanthood, Caring for Others, Empowering Others, Developing Others, Visioning, Goal Setting, Leading, Modelling, Team-Building, and Shared Decision Making	Personal Experience and a review of the Literature
Beazley, & Beggs (2001)	Listening, Empathy, Willingness to Change, Reflection and Contemplation, and Collaboration and Consensus	Unspecified, Continuing Research
Russell, & Stone (2002)	<p>Functional Attributes: Vision, Honesty, Integrity, Trust, Service, Modeling, Pioneering, Appreciation of Others and Empowerment</p> <p>Accompanying Attributes: Communication, Credibility, Competence, Stewardship, Visibility, Influence, Persuasion, Listening, Encouragement, Teaching, and Delegation</p>	Review of Existing Literature
Patterson (2003)	Agape Love, Humility, Altruism, Vision, Trust, Empowerment, and Service	Doctoral Dissertation
Ehrhart (2004)	Forming Relationships with Subordinates, Empowering Subordinates, Helping Subordinates Grow and Succeed, Behaving Ethically, Having Conceptual Skills, Putting Subordinates First, and Creating Value for Those Outside the Organization	Developed from a Review of the Literature in Support of Research Study to Measure Servant Leadership Relationship to Organizational Citizenship Behaviour
Hale, & Fields (2007)	Vision, Service, and Humility	Derived from Greenleaf's (1977) writings
Barbuto, & Wheeler (2006)	Calling, Listening, Empathy, Healing, Awareness, Persuasion, Conceptualization, Foresight, Stewardship, Growth, and Community Building	Literature Review, Greenleaf (1970), and Spears (1995) 10

	Measurement Dimensions: Altruistic Calling, Emotional Healing, Persuasive Mapping, Wisdom, and Organizational Stewardship	Characteristics of servant leadership
Wong, & Davey (2007)	Humble and Selfless Servant, Employee Retention and Development, Create Safe and Positive Work Environment, Treat Employees with Dignity and Respect, Place Employee Needs Before Self, Place Employee and Society Benefit Before Profit, Listen with an Open Mind, Maintain Good Relationships, Value Teambuilding and Shared Decision-making, and Develop Creative Potential in Employees	Literature Review
Liden, Wayne, Zhao, & Henderson (2008)	Emotional Healing, Creating Value for Community, Conceptual Skills, Empowering, Helping Subordinates Grow and Succeed, Putting Subordinates First, Behaving Ethically, Relationships, and Servanthood	Literature Review
Sendjaya, Sarros, & Santora (2008)	Voluntary Subordination, Authentic Self, Covenantal Relationship, Responsible Morality, Transcendental Spirituality, and Transforming Influence	Literature Review
Frick et al. (2009)	Listening, Uses Power Ethically (Persuasion), Seeks Consensus in Group Decisions, Practices Foresight, Open Communication, Practices Withdrawal, Practices Acceptance and Empathy, Conceptualizes, Nurture Community, and Chooses to Lead,	Derived from Review of Greenleaf's (1970; 1977) writings
Asag-Gau, & van Dierendonck (2011)	Empowerment, Humility, Standing Back, Accountability, and Stewardship	Greenleaf (1977), van Dierendonck and Nuijten (2011), and a review of the literature
Van Dierendonck, & Nuijten (2011)	Standing Back, Forgiveness, Courage, Empowerment, Accountability, Authenticity, Humility, and Stewardship	Literature Review and Expert Judgement
Focht, & Ponton (2015)	Value People, Humility, Listening, Trust, Caring, Integrity, Service, Empowering, Serve Others Needs Before Own, Collaboration, Unconditional Love, and Learning	Delphi Study
Keith (2015)	Self-Awareness, Listening, Changing the Pyramid, Developing Colleagues, Coaching Instead of Controlling, Unleashing the Energy and Intelligence of Others, and Foresight	Review of the Literature
Coetzer et al. (2017a)	Authenticity, Humility, Compassion, Accountability, Courage, Altruism, Integrity, and Listening	Systematic Literature Review
Sousa, & van Dierendonck (2017)	Humble Service: Humility and Standing Back Action: Empowerment, Accountability, and Stewardship	Asag-Gau and van Dierendonck (2011), van Dierendonck and Nuijten (2011)
Eva et al. (2018)	An other-oriented approach to leadership, (b) manifested by the one-on-one prioritizing of followers' individual needs and interests, and (c) the outward reorientation of their concern for self toward concern for others within the organization and the larger community.	

Clearly, the studies summarised in Table 3 expanded the knowledge and highlighted the significance of the servant leadership approach. However, different authors warned against poor conceptualisation, especially in that creating a meaningful universal definition can be challenging

for an emerging theory that is not well-established, which might be an explanation for why less attention has been given to servant leadership, comparatively less attention than other well-defined approaches that have been widely practised, extensively researched and published in pre-eminent journals, as in the case of *transformational leadership* (Eva et al., 2019; Mackenzie, 2003).

### **2.2.2 Characteristics of Servant Leaders**

While it has been four decades since servant leadership theory was first presented, Greenleaf (1970) never proposed a precise, clear definition of the concept, leaving other researchers attempting to find a particular framework or a guideline to practice. Yet, only a decade ago, empirical research started to noticeably appear, and most of the work was based on leaders' behaviours and characteristics, following the suggestion of many scholars who believed that servant leadership could not be adequately distinguished and defined without assessing the distinct qualities and behaviours of such leaders (Chughtai, 2016; Van Dierendonck, 2010; Langhof & Gldenbergr, 2020; Liden et al., 2008; Russel & Stone, 2002).

Although Greenleaf did not develop a specific definition, he provided a meaning of the philosophy through "an extensive description" (Langhof & Gldenbergr, 2020, p. 36), which has encouraged several researchers to develop different conceptual models examining various servant leadership behaviours based on Greenleaf's extensive description. Laub (1999), Spears (1995), Farling et al. (1999), Buchen (1998), Graham (1991), Russel and Stone (2002), Patterson (2003), Liden et al. (2008), and van Dierendonck (2010) were some of the leading theorists to identify some qualities and behaviours that could distinguish servant leaders from other leadership approaches.

Table 4 provides an overview of the key characteristics of servant leadership that have been published by different authors including Leroy Spears (1995), one of the most early influential

researchers in the field, who has translated Greenleaf's concept into a model characterizing servant leaders via ten characteristics and traits including : (1) *Listening*, highlighting the importance of listening receptively, identifying and clarifying the well of the group; (2) *Empathy*, striving to understand and accept others, regardless of what and who they are; (3) *Conceptualisation*, thinking in advance about the prospective realities, the servant leader seeks to pursue a subtle balance between the present-day focused approach and conceptual thinking; (4) *Foresight*, the ability to understand the past's lessons, the present's reality, and the possible consequences of future decisions; (5) *Awareness*, being self-aware about the strengths, weaknesses, feelings, emotions, and values, which would allow the servant leaders to set them aside and avoid personal bias; (6) *Persuasion*, seeking to influence others' opinions and actions positively through persuasive skills without relying on positional power; (7) *Healing*, the opportunity for healing one's self and others to 'help make whole'; (8) *Stewardship*, acting as a steward with complete accountability for managing and using all available resources in serving the needs of others; (9) *Building community*, creating a sense of belonging to local communities; and (10) *Committed to growth of others*, helping others by providing them with all resources to progress in their personal, professional and spiritual from one level to another. These attributes will be discussed in more detail in the subsections below.

*Table 4: Early Key models of servant leadership qualities*

Graham (1991)	Buchen (1998)	Spears (1998a)	Farling et al. (1999)	Laub (1999)	Russell (2001a)	Patterson (2003)
Inspirational	Self-identity	Listening	Vision	Valuing people	Vision	Love
Moral	Capacity for reciprocity	Empathy	Influence	Developing people	Credibility	Humility

	Relationship building	Healing	Credibility	Building community	Trust	Altruism
	Preoccupation with the future	Awareness	Trust	Displaying authenticity	Service	Vision
		Persuasion	Service	Providing leadership	Modelling	Trust
		Conceptualization		Sharing leadership	Pioneering	Empowerment
		Foresight			Appreciating others	Service
		Stewardship			Empowerment	
		Commitment				
		Community building				

### 2.2.2.1 Listening

The importance of the leader's communication skills has been commonly recognised and valued. From an internal marketing perspective, listening and communication have been considered critical aspects for the effective delivery of internal marketing as proposed by Gounaris (2008), who stated that one of the internal marketing objectives is “to derive an understanding of employees’ needs and wants” (p. 73). Listening is a crucial element that helps servant leaders to understand and recognise others. It refers to the leader's attitude of paying careful attention to others with a sincere interest and without judging or criticizing others’ point of view (Greenleaf,1977); listening can make leaders recognise and be aware and gain a deeper insight into their follower's attitudes, thoughts, and beliefs so they can modify their own behaviour accordingly in order to transform followers’ attitudes and behaviour in a constructive manner. In particular, recognition is essential to facilitate the satisfaction of the employees' basic psychological needs, which is the main goal of internal marketing (Qaiser & Mohammad, 2021, p. 289).



The remarkable development of servant leaders is determined by the abilities to identify verbal and non-verbal cues and to reflect on the actions that have been made (Freeman, 2022; Kiker et al., 2019; Greenleaf et al., 2003), while servant leaders seek to identify and enhance the well-being of others (Brière et al. 2020; Spears, 2004), they should show commitment to receptive listening to verbal and non-verbal communication towards others (Freeman, 2022; Kiker et al., 2019; Spears, 2010), not only spoken words, but also hearing the inner voice of themselves and "the emotions, fears, and underlying concerns...beyond our self-centred needs" (Cashman 1999, p. 121; Setyaningrum et al., 2020; Spears, 2004).

The servant leader's ability to listen may stimulate the individual's willingness to express their voice and propose ideas, asking questions, in return, respectfully listening to the unsaid words in order to create knowledge and provide time for silence and reflection. Additionally, listening coupled with reflection is vital for the servant leader's development and growth (Spears, 2010; 2004) because listening is the start of two-way communication; the silence required from the leaders would allow them to understand others' feelings effectively as well as make the speakers feel valued and supported (Coetzer et al., 2017; Freeman. 2022; Zander & Zander, 2000).

The significance of the listening attribute in encouraging "voice" behaviours has been addressed in many studies, such as the recent work of Brière et al. (2020) and Lapointe and Vandenberghe (2018), suggesting that servant leadership stimulates employees' voice behaviours, thus enabling them to be proactive and propose ideas and recommendations that could potentially improve organisational efficiency, and highlights existing or future organisational challenges and developments, as Brière, Le Roy, and Meier, (2020) stated: "Servant leaders listen attentively, are empathic, provide feedback, allocate resources and interact transparently and open-mindedly. This could give employees the freedom to express what they consider to be dysfunctional in processes

or relationships, leading to the early resolution of problems by discussing them before they become established” (p.73). In this sense, it can be argued that listening quality is very crucial for the successful implementation of any internal marketing, and servant leaders have the ability to recognise and motivate employees through effective listening to what they care about most and act accordingly. In addition, listening and providing feedback is fundamental in developing, strengthening and building a mature relationship with and among followers, giving rise to positive behavioural intentions across organisations (Davis, 2014; Setyaningrum et al., 2020).

#### **2.2.2.2 Empathy**

Empathising with others is another essential attribute of servant leadership. Greenleaf (1970) described empathy as "... the imaginative projection of one's own consciousness into another being” (p.10); that is, individuals are dissimilar, servant leaders seek to acknowledge, understand, accept others for their individuality, and share the feeling with them regardless of their point of view (Cooper, 2017; Freeman, 2022;). Empathy is not only limited to sharing the emotions of others but also understanding their emotions, which in turn could enable servant leaders to understand their followers' perceptions and build a trusting mutual relationship that could place them in a constructive emotional state (Lythreatis et al., 2021; Carter, 2012).

Servant leaders need to expect and accept imperfection as described by Cooper (2017) "... through the application of wise leadership, even a mediocre follower could achieve greatness" (Cooper, 2017, p.30), which in turn enables followers to develop their self-awareness, encouraging their growth and making individuals recognise and accept what they are (Davis, 2014; Kiker et al., 2019;). Moreover, when leaders intentionally and actively listen to their followers, they are more likely to hear and feel what is being said fairly and without prejudice (Setyaningrum et al., 2020;

Robbins, 2005). Therefore, listening and empathy help servant leaders create and develop relationships characterised by integrity and service, which are exclusive characteristics of servant leadership theory.

### **2.2.2.3 Healing**

Many followers suffer from different 'emotional hurts' within or outside the workplace, and while this is considered part of the human experience, servant leaders have the potential to "heal oneself and one's relationship to other[s]" (Spears, 2010, p.27). The healing process happens when leaders encourage others by showing care and nurturing attitudes. Servant leaders are generally sympathetic and worry about others' emotional well-being; they use the qualities of empathy and listening as influential strengths for integration and transformation (Spears, 1995). Since followers usually seek leadership that fosters the well-being of their emotions, the proactive role of a servant leader in endorsing an employee's spiritual and emotional strength can create a trustful, faithful atmosphere within the organisations and between followers. Greenleaf (1977) highlighted that by stating, "There is something subtle communicated to one who is being served and led if, implicit in the compact between servant-leader and leader, is the understanding that the search for wholeness is something they share" (p.50).

### **2.2.2.4 Awareness**

Heightened awareness is another key quality involved in servant leadership practices. *Awareness* entails self-awareness, which emphasises a leader's recognition and concern for self, others and their problems. Proactive servant leaders identify and consider issues from different angles (Kiker

et al., 2019), allowing them to view and handle them ethically and from a holistic perspective (Freeman, 2022; Spears, 2010). According to Greenleaf (1977), servant leaders can openly see and deal with reality; thus, with a high level of awareness, servant leaders can fully see situations and consider their preferences accordingly. In addition, Greenleaf (1977) reflected on the quality of *awareness* as "not a giver of solace - it is just the opposite. It is a disturber and an awakener. Able leaders are usually sharply awake and reasonably disturbed. They are not seekers after solace. They have their own inner serenity" (p. 41).

#### **2.2.2.5 Persuasion**

Instead of relying on their positional power to command and control, servant leaders wield power by convincing others with rational arguments, examples and efforts to shape collaboration and consensus within the workplace, making persuasion one of their outstanding qualities. Servant leaders use their participatory leadership as a powerful tool to build the trust of others in order to stimulate their sense of commitment to the workplace. Additionally, Greenleaf (1977) argues, "... leadership by persuasion has the virtue of change by convincement rather than coercion"(p.30). Thus, with the ethical usage of power, the selfless practice of servant leaders can transmit venerable principles to enhance organisational development through altruism without personal gain (Aboramadan et al., 2020; Spears, 2010; Russell & Stone, 2002).

#### **2.2.2.6 Conceptualisation**

Thinking above and beyond daily reality can be challenging for any leader. Servant leaders are not only responsible for predicting the future but seek to be frequently involved in conceptual

reasoning (Freeman, 2022). Efficiency and proactiveness are tools servant leaders utilise to analyse things, and create a way to interpret that into actions to reach future desirable goals (Carter, 2012; Kiker et al., 2019). By viewing reality from a conceptual perspective, servant leaders are enabled to "... nurture their abilities to dream great dreams" (Spears, 2010, p. 28). As such, shared leader-follower dreams can inspire cohesion and achieve remarkable achievements.

This corresponds with Greenleaf's (1977) argument that "It is the communicated faith of the leader in the dream that enlists dedicated support needed to move people toward the accomplishment of the dream" (p. 87-88).

This visionary communication also encourages followers to believe in the dream and not only in the communication process. However, it has been suggested that conceptualisation requires discipline and practice by the leader, as short-term operational goals often consume traditional leadership practices. Therefore, a servant leader needs to "... stretch his or her thinking to encompass broader-based conceptual thinking", and as such, the delicate balance between daily operations and conceptual thinking represents another challenge (Spears, 2010, p. 28).

#### **2.2.2.7 Foresight**

Foresight and conceptualisation are similar and related characteristics; in particular, both concepts entail learning from mistakes, dealing with and accepting reality in the present, and foreseeing the outcome of a decision in the future. These are qualities that servant leaders need to develop; although identifying the probable consequences of a situation could be relatively challenging, an intuitive mind could make this process easier. In this sense, servant leaders seek a delicate balance between serving and directing others and allowing them to experience new challenges; in addition

to that, servant leaders are keen to “facilitate their work enactment by offering help, listening to their concerns, providing guidance and direction, and maintaining positive cognitive and psychological states”. Foresight encompasses thinking above and beyond the present, predicting situations and consequences, and preparing solutions for future conflicts and challenges. Therefore, it "... involves the capacity to overcome differences and see the leitmotiv behind them" (Aboramadan et al., 2020, p. 620; Van Dierendonck, 2010, p. 1245).

#### **2.2.2.8 Stewardship**

‘Stewardship’ refers to carrying out responsibilities in engaging organisational members and the larger general community to ensure the well-being of others (Freeman, 2022; Sendjaya & Sarros, 2002). The steward’s attribute of a servant leader involves taking care and serving the needs of others by going beyond self-interest in order to guarantee a healthy future via induced sufficient services that have been depicted (Freeman, 2022). Whilst serving the needs of followers, servant leaders may become role models by using their persuasion and openness and setting aside both self-interest and authority; they can influence followers to achieve their mutual goals and enhance the well-being of the whole, including the general community (Kiker et al., 2019). Prioritising serving the needs of others over goods, money or property, besides acting as stewards in which they search for an opportunity to grow the resources, finance, and issues that have been entrusted to them, are distinct to servant leadership compared with other performance-oriented leadership approaches that usually focus on profit and financial gains, Servant leaders value and care about the performance expectation of the followers but keep the main focus on the personal growth and development of others in order to make them better selves (Eva et al. 2019; Spears, 2010; Van Dierendonck 2010).

### **2.2.2.9 Commitment to the growth of people**

Servant leaders' commitment to developing others' personal and professional skills is another critical distinguishing characteristic. Servant leaders believe that each person has intangible values other than their tangible contribution as a labourer, and it is the leader's responsibility to develop and improve the skills of all individuals within the organisation; in fact, servant leaders place others' growth and development before their own to include personal, professional and emotional issues, in order to enable them to rise and engage positive effective organisational acts (Eva et al. 2019; Greenleaf, 1977). Spears (2010) strongly induced the responsibility of the commitment to people's growth and noted, "The servant leader recognizes the tremendous responsibility to do everything in his or her power to nurture the personal and professional growth of employees and colleagues". By encouraging followers to participate in decision-making and proposing ideas, and assisting them to become better individuals, servant leaders can create a sense of community within an organisation and, therefore, increase the level of trust and engagement among followers (p.29).

### **2.2.2.10 Building community**

Servant leaders hold the responsibility for creating a climate characterised by a high level of collaboration and teamwork, intending to achieve collective goals and interests within the organisation. Moreover, Greenleaf (1977, p.53) argues, "All that is needed to rebuild [a] community as a viable life form for large numbers of people is for enough servant-leaders to show the way, not by mass movements, but by each servant-leader demonstrating his or her unlimited

liability for a quite specific community-related group.". A servant leader ethically constructs alliances and community for good with integrity (Freeman, 2022).

### *Critical Discussion*

Over time, the servant leadership philosophy has been explored by various scholars (e.g. Chughtai, 2016; Barbuto & Wheeler, 2006; Eva et al., 2019; Langhof & Guldenberg, 2020; Liden et al., 2008; Spears, 1995; Van Dierendonck, 2010). Besides that, Greenleaf (1977) provided an extensive description of servant leaders' different attributes and qualities; such characteristics are considered insufficient to make a valid and reliable study (Langhof & Guldenberg, 2022). Although the qualities could be easily understood, it is challenging to ensure whether they have been appropriately employed and practised; for example, one of the early criticisms proposed in the literature was that "... regretfully, Spears never took his characteristics to the next step by formulating a model that differentiates between the intrapersonal aspects, interpersonal aspects, and outcomes of servant leadership" (van Dierendonck, 2010, p. 1232), although Greenleaf (1977) acknowledged the need for validating and providing accurate practice or operation of the concept, leaving readers to dig, reflect and develop different frameworks instead of providing a 'how-to manual' to managements. The lack of a manual could explain why servant leadership theory is still underdefined, and many researchers questioned whether servant leadership is viable or whether it could bring significant value to organisational achievement, despite growing research in the area (Pawar et al., 2020; Parris & Peachey, 2012).

Moreover, it has been suggested that there is an overlap between servant leadership characteristics and other newly arisen leadership approaches, and the distinction between some of them is still unclear (Langhof & Guldenberg, 2020). Indeed, more than twenty attributes emerged for servant



leadership in literature with limited empirical support (Pawar et al., 2020; van Dierendonck, 2010). Nevertheless, Spears (2005) promptly predicted this potential overlap and argued that his proposed attributes were not exhaustive to encourage other researchers to identify different characteristics. For example, when Spears' characteristics have been criticised for excluding the intuitive quality that Greenleaf (1970) notes in his description of 'foresight', Spears' addition of stewardship reflects Greenleaf's (1977) inscription on the need for leaders to be trustees of organisations (Pawar et al. 2020; Piong, 2016). Still, the quality of foresight needed to be further explored; as Spears (2010, p. 28) notes, "Foresight remains a largely unexplored area in leadership studies, but one most deserving of careful attention". Moreover, the early theorists argued that conceptualisation is naturally a "... key role of boards of trustees or directors" (Spears, 2018, p. 16).

Langhof and GüldenberG (2020) observed that some authors proposed three attributes that distinguish servant leadership from other leadership theories, regardless of the apparent similarities in the literature. Firstly, servant leadership is considered a "follower-centric approach", as servant leaders prioritise followers over short-term organisational goals, unlike most of the other leadership styles that are considered a "leader-centric approach" where the organisation and its goals are prioritised over followers (p. 39). Secondly, servant leadership has a moral aspect that many leadership approaches do not consider as an essential element (e.g. *transformational* and *empowering* leadership in particular). For instance, the leader's view of the moral aspect in the case of authentic leadership is "rather subjective", unlike servant leadership, which has some "objectivity" in the leader's view (Langhof & GüldenberG, 2020, p. 39; Sendjaya, 2016). The third distinguishing element is the *service* which requires servant leadership to go beyond the organisation, including society (Langhof & GüldenberG, 2020; Sendjaya, 2016).

It has also been pointed out that it could be challenging for servant leaders' to practise visionary behaviours in daily operations where sudden situations that couldn't be prevented occur (Bentein & Panaccio, 2021; Blanchard & Broadwell, 2018). Another conflict concerning these characteristics is the practices of listening and empathy, where it is required for servant leaders to be empathic listeners all the time (Jonsdottir & Kristinsson, 2020; Wilson, 1999). Also, by being empathic and collaborative, servant leaders may become vulnerable and share some of the personal risks of their followers; in contrast, in the collaboration process, it might be difficult for servant leaders to display a high level of strength and persistence when different people have different goals, values and beliefs. Furthermore, there are many similarities between the qualities of servant leaders and transformational leaders, including vision, trust, risk-sharing, listening and empowerment, which, over the short term, can be relatively complex for a follower to recognise in the style of their leader (Eva et al., 2019; Gregory et al. 2004). Additionally, it is noteworthy to mention that servant leadership has been criticised for not considering time, as such leadership focuses on developing followers over the long term; in addition, followers may be working on their personal interests whilst the organisational resources might become exhausted, which may result in conflict and ineffective results (Bentein & Panaccio, 2021; Frick, 2004).

## **2.3 Constructive deviance behaviours**

Deviant behaviours have been a subject of concern to sociologists for decades (Fan et al., 2022; Gursoy et al., 2016), and scholars have investigated workplace deviance for its psychological, economic, and sociological contributions to organisations (Fan et al., 2021; Galperin, 2002). Workplace deviance behaviours can be defined as voluntary behaviours that violate

organisational norms for the sake of the organisation. It has been defined early by Hollinger and Clark (1982, p. 333) as “behavior that contravenes the formally proscribed norms”. These norms encompass informal and formal rules, procedures, policies and standards (Fan et al., 2021). Deviant behaviours can be negative (destructive) or positive (constructive) (Fan et al., 2021; Sharma, 2020; Mertens et al., 2016).

Up to the present, the majority of studies have focused mainly on why, how, and whether employees destructively deviate from norms because of the financial impact that destructive deviance has on organisations (Bennett & Robinson, 2000; Fan et al., 2021; Mertens et al., 2016; Vadera et al. 2013), suggesting that all employees deviate from the norms with unethical motives (Fan et al., 2021; Ghosh & Shum, 2019). Since the early 1990s, studies on deviant behaviours have helped scholars understand humans' social nature, but more attention has been given to socially forbidden, objectionable and offensive behaviours (Fan et al., 2021; Spreitzer et al., 2004).

Although studying destructive deviance behaviours helped researchers to narrow deviance studies and provide essential contributions to the organisational literature, the existing literature has demonstrated increased interest in constructive deviant behaviours studies ranging from sociology, educational, corporate and hospitality literature (e.g., Galperin, 2012; Sharma, 2020; Mertens et al., 2016; Vadera, Pratt & Mishra, 2013).

This is not because these traditional deviance studies have failed to make additional contributions to the knowledge but because studying negative deviance alone might be incomplete without considering the constructive ones, especially since employees' constructive deviant behaviours might be necessary for some occasions and could contribute to positive organisational change and provide outstanding organisational sustainability (Fan et al., 2021; Sharma, 2020; Zhang et al., 2020).

### 2.3.1 Defining Constructive Deviance

Although negative and positive deviant behaviours have commonly shared essential similarities in terms of departing from norms or resistance to social pressure (Galperin & Burke, 2006; Mayanja, Ntayi & Munene, 2020), positive organisational deviance is regarded as constructive when the departure comes out of positive intention and/or contributes desirable, beneficial outcomes (Sharma & Chillakuri, 2022; Spreitzer & Sonenshein, 2004). The term ‘constructive deviance’ encompasses different positive behaviours to be applied within the organisation (Fan et al., 2022; Mayanja et al., 2020; Sharma, 2020; Vadera et al., 2013; Zhang, Li, & Liu, 2022).

A plethora of prior studies have investigated the specific effect and antecedents of different constructive deviant behaviours, such as *whistleblowing* (Jain, 2020; Miceli & Near, 1988), *organisational citizenship behaviour* (Garg & Saxena, 2020; Van Dyne, Graham, & Dienesch, 1994; Newman et al., 2015), *taking charge* (Garg & Saxena, 2020; McAllister, Kamdar, Morrison & Turban, 2007), *creativity, innovation* and *customer directed extra-role behaviour* (Chien, Yang, Huang, 2021; Gumusluoglu & Ilsev, 2009; Sharma, Chillakuri, 2022). Although those positive behaviours have been extensively investigated and examined in the literature, studies exploring these behaviours within constructive deviance are very limited, and further investigations regarding the effect, factors, and mechanisms underlying organisational constructive deviance are well overdue (Gong et al. 2020; Sharma & Chillakuri, 2022; Sharma, 2021; Tekmen & Kaptangil, 2022; Vadera et al., 2013).

One of the most comprehensive studies completed by Sharma and Chillakuri (2022) and Vadera, Pratt & Mishra (2013) stated that more work needs to be done in the integration of and insight into

constructive deviant behaviours. According to Sharma and Chillakuri (2022), “Researchers have conducted studies on deviant behaviour for over three decades, the understanding of positive deviance’s antecedents and outcomes is still limited and even contradictory in some cases”(p. 2). Moreover, it has been proved that a considerable volume of material about the antecedent and mediators of these behaviours is available individually in the existing literature, but “(studies on) the common causes and processes, if any, of constructive deviance, are largely limited" (Vadera, Pratt & Mishra, 2013, p. 1222).

Gong, Wang, Lee, and Warren (2020) also believed that constructive deviance studies across the literature had gained little attention, with inconsistent findings and further investigation concerning the effect of constructive deviance needed. This is supported by Sharma and Chillakuri (2022) in their recent systematic review on workplace deviance studies, who found only 40 empirical papers out of 2413 deviance studies, indicating that only 6.63% of deviance research focused on positive organisational deviance, indicating that constructive deviance is a remarkably under-researched subject that requires more examination. It has been argued by Warren (2003) that the lack of a clear conceptual framework for organisational deviance divided the literature into two parts; according to the author, "this divide can be interpreted as an assumption, on the part of management researchers, that the behaviour required to overcome social norms in order to do something positive is distinctly different from the behaviour required to overcome social norms in order to do something negative" (Sharma & Chillakuri, 2022; Warren, 2003, p. 662).

Despite lacking a clear conceptual framework, deviant behaviours have been defined in various ways. One of the first definitions was proposed by Bord (1976), who merely described it as voluntary behaviour that violates organisational norms. Later, Galperin (2003) identified constructive deviance and referred to it as "a voluntary behaviour that violates significant

organisational norms and in doing so contributes to the well-being of an organisation, its members, or both" (p. 158). Spreitzer and Sonenshein (2003) define it as "intentional behaviours that depart from the norms of a referent group in honourable ways" (p. 209). Later, researchers identified constructive deviant behaviours using similar terms, such as positive deviance, prosocial role-breaking, and creative deviance (Sharma & Chillakuri, 2022).

Over time, the term *constructive deviance* was assigned to define the set of unauthorised, positive or honourable behaviours performed to benefit the organisation. Many definitions exist for the concept, and the table below provides the most-cited definitions and examples of positive behaviours under the umbrella of constructive deviance (Malik & Lenka, 2019; Sharma & Chillakuri, 2022; Sharma & Singh, 2018).

*Table 5: Constructive deviance definitions and positive behaviours*

<b>Construct</b>	<b>Reference</b>	<b>Definition</b>	<b>Example</b>
<b>Constructive deviance behaviour</b>	Galperin (2001)	"Voluntary behaviour that violates the norms of the organisation so as to contribute to the well-being of the organisation"	"Creativity and innovative ideas, challenging behaviours, interpersonal deviance".
<b>Constructive deviance</b>	Vadera, Pratt and Mishra (2013)	Behaviour that diverges from organisation's norms for the sake of the organisation, and to conform to hyper-norms with the intent of improving its well-being.	"Prosocial rule breaking, whistle blowing, OCB, creative performance, expressing voice, counter-rule behaviour, taking charge, creative performance and prosocial behaviour ."
<b>Positive deviance</b>	Spreitzer and Sonenshein (2004)	"Intentional behaviours that significantly depart from the norms of a referent group in honourable ways."	"Whistle blowing, OCB, creativity and innovation and CSR."
<b>Constructive deviance</b>	Pascale and Sternin (2005)	"Behaviour that does not align with organisational performance but conforms to hypernorms."	"Tempered radicalism, counter-role behaviour, whistle-blowing, principled organisational dissent, exercising voice, prosocial behaviour, OCB and functional or creative disobedience."
<b>Positive Behaviours</b>			
<b>Pro-social rule Breaking</b>	Morrison (2006)	Breaking organisational rules in the interest of the organisation.	"Rule breaking for better customer service, to assist colleagues and job efficiency. "

<b>Pro-active behaviours</b>	Grant and Ashford (2008)	“Future-focused and self-directed actions of individuals to bring about changes in organisation.”	“Skills development, change organisational process and strategy.”
<b>Customer directed extra-role behaviour</b>	Katz (1964); Van Dyne, Cummings & McLean Parks (1995)	“Voluntary behaviours that help strengthen social boundaries between individuals.”	“Cooperative and helping behaviour, constructive expression of challenge, unequal power, criticism of situation, voice and whistle-blowing.”
<b>Pro-social organisational behaviour</b>	Brief & Motowildo (1986)	“Breaking organisational rules in an honourable fashion to help the organisation.”	“Assisting co-workers, humanity, consumer support, extra rule behaviours and CSR.”
<b>OCB</b>	Organ (1988)	“Individual behaviour that is discretionary, not directly or explicitly recognised by the formal reward system, and that in the aggregate promotes the effective functioning of the organisation.”	“Helping others, Scrupulousness, sportsmanship, ability to tolerate change, courtesy-preventing work-related conflicts and civic virtue-concern for employee.”

Following one of the most influential works by Vadera, Pratt and Mishra (2013), the current study identifies constructive deviant behaviours as voluntary behaviours that violate formal organisational rules to provide better customer service. Within this, the following section will discuss different behaviours that may fit under the constructive deviance umbrella and require deviating from the norms, conforming with the hyper norms, and benefiting the reference group, which are presented in table 6 below.

### 2.3.2 Dimensions of constructive deviance

*Table 6: Constructive deviance behaviours*

<b>Behaviour</b>	<b>Meaning</b>
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Taking Charge	Voluntary and constructive efforts by individual employees intended to effect organisationally functional change with respect to how work is executed within the context of their jobs, work units, or organization
Extra-Role Behaviours	Behaviour that benefits the organization and/or is intended to benefit the the organisation, which is discretionary and which goes beyond existing role expectations.
Creative performance	Generation of novel and useful ideas or solutions to organizational problems
Expressing Voice	Expression of constructive challenge with intent to improve rather than merely criticize the organization
Issue Selling	Voluntary behaviours that organizational members use to influence the organizational agenda by getting those above them to pay attention to an issue
Whistle-Blowing	Disclosure by organizational members (current or former) of illegal, immoral, or illegitimate practices under the control of their employers to persons or organizations that may be able to effect action
Prosocial Behaviours	Behaviour that is (a) performed by a member of an organization; (b) directed toward an individual, group, or organization with whom he or she interacts while carrying out his or her organizational role, and; (c) performed with the intention of promoting the welfare of the individual, group, or organization toward which it is directed.



Prosocial Rule Breaking	Intentional violation of a formal organizational policy, regulation, or prohibition with the primary intention of promoting the welfare of the organization or one.
Counter-Role Behaviours	Behaviours that are part of neither a formal job description nor management's likely conception of the ideal employee.

Source 2: adopted from Vadera, Pratt & Mishra (2013)

### 2.3.2.1 Organisational Citizen Behaviour

Organisational citizen behaviour (OCB) includes voluntary positive behaviours that are not recognised by the employee's job description and the organisational reward system; OCB occurs when employees go above and beyond self-interest to promote the effective functioning of an organisation. It has been identified as, according to Organ (1988), "Behaviour that is not recognised by the formal reward systems, but it promotes the effective and efficient functioning of the organisation" (p. 4).

OCB involves five different aspects: altruism, sportsmanship, civic virtue, courtesy, and conscientiousness (Jain, 2020; Spreitzer & Sonenshein, 2004), and have been linked with employees, attitudes and behaviours regarding their organisations, including employees' job loyalty and satisfaction and organisational trust and engagement (Buil et al., 2016; Knez et al., 2019).

Both OCB and constructive deviance concepts have been under debate among scholars, especially since both terms are suggested to share many similarities, mainly that the terms are categorised as pro-social behaviours (Jain, 2020; Spreitzer & Sonenshein, 2004; Yıldız et al., 2015).

For instance, it has been argued that acts such as helping, sharing, donating, cooperating, and volunteering are forms of pro-social behaviour that share similarities with other behaviours like

social responsibility, whistleblowing and creative performance, and similarly, both concepts of OCB and constructive deviance behaviours are considered pro-social (Yıldız et al. 2015). Yet, some researchers believe that OCB can fall under the umbrella of constructive deviant behaviours since the behaviours could be considered voluntary and honourable behaviours (Spreitzer & Sonenshein, 2004; Vadera et al., 2013).

Yıldız et al. (2015) stated that constructive deviance and OCB are “parallel terms of their nature, which goes beyond the existing role expectations” (p. 108). Meanwhile, many studies have opposed the idea, suggesting that constructive deviance is distinctive from other prosocial behaviours since it demands proactive action to norm violation, while OCB, with its passive nature, requires following the organisational rules and norms (Jain, 2020; Yıldız et al., 2015; Spreitzer & Sonenshein, 2004).

In addition, it has also been suggested that OCB promotes behaviours and actions that the organisation could not enforce in terms of formal role expectations or direct task requirements (Bozdogan, 2021; LePine et al., 2002). In contrast, constructive deviance differs by its definition as it requires employees to "depart from the norms of a referent group in honourable ways" (Spreitzer & Sonenshein, 2003, p. 209). Moreover, OCBs focus on the effective functioning of organisations, while improving organisational function is not necessary for constructive deviant behaviours (Jain, 2020; Spreitzer & Sonenshein, 2004).

Also, several empirical researchers have found a significant relationship between OCB and employee satisfaction, organisational performance and commitment, and job characteristics, and yet none of these findings and behaviours is considered to depart from organisational rules (Podsakoff et al., 1997; Qiu et al., 2019).

### **2.3.2.2 Prosocial Rule Breaking**

Prosocial rule-breaking behaviour (PSRB) is another pro-social behaviour that Morrison (2006) defined as "the intentional violation of a formal organisational policy, regulation, or prohibition with the primary intention of promoting the welfare of the organisation or one of its stakeholders" (p 6). By its definition, pro-social rule-breaking relates to constructive deviance behaviours by emphasising the intentional positive behaviours that depart from organisational norms for the sake of the organisation and its investors (Dahling et al., 2012; Irshad et al., 2022; Jain, 2020).

According to Irshad et al. (2021), organisational prosocial rule-breaking behaviour occurs for three main reasons: when employees intentionally attempt to break organisational rules to accomplish a job more efficiently, assist colleagues, or/and better serve customers. The literature has proved that prosocial rule-breaking behaviours can be beneficial, especially in the service sector, where it can be associated with providing good customer service (Irshad et al., 2021; Shum et al., 2019; Morrison, 2006). The assumption is that prosocial rule-breaking behaviours are highly likely to occur when service employees violate organisational rules to help co-workers complete and accomplish their tasks and offer extra services to customers from another department to ensure customer satisfaction.

Although organisational whistleblowing behaviours appear to be similar to prosocial rule-breaking behaviours, the literature suggests both constructs are distinct constructive deviant behaviours with different characteristics, which will be discussed in the following subsection.

### **2.3.2.3 Creative and innovative performance**

Creative and innovative performance can occur when employees propose valuable, novel and innovative solutions and ideas to organisational problems and challenges in order to benefit the reference group. It involves a “departure from the status quo regarding how organizations do things routinely” (Jain, 2020, p .52; Oldham & Cummings, 1996). Creativity and innovation, by their nature, require departing from organisational norms or procedures to complete tasks or solve organisational problems more effectively; organisational constructive deviance has been branded in the literature as creative deviance or innovative constructive deviance, indicating high relevancy (Galperin, 2002; Sharma & Chillakuri, 2022; Tekmen & Kaptangil, 2022).

Innovative constructive deviance is emphasised as behaviours aimed at helping the organisation in unconventional ways, including proposing, developing problem-solving ideas and looking for unique resolutions to perform tasks more effectively (Galperin & Burke, 2006; Tekmen & Kaptangil, 2022). Creative and innovation performance has been seen as a potential source of competitive advantage for service organisations and many other innovation-driven cultured organisations that promote and expect their employees to “ break the shackles of conventional thinking and indulge in out-of-the-box idea generation” (Jain, 2020, p. 52).

Nevertheless, creativity and innovation do not always fall under a constructive deviance rubric, particularly since many roles require creativity and innovation as part of the reference group or organisational norms. For instance, a hacker might develop a new virus to invade computers or acquire new data that benefits the organisation: although the hacker’s act is undoubtedly innovative, it is not considered honourable and might be part of the hacker's job role. Additionally, creativity and innovation are considered part of the job description in creative industries such as marketing agencies and entertainment, which may not require individuals to violate organisational norms.

#### **2.3.2.4 Whistleblowing**

Whistleblowing refers to "disclosure by organisational members (current or former) of illegal, immoral, or illegitimate practices under the control of their employers to persons or organisations that may be able to effect action" (Near & Miceli, 1985, p. 4). Whistleblowing could be practised internally (i.e. within the organisation, such as reporting wrongdoings to the top management or board of directors) or externally (outside the organisation, such as alerting external authorities), and it has been noted that whistleblowing is responsible directly or indirectly for one-third of an employee's deviant behaviours, and it has helped organisations reveal fraud, expose corruption, gain property loss reduction, and save the public's interest (Jain, 2020; Liu et al., 2015).

Although the aim of internal and external whistleblowing may happen to avoid social harm, it can be constructive or destructive based on the individual's intention. However, external whistleblowing is likely to be regarded as destructive deviance, mainly when conducted with retaliation intentions which may harm the organization by notifying external authorities (Gilbert, 2019; Spreitzer & Sonenshein, 2004). Yet, external whistleblowing might fall under the constructive deviance umbrella in some cases; for instance, when an employee refuses to follow instructions and releases information concerning illegitimate or unethical organisational practices to avoid upcoming severe consequences to the organisation. Then it might be branded as constructive deviance, but only if the behaviour is intended to benefit the organisation and is done voluntarily in an honourable way.

On the other hand, whistleblowing using internal channels could be very useful for the organisational image and survival in the long run; according to Jain (2020), "whistleblowing using internal channels saves the organization in the long-run and acts in society's best interests" (p. 35).

However, it has been reported that around 20% of employees were frightened to report misconduct in their organisations. That is because organisational whistleblowers can be viewed as heroes in defending moral values, while others might perceive whistleblowers as traitors based on the assumption that all whistleblowers intend to cause damage, revenge or are in search of financial gain (Clemmons, 2007; Irawanto & Novianti, 2020; Liu et al. 2015; Nicholls et al., 2021). Although whistleblowing in these cases is not considered constructive deviance since the acts are not honourable and not beneficial for the organisation or society, both internal and external whistleblowing can only be constructive if conducted to protect the organisation, its best interests, or society, depending on the whistleblower's intention (Jain, 2020; Gilbert, 2019).

Creating a supportive climate for creativity, whistleblowing, and other prosocial behaviours may contribute fruitful benefits to organisations and societies; however, this may require leadership that endorses and supports ethical conduct. Leaders consistently attribute the behaviours and actions of followers (Gilbert, 2019; Liu et al., 2015; Sustika et al., 2020), and many studies have proved that “supervisors’ reactions to seemingly positive demeanours on the part of subordinates”, such as whistleblowing and other prosocial behaviours, “vary depending on whether the supervisor attributes the behavior to altruistic or instrumental motives” (Gilbert, 2019, p . 47). For instance, Anugerah et al., (2019) found that authentic leadership has a significant indirect impact on internal whistleblowing, and a psychological safety climate was found to mediate this impact. Valentina and Godkin (2019) observed that internal whistle-blowing is positively related to the perceived recognition of ethical issues and ethical judgment. Similarly, Alpkhan et al. (2020) reported a positive relationship between internal whistleblowing intention and trust in the leader. It has been argued that "when potential whistle-blowers perceive the support and justice from leaders, they

may reciprocate by disclosing through internal channels, which reduces the external risks of whistleblowing" (Liu, Liao & Wei, 2015, p. 110).

Overall, constructive deviant behaviours often involve risk-taking and demand a safe, ethical, and trusted climate that enables employees to take interpersonal risks. Trust in leaders is also critical in encouraging employees to take interpersonal risks, and the literature suggests that followers are more likely to trust their leader when those leaders promote moral behaviours and share their ideas, values, and rules with others, equally and fairly (Avolio et al., 2004; Malloy & Kavussanu, 2021). Further, constructive deviant behaviours are depicted as “a typical discretionary behavior, that is not only self-initiated but also externally-driven”, implying that those behaviours are potentially influenced by leadership, with several authors emphasising that leaders act “as organization middlemen” (Cui et al., 2022, p. 280; Mertens et al., 2016; Vadera et al., 2013). Consequently, it is vital to examine the impact of leadership on constructive deviance, which is discussed in the next subsection.

### **2.3.3 Antecedents and drivers of constructive deviance**

Although scholars have sought to explore and identify the antecedents and drivers of organisational constructive deviance due to the potential benefits of triggering these behaviours (Lugosi, 2019; Sharma, 2021; Spreitzer & Sonenshein, 2004; Vadera et al., 2013), different mediating and moderating mechanisms underlying various types of organisational constructive deviance have been proposed, such as employee moral identity, ethical climate and ethical organisational culture (Leung, 2006; Rothwell & Baldwin, 2007; Zhang et al., 2020; Zhang, Chiu, & Wei, 2009).

Perceived organizational support (Appiah, 2015; Tekmen & Kaptangil, 2022), in addition to organisational justice, interpersonal conflict, employee engagement, and organisational trust (Bahri et al., 2013; Kura et al., 2016; Sharma, 2021; Tekmen & Kaptangil, 2022). While table 7 represents the main empirical studies that assessed the main antecedents, moderators and mediating factors leading to constructive deviant behaviours, the current knowledge revealed other possible explanatory mechanisms and predictive factors leading to constructive deviant behaviours.

*Table 7: Antecedents and drivers of constructive deviance behaviours*

Authors	CDEV Variable	Antecedent	Moderator mediator
Redmond, Mumford, and Teach (1993)	Creative Performance	Leader behaviour: Encouraging problem construction, learning goals and efficacy beliefs of subordinates	
Oldham and Cummings (1996)	Creative Performance	Supportive supervision	
Zhou (2003)	Creative Performance	Supervisor close monitoring, supervisor developmental feedback	Creative personality
Shin and Zhou (2003)		Transformational leadership	Intrinsic motivation
Alge, Ballinger, Tangirala, and Oakley (2006)	Creative Performance	Information privacy	Psychological empowerment
Gong, Huang, and Farh (2009)	Creative Performance	Transformational leadership	Creative self-efficacy
Gumusluoglu and Ilsev (2009)	Creative Performance	Transformational leadership	Psychological empowerment,
Madjar and Ortiz-Walters (2009)	Creative Performance	Trust in supervisor	Psychological safety
Arendt (2009)	Creative Performance	Transformational leadership	Leader humour
X. Zhang and Bartol (2010)	Creative Performance	Empowering leadership	
P. Wang and Rode (2010)	Creative Performance	Transformational leadership, identification with leader	
Chung and Moon, (2011)	Innovation	Psychological ownership	Collectivistic Orientation



Detert and Burris (2007)	Expressing voice	Transformational leadership	Perceived psychological safety
Burris, Detert, and Chiaburu (2008)	Expressing voice	Leader-member exchange	Psychological attachment
Walumbwa and Schaubroeck (2009)	Expressing voice	Leader's personality traits: agreeableness, conscientiousness, neuroticism	Ethical leadership, perception of psychological safety
Detert and Treviño (2010)	Expressing voice	Supervisors' and skip-level leaders' behaviour	
W. Liu, Zhu, and Yang (2010)	Expressing voice	Transformational leadership	Social identification, personal identification
Wang, Huang, Chu, and Wang (2010)	Expressing voice	Psychological ownership, supervisor-subordinate <i>guanxi</i>	Authoritarian leadership
Gao, Janssen and Shi (2011)	Expressing voice	Trust in leader	Empowering leadership
Botero and Van Dyne (2011)	Expressing voice	Quality of leader-member exchange	
Rothwell and Baldwin (2007)	Whistleblowing	Ethical climate, supervisory status	
J. Zhang, Chiu, and Wei (2009a)	Whistleblowing	Whistle-blowing judgment	Organisational ethical culture
Tierney, Bauer, and Potter (2002)	Prosocial behaviour	Leader-member exchange, group acceptance	Job satisfaction, organisational commitment
Whittington, Goodwin and Murray (2004)	Customer directed extra-role behaviours	Transformational leadership	Job enrichment and goal difficulty
Restubog, Bordia and Tang (2006)	Customer directed extra-role behaviours	Psychological contract breach	Affective commitment
Leung (2008)	Customer directed extra-role behaviours	Organisational ethical climate	Employee loyalty, normative commitment
Cho and Faerman (2010)	Customer directed extra-role behaviours	Structural empowerment	Psychological empowerment
Weinstein and Ryan (2010)	Prosocial behaviour	Autonomous motivation, controlled motivation	Psychological need satisfaction
Dutton, Ashford, O'Neill, Hayes and Wierba (1997)	Issue selling	Psychological safety	
Dutton, Ashford, Lawrence and Miner-Rubino (2002)	Issue selling	Top management qualities	Probability of success, image risk, political support
Vadera, Pratt and Mishra (2013)	Constructive deviance	Felt obligation, interstice motivation and psychological empowerment	

As summarised in Table 7, the importance of the psychological processes and mechanisms in inducing constructive deviance has been highlighted, and some of these mechanisms, including psychological safety climate (Hu et al., 2018; Madjar & Ortiz-Walters, 2009; Walumbwa & Schaubroeck, 2009); psychological needs satisfaction (Restubog et al., 2006; Weinstein & Ryan 2010); psychological ownership and psychological attachment (Burriss et al., 2008; Chung & Moon, 2011; Wang et al., 2010). Still, leadership and psychological empowerment have been identified as critical factors that have consistently been found to have a significant impact on various types of constructive deviant behaviours, with many authors such as Younas et al. (2022), Pascual-Fernández et al. (2020), Vadera et al. (2013) and many others emphasising psychological empowerment as one of the critical mechanisms influencing employees' constructive deviance (Gumusluoglu & Ilsev, 2009; Mertens & Recker, 2020; Mayanja et al., 2020; Sharma, 2022; Sharma & Singh, 2018; Weinstein & Ryan, 2010).

Even though some researchers such as Sharma (2021), Vadera et al. (2013) and Lugosi (2019, p.88) referenced that the possibility of triggering positive organisational deviance could be based upon "a combination of factors operating at and across these levels", however, given evidence across the different analytical levels and constructs, the significance of psychological empowerment has been established and viewed as a key predictable factor that could be mediating or moderating constructive deviance. Vadera et al. (2013) examined psychological empowerment as a central mediator variable with many authors supporting this mechanism (Gumusluoglu & Ilsev, 2009; Mertens & Recker, 2020; Mayanja et al., 2020; Sharma, 2021; Spreitzer & Doneson, 2005). Also, because the significance of leadership as a crucial component of internal marketing in psychologically empowering employees' constructive deviance is emphasised, it can be

proposed that servant leadership appears to have a significant impact on constructive deviance behaviours, and psychological empowerment could play a mediation position in triggering employees' positive deviant behaviours which can be understood from two main perspectives.

Firstly, as prior studies advocated, a high sense of organisational psychological empowerment is developed when employees are highly self-determined, competent, secure, and confident in their abilities, as described by Vadera et al. (2013), as "a sense of being confident in one's abilities, having the freedom to do one's own thing, and/or protection that stems from psychological security and safety" (p. 1236). A high sense of psychological empowerment would encourage employees to participate in the decision-making process, which may require them to take risks, be creative and engage in problem-solving behaviours, thereby departing from their organisational norms.

Another perspective that can explain the significance of psychological empowerment for determining the individual's needs within organisations to develop a proper internal marketing strategy for stimulating employees' constructive deviance is through the self-determination theory, which will be discussed in the following subsection.

### **2.3.4 Theoretical roots (self-determination theory)**

Theoretically, various authors have attempted to explain employees' constructive deviance, such as social exchange theory (Ouyang, Qu, Hu, Yang, 2022; Vadera et al., 2013; LePine & Van Dyne, 1998), leader-member exchange theory (Liu et al., 2020; Burris, Detert, & Chiaburu, 2008; Tierney, Bauer, & Potter, 2002), social-cognitive theory (Zhang et al., 2020), social information-processing theory (Naseer et al., 2020) and self-expansion theory (Mao et al., 2019). However, among the various theories of human needs (e.g., Maslow, 1943; Murray, 1938), the theory of self-

determination proposed by Deci and Ryan (1985) is considered one of the most distinguished in this field (Tekmen & Kaptangil, 2022; Brière et al., 2020; Cohen & Ehrlich, 2019).

The self-determination theory (SDT) explains employees' constructive deviant behaviour in various ways. According to the theory, employees have the propensity to fulfil their basic needs, including autonomy, competence and relatedness (Ryan & Deci, 2000). Autonomy needs refer to individuals' general needs, "to be causal agents, to experience volition, to act in accord with their integrated sense of self". Meanwhile, competence states the individual's willingness to deal with the climate effectively. Relatedness refers to "the universal propensity to interact with, be connected to, and experience caring for other people" (Deci & Vansteenkiste, 2004, p. 25).

In this sense, servant leadership, with its focus on fulfilling the individual's needs for autonomy, competence, and relatedness, will increase employees' psychological empowerment, resulting in enabling them to "possess the skills and abilities to influence the environment, have important responsibilities and freedom to manage the challenging situations and display connections to the organisation or the group, as well as a sense of belongingness" (Bouzari & Karatepe, 2019 p. 2182). Further, Cohen and Ehrlich (2019) rationalised the significance of psychological empowerment in promoting constructive deviance by highlighting employees' autonomous motivation emphasising that highly autonomous motivated employees "experience volition or a self-endorsement of their actions, as is the case with constructive deviance" (p. 4).

From an internal marketing perspective, the self-determination theory also connects servant leadership with constructive deviance in many ways. Firstly, as posited in the self-determination theory that "the satisfaction of employees' innate psychological needs for autonomy, competence and social belonging is considered essential for effective functioning and for realizing their full potential and growth" (Brière et al., 2020, p. 66; Ryan & Deci, 2002), the servant leaders' distinct

qualities, such as the commitment to developing others' personal and professional skills, recognition, feedback, empowerment, and awareness, are suggested to be highly important for facilitating the satisfaction of employees' various needs and, above all, their psychological needs which are also essential for the successful implementations of internal marketing programmes (Pascual-Fernández et al. 2020).

According to Qaiser and Mohammad (2020), internal marketing programmes that provide meaning, feedback, recognition, self-fulfilment, knowledge and proficiency, combined with opportunities for growth and development, are more likely to satisfy employees' psychological needs, as Qaiser and Mohammad stated, that “an internal marketing programme that satisfies employees' psychological needs will produce a more motivated, satisfied, and competent workforce, which reciprocates with more productive and prosocial behaviours”(p. 289). Moreover, it has been evident that servant leadership relates to employees' basic psychological needs satisfaction through self-determination. Brière et al.'s (2020) work highlighted the importance of self-determination in the link between servant leadership and constructive deviance in their study, which empirically found that employees' basic psychological needs, satisfaction and intrinsic motivation significantly mediate the relationship between servant leadership and innovative constructive deviance behaviours, suggesting that the satisfaction of basic psychological needs plays a vital role in impacting employees' intrinsic motivation which, according to the self-determination theory, links employees' social environment with their positive outcomes.

Besides, employees' psychological needs satisfaction is critical not only in the successful operation of internal marketing programmes but also in the employees' intrinsic motivation and psychological empowerment. Servant leadership psychologically empowers employees by providing them with opportunities to handle different situations independently, encouraging them

to be creative, take the initiative, and be productive, prosocial catalysts, enabling them to participate in the decision-making process, making the followers feel competent, self-determined, meaningful and able to make a positive organisational difference and thus engage in constructive deviance behaviours (Brière et al., 2020; Liden et al., 2008; Ouyang et al., 2022; Yavas, Jha, & Babakus, 2015).

Because servant leaders listen carefully to every individual and engage in two-way personal communication with subordinates to create connections and recognise their psychological needs (Greenleaf, 1970), this recognition is an essential element in identifying employees' specific needs and considering them within internal marketing programmes in order to release their full potential as servant leaders. They use such information to understand their followers, empathise with their needs, enhance their competency and encourage them to produce a superior performance based on customer expectations, needs and behaviours without fear; as it has been described, "companies managing staff from an internal marketing perspective are particularly concerned with understanding the specific needs and requirements of their employees and implementing specific strategies to respond to their internal market wants" (Pascual-Fernández et al., 2020, p. 2760; Qaiser & Mohammad, 2020).

To clarify the importance of servant leadership in providing psychological resources for constructive deviance, the following section will discuss the significance of servant leadership compared to other approaches in promoting constructive deviant behaviours among employees in more depth.

### **2.3.5 Leadership and constructive deviance**

Uncovering how to improve service delivery is a primary concern for service organisations, and leadership is an essential aspect of quality service delivery. Leadership, as a critical component of internal marketing, drives employees' performance towards exceptional service delivery (Grönroos, 1990; Lin et al., 2021). Heskett et al. (1994) found that when organisations and their leaders provide high-quality internal marketing to their employees, quality services to external customers will be delivered. However, exceptional service delivery might entail employees bending organisational roles and engaging in deviant acts to satisfy customers; hence encouraging the management of these acts through effective leadership is fundamental. It is undeniable that leadership and internal marketing are two main factors of efficiency and effectiveness for employees' motivation and satisfaction, organisational growth, and successful competition (Lin et al., 2021). At the core of self-determination and internal marketing theories, the fundamentality of leadership in relation to internal marketing has been described as an “important determinant of the success of internal marketing” (Tang et al. 2020, p. 7; To et al., 2015).

It is especially evident that leadership positively influences numerous non-compliant, extra-role and honourable employee behaviours, including OCB and proactive personality (Chiniara & Bentein, 2018; Newman et al., 2018; Qiu et al., 2019), customer-focused citizenship behaviour and prosocial behaviours (Sustika et al., 2020; Gilbert, 2019; Chen et al. 2015), employees commitment, extra-role, and voice behaviour (Jaramillo et al., 2009; Lin et al., 2021; Lapointe & Vandenberghe, 2015), and innovation and creativity (Mertens & Recker, 2020; Yoshida et al., 2014).

Transformational leadership, for instance, has been found to positively impact employees' performance, extra-role behaviours, expression voice and creativity (Buil et al., 2019; Detert & Burris, 2007; Gumusluoglu & Ilsev, 2009); similarly, empowering, authoritarian, ethical

leadership, and leader-member exchange have been found to impact employees' creativity and expressing voice behaviours positively (Lin et al., 2021; Tierney et al., 2002; Walumbwa & Schaubroeck, 2009; Wang et al., 2010; Zhang & Bartol, 2010).

The role of leadership in provoking, promoting and guiding constructive deviance can be understood from different perspectives. From one standpoint, leaders are not only able to “stipulate good behaviour whilst safeguarding against bad behaviours”, as stated by Mertens & Recker (2020, p.2), but also to identify organisational goals clearly and create a suitable climate for constructive deviance characterised by fairness, normlessness, commitment, and justice (Appelbaum et al., 2006; Lugosi, 2019; Mertens & Recker, 2020).

In addition, the central role of the leader is paramount in underlining employees' autonomy and latitude within the work environment. In particular, leadership infuses a sense of psychological empowerment within employees (Lugosi, 2019; Mertens & Recker, 2020), which has been highlighted by many authors, including Vadera et al. (2013) and Mertens and Recker (2020), who emphasised leadership as “key to the paradoxical interplay between flexibility and control that is key to an innovative culture, they play a central role in allowing or preventing routine executions that differ from the prescribed processes, and they are key influencers of whether or not any routine variations are assimilated” (p. 4).

The literature also suggests that employee deviant behaviours are influenced by the values leaders hold and create, even when observing leaders deviate from norms themselves (Appelbaum et al., 2007; Duan et al., 2016; Lugosi, 2019; Mertens & Recker, 2019, 2020; Vadera et al., 2013), since employees' constructive deviant behaviours have been associated with leaders' role modelling and leading by example (Appelbaum et al., 2007; Mertens & Recker, 2020). Organisational leaders not



only can provoke constructive deviance but also can “fan the flames of people that already constructively deviate” (Mertens & Recker, 2020, p.2; Lugosi, 2019).

Prior studies validated the critical role of leadership in facilitating constructive deviant behaviours and expanded our understanding of the potential drivers and mechanisms that could evoke organisational constructive deviance and significant positive relations between different forms of leadership (e.g. transformational, servant, transactional, supportive and empowerment leadership), and constructive deviance has been reported and tested across different settings (e.g. Brière et al., 2020; Mertens & Recker, 2020; Pradhan, 2013; Spreitzer & Sonenshein, 2004; Vadera et al., 2013). However, the literature shows inconsistency in the findings, with some authors advocating that activating constructive deviance might require utilising particular leadership styles, such as transformational leadership (Spreitzer & Sonenshein, 2004; Vadera et al., 2013), or a balanced mixture between empowering and transactional leadership which could actively stimulate constructive deviance (Mertens & Recker, 2020). In some cases, a negative impact between certain leadership and constructive deviance was reported (Hall et al., 2009; Spain, 2014; Yildiz & Uzun, 2017).

For instance, transformational leadership could lead to undesirable outcomes when practised incorrectly, particularly since transformational leadership has the potential for power abuse, and the leader's influence over employees may have adverse effects (Hall et al., 2009; Spain, 2014). As conceptualised, the main motive of a transformational leader is to achieve short-term organisational goals through inspiring and moving employees toward these goals; however, the leader might feel uninspired or disappointed in situations where there is no need for transformation while giving most of their effort towards achieving short-term organisational goals and strictly

adhere to them may decrease employee productivity and job satisfaction (Bryman, 1992; Spain, 2014).

Likewise, it has been suggested that the absence of instilling a sense of psychological empowerment and strictly adhering to regulations to achieve their organisational goals prevents employees from taking risks and halts employees' constructive deviant behaviours. For example, transactional leadership behaviours have been criticised for ignoring the leader's and followers' personal and professional growth, which could negatively impact employees' psychological empowerment and prevent followers from risk-taking or exhibiting constructive deviant behaviours. This is based on the critics' argument that transactional leadership is insufficient for paying attention to fulfilling the followers' basic needs without inspiring them to go above and beyond the requirements of their job description (Mertens & Recker, 2020; Northouse, 2004; Yildiz & Uzun, 2017).

Despite the inconsistency in findings across the available literature, it is especially evident that leadership and psychological empowerment are critical factors for stimulating employees' constructive deviance; in this sense, servant leadership as a moral and people-centred approach seems to be effective in providing psychological resources for constructive deviance compared to other approaches. Hence, the following subsection will discuss the rationale for linking servant leadership with constructive deviant behaviours.

### **2.3.6 Servant leadership and constructive deviance behaviours**

A predominant focus of much of the empirical research in the area of constructive deviance has been on identifying factors within and across multiple levels of analysis that influence employees'

constructively deviant behaviours (Sharma & Chillakuri, 2022; Vadera et al., 2013). From an internal marketing standpoint, one of the key factors proposed to influence positive deviance is leadership, through fulfilling basic psychological needs and infusing a sense of psychological empowerment in employees (Appelbaum et al., 2007; Sharma, 2022; Mertens & Recker, 2020; Mayanja et al., 2020).

Although fulfilling employees' basic psychological needs is crucial for individuals' psychological well-being and skills development, psychological empowerment is a tool that can be used to combine a variety of mechanisms that potentially contribute to constructive deviance in a similar manner. Each mechanism is intended to provide encouragement to, security for, or confidence in individuals to engage in constructive deviance, assuming that psychologically empowered individuals are more likely to constructively deviate from the organisational role as they are more willing to explore new cognitive pathways, play with ideas and materials and attempt to participate in decision-making processes willingly (Pascual-Fernández et al., 2020; Sharma, 2022; Spreitzer & Doneson, 2005; Recker et al. 2016; Vadera et al., 2013).

The empowerment dimension involved in the philosophy integrates cognition-based and people-oriented characteristics that could allow employees to find opportunities for organisational improvements and take related actions in order to contribute to positive organisational change; at the same time, it holds promise to foster community, trust, and integrity while evading self-centred and unethical practices which are critical for certain industries, such as hospitality, where “the principles of servant leadership are particularly relevant to hospitality organisations seeking to distinguish themselves by their employee-centred and ethical practices” (Brownell, 2010, p. 366; Brière et al., 2020; Vadera et al., 2013; Weinstein & Ryan, 2010; Yavas et al., 2015).

In this sense, servant leadership incorporates positive aspects of other leadership styles (e.g. transformational and ethical leadership) but has its unique essence of leading by serving others and encouraging them to serve, just like their leader. In contrast, servant leaders are inspired by serving and motivating others; their impact is acquired by serving and leading by example, making it special and appropriate for the hospitality and hotels sector, where it is often compulsory for employees to bend the norms to ensure customer satisfaction and cope with various challenges employees and organisations face on a daily basis (e.g. intensive competition, and high customer expectation).

While the significance of servant leadership as an internal marketing component in psychologically empowering and satisfying employees' basic psychological needs, and influencing constructive deviance, has been identified (Mertens & Recker, 2020; Mayanja et al., 2020; Sharma, 2022; Sharma & Singh, 2018; Weinstein & Ryan, 2010).

Although the reasons are relevant to this research, some limitations cannot be ignored. For instance, it is noteworthy to mention that servant leadership theory is considered at the emergent stage and has only acquired significant attention in organisational literature and practised only in the past two decades (Brière et al., 2020; van Dierendonck, 2010). At the same time, this movement may have occurred because servant leadership shares many principles with other well-established leadership styles, such as authentic and transformational leadership, particularly in terms of satisfying basic psychological needs and addressing employees' intrinsic motivation and psychological empowerment (Brière et al., 2020; Brownell, 2010; Yavuz, 2020). Hence, a distinction between servant leadership and other leadership styles will be made in the following subsection.

## **2.4 Servant Leadership in contrast to other approaches**

For more than a century, *leadership* has been conceptualised by scholars and professionals in more than 221 ways, and there is no universal agreement on a precise definition of the concept up to the present time (Northouse, 2019; 2021). The definitions have evolved since the 1920s based on Moore's (1927) proposed definition of "the ability to impress the will of the leader on those led and induce obedience, respect, loyalty, and cooperation" (p. 124). Over time, a considerable evolution of the concept has arisen, with some authors describing it as an individual's ability to guide and influence others toward a common goal (Northouse, 2021), and others refer to it as "a process of influencing followers to come to an understanding and agreement to work hand in hand to reach the common objectives" (Alowna et al., 2021, p. 348). Even though the definitions might vary, the distinction between all definitions lies in answering the "how should leaders treat followers?" question. Such a question has potentially encouraged researchers and practitioners to explore diverse ways of treating and guiding people, proposing different theories, and testing their applicability across various sectors (Northouse, 2021).

Amongst the various leadership approaches proposed in the existing literature, a distinction between servant leadership and other leadership styles was required in this study for many reasons, but mainly because the hotel sector has witnessed a reasonable shift towards exploring a more people-centred approach that can provide followers with psychological resources to implement internal marketing by empowering and encouraging employees to produce a superior performance based on customer expectations, needs and behaviours, such as servant leadership, with many authors within this research area highlighting its theoretical and practical significance (Brière et

al., 2020; Eva et al., 2019; Lin et al., 2021; Lemoine, Hartnell & Leroy, 2019; Vel et al., 2019; Wu et al., 2021).

Moreover, servant leadership shares many critical qualities with other leadership philosophies, such as authentic, ethical, charismatic and, most notably, transformational leadership, which has been extensively examined and its practicality proved within the hotel sectors, making a distinction between the differences and similarities of the two leadership styles (i.e. servant leadership and transformational leadership) and how they can trigger the employee's constructive deviance required (Afsar et al., 2018; Brière et al., 2020; Emery & Barker, 2007; Prabowo et al., 2018; Surucu & Sagbas, 2021; Yavuz, 2020). In addition, prior studies primarily point towards transformational leadership as the determinant of constructive deviance (Duan et al., 2016; Mertens & Recker, 2019, 2020; Vadera et al., 2013), and little effort has been given to servant leadership from an internal marketing standpoint, making further examination regarding the influence of servant leadership on constructive deviance behaviours of employees is vital (Brière et al., 2020; Eva et al., 2019; Gong et al., 2021).

Research evidence suggests that servant and transformational leadership can be labelled as "compared and contrasted" as both concepts share mutual qualities such as leading by example, conceptualisations, trustworthiness, and influencing and empowering others. Both styles are suggested to encourage employees' service orientation behaviours by addressing their needs and motives (Brière et al., 2020; Hoch et al., 2018; Parris & Peachey, 2013; Yavuz, 2020). Nevertheless, a considerable movement towards a more global relational approach that focuses more on the interactions between leaders and followers other than transformational leadership is needed since transformational leadership has been extensively researched since its establishment, with inconsistent findings (Gui et al., 2020; Van Dierendonck, 2011).

Although one of the primary purposes of leadership is to have the ability to influence others, transformational leadership is criticised for not providing a strong explanation regarding how it influences followers and why this influence varies from one setting to another, such as in the hospitality and hotel sector. In contrast, servant leadership influences others by “serving first”, considering their growth and development, and has explicitly highlighted the followers' needs more than any other leadership styles, including transformational leadership, providing servant leadership with its movement towards emphasising and investing in the follower-leader relationship a great potential compared to transformational leadership theory that has been well established previously (Greenleaf, 1970; Gui et al., 2020; Hoch et al., 2016).

Servant leadership has explicitly highlighted the followers' needs more than any other leadership style, and the movement towards investing in the follower-leader relationship could give servant leadership philosophy great potential to successfully implement an internal marketing plan compared to transformational leadership theory. Besides moving into a pro-organisational, self-actualising, and trustful approach, additional advantages could be given to servant leadership due to its additional component that looks at the social responsibility attributed to the current era, which was missing from the transformational leadership approaches.

Amongst the various attempts to distinguish servant leadership from transformational leadership theories (i.e. Xie, 2020; Barbuto & Wheeler, 2006; Gregory et al., 2004; Hoch et al., 2018; Graham, 1991), a study conducted by Hoch, Bommer, Dulebohn, and Wu (2018) explains the variance between different leaderships, including servant and transformational leadership, and the result revealed that servant leadership demonstrates "a higher degree of conceptual and empirical distinctness from transformational leadership" (p 526). Similarly, Ghosh and Khatri (2018) noted that transformational leaders aim to encourage followers to increase their performance by

considering followers individually and idealising the influence of the followers through intellectual stimulation. In contrast, in the case of servant leadership, the leader aims to encourage the followers through humility, legitimacy and by accepting them the way they are. Servant leaders work towards building a healthy climate within the organisation that would augment the well-being of the followers and enrich their functional efficiency, hence helping the organisation to provide service excellence; in contrast to transformational leadership, the growth and development of the followers would be based on the overall organisational performance and outcomes.

Van Dierendonck, Stam, Boersma, DeWindt and Alkema (2014) conducted three studies with a total sample of 584 participants in order to explore the mechanisms in the link between servant and transformational leadership. Their findings supported the idea that servant leadership can be more effective in times of stability than in uncertain times and works more through serving and satisfying the needs of others, which is the main aim of any internal marketing programme. Van Dierendonck et al. (2014) found psychological needs are a central mechanism that underlies the impact of servant leadership, and in which servant leadership affects employees' outcomes through a process which focuses on the followers' needs in a stable environment (e.g. Jordan). Zhijun Chen, Zhu and Zhou (2015) concluded that servant leadership could promote frontline employees' performance and enable them to go above and beyond through its effect on self-efficacy and teamwork more than transformational leadership, making servant leadership seem more relevant to the present study.

On the other hand, transformational leadership (TFL) has been viewed as a practical leadership approach, and it has been extensively examined and linked with many desirable positive outcomes, including constructive deviance (Surucu & Sagbas, 2021; Vadera et al., 2013; Van Dierendonck,



2011; Xie, 2020; Yavuz, 2020). However, there is no agreement among scholars regarding the ultimate approach or on which behaviours and qualities are ideal for leadership, even though transformational leadership remains one of the most researched and used leadership styles compared to other approaches (Gui et al., 2020). Besides, its positive influence on subordinates in hospitality organisations has been recognised to include psychological empowerment, job performance, and innovation behaviour (Gui et al., 2020; Mohamed, 2016; Schuckert et al., 2018). Nevertheless, the continuous developments of today's competitive market and organisational climate, including technological aspects, customer preferences and behaviours and the growing competitive market in the hospitality and hotel sector, may have created new challenges for traditional leadership styles and forced the hotel industry to be more customer-focused and market-driven in order to provide superior and flexible services for customers' various needs. Further, the hotel sector has been witnessing different human resources, and management-related problems such as high unemployment and turnover rates, a stressful climate, and a lack of skilled, qualified workforce, which might require different people-oriented leadership that can promote interdepartmental functions in which all employees are motivated towards the effective and integrated implementation of corporate functional goals to cope with the challenges and achieve long term goals (Alowna et al., 2021; Alowna et al., 2020; Gong et al., 2021; Rafiq & Ahmed, 1993).

This has been highlighted by Van Dierendonck et al. (2014), who stated, "One significant trend in this respect is the growing dependency on people in a knowledge-based economy, which makes attention to the needs of employees essential" (p. 543). Accordingly, a reasonable shift in investigating other types of leadership that looks at the needs of the followers is growing, and the servant leadership approach is more concerned with employees' needs than any other approach.

Even though research on servant leadership is still emerging, the findings of many empirical studies showed promising potential since the literature indicated a significant overlap between the two abovementioned leadership styles as to whether they are explicitly so different, and how servant leadership and transformational leadership differ from each other. Some researchers believe that transformational and servant leadership have some core differences and could be effective in different sectors or/and environments, as transformational leadership was reported to pay more attention to the effectiveness of organisations. In contrast, servant leadership focuses on the needs of others.

Comparatively, transformational leadership highlights the leaders' skills and hierarchal power to build a relationship with their followers based on organisational visions, and leaders focus on the performance and effort of followers to accomplish the organisational goals that the leader sets out. Servant leaders, on the other hand, "emphasise the humility and spirituality of leaders, mutual power, visions of a way of life for the leader and followers, emulation of the leader's service orientation, and the autonomy and moral development of followers" (Van Dierendonck et al., 2014, p. 545). Transformational leaders, in general, try to achieve organisational goals based on the cost-benefit analysis for the owners and stakeholders. In contrast, servant leaders try to accomplish positive outcomes for followers by providing fairness and common principles that could give followers a reason to go above and beyond their job description (Graham, 1995). In summary, the key differences between the two leadership styles are presented in table 8.

*Table 8: Servant leadership vs transformational leadership*

	<b>Servant leadership</b>	<b>Transformational leadership</b>
<b>Nature of Theory</b>	Normative	Normative

<b>Leaders role</b>	<ul style="list-style-type: none"> <li>- Prioritises the needs and development of followers.</li> <li>- Focuses on serving the team.</li> <li>- Helps followers to grow and succeed.</li> <li>- Leader is a servant first.</li> <li>- Leader focuses on individual needs, including psychological ones.</li> </ul>	<ul style="list-style-type: none"> <li>- Inspires and motivates followers to achieve a shared vision.</li> <li>- Focuses on empowering the team.</li> <li>- Helps followers to become better versions of themselves.</li> <li>- Leader is a visionary and a role model.</li> <li>- Decisions are made with the collective goal in mind.</li> <li>- Leader focuses on collective needs.</li> </ul>
<b>Followers role</b>	To become wiser, freer, more autonomous and self-determined.	To pursue organisational goals
<b>Ethical aspect</b>	Explicit	Unspecified
<b>Expected outcome</b>	<ul style="list-style-type: none"> <li>- Follower satisfaction, development, and commitment to service.</li> <li>- Societal betterment.</li> </ul>	<ul style="list-style-type: none"> <li>- Goal Congruence.</li> <li>- Increased effort, satisfaction and productivity.</li> <li>- Organisational gain</li> </ul>
<b>Individual level</b>	Desire to serve	Desire to lead
<b>Interpersonal level</b>	Leaders serve followers	Leaders inspire followers to serve
<b>Group level</b>	Leader serves group to meet members' needs	Leaders unites group to pursue group goals
<b>Organisational level</b>	Leader prepares organisation to serve the community	Leader inspires followers to pursue organisational goals
<b>Community level</b>	Leader leaves a positive legacy for the betterment of society	Leader inspires nations or society to pursue articulated good

## 2.5 Mediators in the link between servant leadership and constructive deviance

### 2.5.1 Psychological empowerment

The concept of empowerment has been addressed extensively across the literature and frequently labelled under two different categories, namely, structural (i.e. Macro) and psychological empowerment (i.e. Micro) (Spreitzer, 1995; Tariq, 2022). Structural empowerment refers to “formal and informal managerial practices and procedures for shifting responsibilities and related authority down the organizational hierarchy to the actual responsibilities and duties” (Tariq, 2022, p. 980). Organisational structural empowerment represents the fundamental functions and duties assigned to employees, in particular, through leadership and human resources management techniques such as job enlargement, job enrichment, and participative decision-making (Roseman et al., 2017; Tariq, 2022), whereas organisational *psychological empowerment* refers to “a motivational concept of an individual’s self-efficacy and belief in his or her ability to execute behaviors and decisions necessary for work-related performance” (Conger & Kanungo, 1988, p. 474).

It is generally deemed as an employee's perception of intrinsic task motivation, often intellectually related to the individual’s experience in developing four cognitions, “meaning, competence, self-determination, and impact. Together, these four cognitions reflect an active, rather than a passive, orientation to a work role”. (Spreitzer, 1995, p. 1444). It relates to social information processing which represents “a process of heightening feelings of employee self-efficacy through the identification of conditions that foster powerlessness and through their removal by formal organisational practices and informal techniques of providing efficacy information” (Conger & Kanungo, 1988 p.474). Further, the capabilities of psychological empowerment in altering individuals' organisational behaviours have been suggested to be above and beyond structural empowerment alone (Roseman et al., 2017; Tariq, 2022).

From one perspective, psychological empowerment has been identified as a motivational and psychological state that portrays employees' opinions and attitudes concerning their work organisational roles (Tariq, 2022). Although combining meaning, competence, self-determination, and impact may create a complete construct of psychological empowerment, the absence of any dimension may dwindle the psychological empowerment state (Spreitzer, 1995).

According to Bandura (1986), “competence” refers to the feeling of personal mastery and is also known as self-efficacy; it refers to the capability of successfully performing and accomplishing tasks skilfully. Spreitzer (1995) identified competence as “analogous to agency beliefs, personal mastery, or effort-performance expectancy” (p. 1443). The impact dimension refers to the degree to which an individual can influence strategic, administrative, or operating outcomes at work. “Impact” is the converse of learned helplessness and addresses the individual’s ability to make a difference in accomplishing tasks. Spreitzer (1995) defined meaning as “the value of a work goal or purpose, judged in relation to an individual's own ideals or standards. It involves a fit between the requirements of a work role and beliefs, values, and behaviours” (p. 1443). Self-determination reflects the individual’s feeling of autonomy in making work-related decisions. It is defined as “an individual's sense of having a choice in initiating and regulating actions. Self-determination, also known as a choice, reflects autonomy in initiating and continuing work behaviours and processes” (Spreitzer, 1995, p. 1443). Conger and Kanungo (1988) emphasised organisational psychological empowerment as an emotional and mental state in which individuals view themselves as empowered members of the organisation through managerial and structural procedures.

The importance of psychological empowerment has been recognised widely and has become viewed as a “delegation of responsibilities” by leaders (Zorlu et al., 2019, p. 295). It has been evidenced that psychological empowerment is a critical tool for accomplishing organisational

objectives and significantly contributing to desirable organisational outcomes, such as innovation and organisational change and customer satisfaction (Tekmen & Kaptangil, 2022). Additionally, the positive link between psychological empowerment and constructive deviance across different levels of analysis as well as various contexts has been proven and well-documented in the literature (Appelbaum et al., 2007; Alge et al., 2006; Cho & Faerman, 2010; Gumusluoglu & Ilsev 2009; Mertens & Recker, 2020; Mayanja et al., 2020; Sharma, 2022; Sharma & Singh, 2018; Spreitzer & Doneson, 2005; Tekmen & Kaptangil, 2022; Vadera et al., 2013; Weinstein & Ryan, 2010). Yet, studies focusing on the mechanisms that underlie constructive deviant behaviours require more attention, even though the association between psychological empowerment and the tendency to engage in such behaviours has been identified (Appelbaum et al., 2007; Mayanja et al., 2020; Tekmen & Kaptangil, 2022).

In terms of leadership, a number of studies have viewed psychological empowerment as a critical factor leading to employees' positive performance (e.g Mayanja et al., 2020; Mertens & Recker, 2020; Sharma, 2022; Sharma & Singh, 2018; Tekmen & Kaptangil, 2022). For instance, Dust, Resick and Mawritz (2013) stated that “psychological empowerment represents a comprehensive mechanism for understanding the motivational effects of transformational leaders and the linkages with followers' job performance and citizenship behaviors” (p. 415). As a mediator, psychological empowerment has the potential to mediate the influence of leadership on employee constructive deviance, and its role can be interpreted as a strengthening factor in enabling individuals to engage more in constructive deviant manners. The psychological empowerment mediation mechanism is understood to support constructive deviance through satisfying individuals' psychological needs and strengthening their sense of psychological safety through a moral, non-control-based leadership approach, which is at the heart of the servant leadership concept.

Newman et al. (2017) noted that “psychological empowerment is one of the main mechanisms [through which] servant leaders influence their followers’ work outcomes” (p. 52). Similarly, Dewettinck and van Amejide (2011) believe that psychological empowerment fosters the relationship between empowering leadership and employee behaviour, similar to former studies showing that psychological empowerment mediates the positive relationship between transformational leadership and positive employee outcomes (e.g. Avolio et al. 2004; Huang et al. 2006).

Due to frequent leader-member interactions usually occurring in the workplace, leadership is among the factors that can potentially provoke, control and guide constructive deviant behaviours. Particularly because engaging in deviant behaviours may benefit the workgroups, and the entire organisation’s groups might perform better as a result of it, despite the fact that some positive deviant behaviours might help a particular workgroup and cause chaos in a different group or could lead to negative consequences even when conducted with good intentions. However, supportive leadership can “compensate for the deficiencies present in organizational policies and executives’ unsupportive decisions” (Tekmen & Kaptangil, 2022, p. 26; Dahling & Gutworth, 2017; Vadera et al., 2013). Still, leadership studies examining the mechanisms that underlie constructive deviant behaviours are unequivocal, possibly due to the complex nature of the constructive deviance concept or the other factors related to the organisational environment or particular circumstances. For instance, the importance of psychological empowerment in relation to leadership has been highlighted through a recent study conducted by Liu, Zhang and Zhao (2021), attempting to examine the effect of the Covid-19 pandemic on emotional exhaustion and deviant behaviours. The authors highlighted the importance of understanding employees’ psychological needs (i.e. psychological empowerment) in influencing constructive deviance, especially since the pandemic

has disturbed individuals' lifestyles, changed how they work, and potentially caused emotional exhaustion to people across the globe. Liu et al. (2021) believe that many reasons could influence employees' constructive deviance and point out that “the existing research has verified that employees’ personality, leadership style, team atmosphere and other factors have a profound impact on employees’ work emotions” (p. 2).

In this context, their findings confirmed that for employees who exhibited emotional exhaustion, their motivation at work decreased, and they found it challenging for them to perform as expected by their organisations. While their study also reported an increase in employees’ innovative and challenging constructive deviant behaviours despite the consequences of their emotional exhaustion experiences, they believed that “emotional exhaustion is not the only factor that affects the event strength on workplace deviant behaviour; other factors, such as corporate culture, leadership style and employee competence” (p. 14). these are critical elements and factors for psychological empowerment and have been highlighted by the self-determination theory as well as supported by many researchers such as Cohen and Ehrlich (2019) and Tekmen & Kaptangil (2022), who suggested that “employees with a higher level of perceived autonomy are not only guided by intrinsic motivation but also by extrinsic motivation which they define as the value of an activity and they integrate this into their sense of self, when employees are intrinsically motivated, just as is the case in constructive deviance, they experience willingness or self-affirmation” (p. 63).

In order to take on the role of servant leadership, it is suggested that psychological empowerment is highly connected to and influenced by servant leadership, with many studies demonstrating that psychological empowerment significantly mediates the impact between servant leadership and employees' organisational outcomes, or highlighting the positive impact of servant leadership in



instilling a sense of psychological empowerment in followers (Briere et al., 2020; Huang et al., 2016; Newman et al. 2015; Van Dierendonck, 2011; Van Dierendonck et al., 2009; Yang et al. 2015; Zorlu, Avan & Baytok, 2019).

For instance, Ashgar and Naseer (2017) found that psychological empowerment mediates the relationship between servant leadership and positive job behaviours. Likewise, Asag-Gau and Van Dierendonck (2011) believed that empowerment created by servant leaders is the most important factor influencing employees' organisational citizenship. Additionally, other studies found positive relationships between servant leadership behaviours and followers' perception of being empowered (Van der Hoven, 2014; Van Winkle, Allen, DeVore & Winston, 2014). Likewise, Zorlu, Avan and Baytok (2019) validated that psychological empowerment is the most vital subfactor of servant leadership, and the behaviour of servant leaders significantly impacts employees' psychological empowerment and organisational identification.

Servant leadership has been built upon the empowerment of individuals and moral principles; it empowers followers by sharing a sense of power among them to develop a confident, proactive mindset (Zorlu, Avan & Baytok, 2019; van Dierendonck, 2011). The unique part of servant leadership is incorporating service orientation, total quality, and team-building values into the leadership philosophy. Further, it has been pointed out by Vadera, Pratt and Mishra (2013) that psychological empowerment serves as "a fortification which provides individuals with the resources to engage in constructive deviance; this fortification may be accomplished through competency and self-determination, that is, through a sense of being confident in one's abilities, having the freedom to do one's 'own thing' or feel protection that stems from psychological security and safety. By inducing the mechanism of psychological empowerment, it becomes

clearer how variables, such as servant leadership and noncontrolling supervision, can affect constructive deviance: by fortifying the individual's psychological needs" (p 1256).

Servant leaders have the ability to motivate and develop their followers through trust, empowerment, love, visionary behaviours, and humbleness. Moreover, the servant leader's selfless behaviours are vital for unexpected conflicts or problems in service delivery. Besides, servant leaders can strengthen employees' organisational identification through psychological empowerment and develop a desire to serve among followers (Zorlu et al., 2019).

Although the literature indicates a strong association between psychological empowerment and servant leadership (Briere et al., 2020; Huang et al., 2016; Newman et al., 2015; Zorlu et al., 2019), there have been calls for more investigations regarding the mechanisms underlying the relationship between servant leadership and psychological empowerment for over a decade, especially since the direct effect of servant leadership on psychological empowerment is not clear, and more examination in the relationship between servant leadership and psychological empowerment is still required, particularly within the hotel context, which this study aims to examine (Sousa & van Dierendonck, 2017; Zorlu et al., 2019).

For instance, Chughtai (2016) has asked for more research into the psychological mechanisms leaders can use to influence followers' outcomes. Similarly, Hoch et al. (2016), Hunter et al. (2013), Dierendonck (2011), Zhang and Bartol (2010), and Gumusluoglu and Ilsev (2009) have called for more investigations on the intermediating variables such as psychological empowerment, and whether it can serve as predictors and mediators for constructive deviance. Likewise, Ashgar and Naseer (2017) believed that prior research had distinguished the relationship between servant leadership and many positive outcomes, but " the processes or mechanisms through which this effect materializes is still limited (p. 2). Newman et al. (2015) believed that

psychological empowerment acting as a mediator is one of the main mechanisms influencing employee outcomes, but empirical evidence of the direct relationship is lacking. Dewettinck and van Ameijde (2011) stated earlier that only a limited number of empirical studies have managed to demonstrate the role of psychological empowerment as a mediator between leadership and employee outcomes and that most of these studies have focused on the transformational style of leadership.

Servant leadership has been criticised for not considering time in the long run while “a great deal of time and energy is invested in understanding follower's interests, capabilities, and career goals”. By the time the followers are potentially working on their personal interests, the organisational resources might be exhausted, and therefore conflict and ineffective results may occur (Briere et al., 2020, p. 68; Frick, 2004). Moreover, servant leadership studies are relatively restricted “in terms of providing a holistic view and determining how these leaders distinguish and make a difference at hotel enterprises”; the leader's behaviours probably “do not increase the personal competence and skill levels of the members as existentially, but instead reinforce their perceptions as a result of their subjective evaluations about the organizational environment” (Zorlu et al., 2019, p. 294, 298), making the need for more investigations into the mechanisms underlying the relationship between psychological empowerment, servant leadership and constructive deviance crucial.

## **2.5.2 Potential moderators in the link between psychological empowerment and constructive deviance**

### **2.5.2.1 Brand Identification**

Brand identification is another psychological process that is increasingly evolving within the internal marketing and leadership concepts (Ashforth & Mael, 1989; Fortezza et al., 2022; Leijerholt, 2019; Lahtinen et al., 2020; Mishra et al., 2021; Qaiser & Mohammad, 2021; Weiseke et al., 2009).

Brand identification originated from the notion of organisational identification, which has been conceptualised from social identity theory (Tajfel & Turner, 1986). Social identity theory suggests that identification is a form of social identification which refers to the "perceived oneness with an organisation and the experience of the organisation's successes and failures as one's own" (Mael & Ashforth, 1992, p. 103). The theory proposes that individuals identify themselves with groups that commonly share compatible characteristics; that is because individuals have "a holistic perception of being subject to different groups sharing a common identity" (Zorlu et al., 2019, p. 296; Ashforth & Mael, 1989).

Tajfel and Turner (1986) further explained their arguments by proposing three dimensions with some theoretical inferences. The first dimension is *a cognitive component*, which is related to the individual's awareness of being a member of a particular group; *an affective component*, which relates to the emotional attachment to that group; followed by *an evaluative component* which defines the external connotation's value allocated to that group. Regarding theoretical inferences, Tajfel and Turner (1986) suggested that individuals first seek to create positive social identities. Then, a favourable social identity will be developed based upon positive comparisons between the group and other similar external ones, so individuals will persist in leaving their extant group when their social identity is insufficient (Zorlu, Avan, Baytok, 2019 p. 296; Tajfel & Turner, 1986).

From a branding standpoint, brand identification refers to "an employee's positive sense of belonging to the organisational brand" (Leijerholt et al., 2020, p. 445). Identification with a brand

arises when individuals associate the brand with themselves and use it for self-defining or self-referencing. The concept is also connected with individual thoughts and feelings related to brands in a social context (Leijerholt et al., 2020, p. 445; Polyorat, 2011). The literature has witnessed dramatic attention regarding how the identification of a brand is developed amongst both those within the organisation (e.g., internal customers, i.e., employees) and outside it (e.g., external customers).

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From an internal marketing perspective, employee brand identification portrays how far employees view themselves in unity with an organisational brand, and it has been broadly conceptualised that a strong identification with an employee-focused organisation could lead staff to be customer-oriented and potentially encourage them to go the extra mile for the sake of the brand (Fortezza et al., 2022; Mishra et al., 2021; Lahtinen et al., 2020; Leijerholt, 2019; Akbari et al., 2017).

As theorised, "An individual will identify with a social category when the social category (and its associated social identity) enhances an individual's self-esteem, and an identified individual will engage in positive pro-category behaviour to preserve the attractiveness of the social identity" (He & Li, 2010, p. 674). In this sense, constructive deviant behaviour can be associated with brand identification based on the assumption that when employees have a strong emotional attachment

to a brand, they tend to support and defend it by making an extra effort and deviate from the norms for the sake of it.

For instance, Fortezza et al. (2022) underlined this assumption and addressed the importance of identification by highlighting the importance of individuals' feelings of belongingness, relatedness, connectedness, emotional closeness, and embeddedness in influencing their positive behaviours. Further, brand identification has been associated with leadership and internal branding, and it has been suggested these concepts be regarded as subsets of internal marketing due to the focus on the employees as internal customers and the fact that internal branding, brand identification and leadership within the internal marketing concept commonly strive to influence employees' beliefs, attitudes and behaviours positively (e.g. Barros-Arrieta & García-Cali, 2020; Du Preez et al., 2017; Iyer et al., 2018; Piehler et al., 2016; Ragheb et al., 2018).

The assumption is that constructive deviant behaviours might be stimulated when employees' psychological needs and demands are considered and met by the organisation and its leadership, as they tend to feel cherished and supported, which consecutively increases their level of job satisfaction and identification with the organisation and the brand associated with it. In turn, organisational loyalty, intention to remain for a long term, and engagement with positive behaviour are highly likely to be developed amongst those employees (Domínguez Falcón et al., 2017; Gui et al., 2020; Zorlu et al., 2019).

It is evident from prior studies that leaders are capable of building and strengthening brand/organisational identification among followers and significantly contribute to many positive behaviours, especially in the hospitality sector, where brand identification is suggested to be a good predictor of many desirable outcomes, and the positive influence of leadership on

organisational/brand and leaders identification was reported (e.g. Cinnioglu & Turan, 2020; Gui et al., 2020; Mittal & Dhar, 2016; Spreitzer, 2007).

In the hotel sector, leadership is a critical factor in building and strengthening brand identification among followers, especially since a strong brand identification is believed to positively affect employees' motivation and behaviours. For example, a distinction between hotels leadership and other organisations was made by Cinnioglu and Turan (2020), who believed that leadership style and the relationship between hotel leaders and members highly impact employees' brand identification; that is, hotel institutions are distinguished from other enterprises in terms of “providing concurrent services and department managers and employees work in the same environment”, and the responsibilities of hotel leaders require leadership approach that “focused on solutions and the future, can take risks, create motivation and inspiration for their followers, have vision and mission, are not content with the achievements they achieve, and aim to do better” (p.876).

Brand identification could be interpreted as an intervening variable that may enable employees to portray high customer orientation behaviours and potentially encourage them further to engage in constructive deviant behaviours, as evident from different studies that conceptualised brand identification as a moderating variable that indirectly influences employees' constructive deviance-related behaviours (Lv et al., 2022; Mostafa, 2018, Trybou et al., 2013; Wang et al., 2017).

It is suggested here when individuals identify themselves strongly with a certain brand, they tend to think, act and view it as part of their self-concept. Therefore, they take the extra mile in defending the brand, its image and what it stands for, as it has been reported that when such employees exhibit a high level of brand identification, the effectiveness of leader behaviours would be enhanced and “employees are willing to adjust themselves to fit into the organisation system

when they view themselves as members of the organisation” (Wang et al. 2017, p . 188; Piehler et al., 2016).

Moreover, a number of studies have shown that brand identification significantly impacts employees' performance, OCB, voice behaviours, and in-role and extra-role behaviours, and it has been revealed that identification significantly influences the effect of servant leadership on employee voice and negative feedback-seeking behaviours, and also high levels of identification have been linked to different positive outcomes, including employee satisfaction, loyalty, engagement and organisational commitment (Buil et al., 2016; Cinnioglu & Turan, 2020; Chughtai, 2016; Du Preez & Bendixen, 2015; Gui et al., 2020; King & Grace, 2008; Mallin et al., 2017; Punjaisri et al., 2009; Tribou et al., 2013).

The impact of brand identification on employees' behaviours could also be taken from an internal marketing standpoint, where brand identification has a role to play in the influence of internal marketing, as suggested by Renjini (2020), who argued that “a part of internal marketing impact is through the influence of brand identification, and successful branding in the external market can thus be considered to start from internal branding where employees identify with the brand and feel committed to the brand” (p. 2304). Some researchers have considered brand identification as a vital outcome of internal branding (Barros-Arrieta & García-Cali, 2020; Boukis et al., 2017; Bravo et al., 2017; Dechawatanapaisal, 2019; Gammoh et al., 2018; Iyer et al., 2018; Murillo & King, 2019a), and a consequence of brand understanding (Barros-Arrieta & García-Cali, 2020; Piehler et al., 2016). Organisational and brand commitment has also been linked with brand identification (Dechawatanapaisal, 2019; Piehler et al., 2016; Punjaisri et al., 2009b; Zorlu et al., 2019).



However, despite the plethora of research carried out in the field of internal marketing, some gaps remain in the literature as research has not been able to establish the nature of the relationship between servant leadership, psychological empowerment, and brand identification concerning constructive deviance behaviours amongst Jordanian's hotel frontline employees. Primarily since the vast majority of the research has focused on different leadership approaches, destructive deviant behaviours or customer brand identification, with minimum attention being paid to the impact of brand identification of those within the organisation, the potential mediation /moderating effect of brand identification on constructive deviance, in particular, is still under-researched. Accordingly, this study seeks to address and fill the research gaps proposed within the context of four and five-star hotels in Jordan, which will be discussed in depth in the following section.

## 2.4 Research Gaps

This section discusses the research gaps that have been identified in the literature. The research gaps of the study are divided into key areas as follows:

### *I. Internal Marketing*

As previously discussed in section 2.1, internal marketing has been introduced mainly for service organisations to improve customer-perceived service quality as a resolution for inconsistent service delivery by increasing employee satisfaction and motivation through addressing their overall well-being as a critical factor for organisational success and thereby improving customer service (De Bruin et al. 2020).

The concept has been widely accepted and credited for many attitudes and behaviours both at employee and customer levels in various settings, and the continuous increase in exploring and testing internal marketing after debating and challenging its position for decades provides testimony to its increasing acceptance in various fields, even though it has not been given the research attention afforded to external marketing (Khaled & Hadi, 2021; Stamolampros et al., 2019; Vel et al., 2019; Wu et al., 2021). Nevertheless, further investigation is still needed to fill some gaps the current literature did not effectively address despite the growing and broadly available research, and filling some of the research gaps would confirm its desirable impact "beyond a reasonable doubt if applied; evidence pouring from multiple sides will, of course, give it a cross-sector validation pushing everything controversial and confrontational behind" (Khaled & Hadi, 2021, p. 65).

Particularly since the concept has been extensively examined, and the plethora of empirical work in the past decade has been tested using a sample of frontline workers from different service organisations, including hotels and hospitality, there have been numerous promising outcomes (Kaurav et al., 2015; Tang et al., 2020). For instance, internal marketing has been empirically tested in a study involving various four- and five-star Spanish hotels and the result revealed that internal marketing has a significant positive relationship with job satisfaction, affective commitment between managers, and market-oriented behaviours between supervisors and managers (Domínguez-Falcón et al., 2017). Similarly, Nart et al. (2019) conducted a study among hotel frontline employees working in different four- and five-star Turkish hotels, and found a significant positive relationship between internal marketing practices and hotel employees' customer-oriented behaviours.

Moreover, Hilal (2020) tested the internal marketing practices of hotel employees in Sri Lanka using an internal marketing model comprising rewards, leadership and internal communication, and found that leadership and internal communication positively influence employees' commitment towards the hotels. In the same vein, Hilal (2019) reported a positive association between internal marketing (e.g. people element of service extended marketing mix), brand equity, and customer responses toward various hotels in Sri Lanka. Nevertheless, the contemporary literature has largely overlooked exploring the impact or consequences of internal marketing in some emerging markets, such as the Middle Eastern one, which is gaining significance and has been described as "today's global business" (De Bruin et al. 2020; Mansour, 2020). Khaled and Hadi (2021) point out that the worldwide business and economic trends at the present time must be taken into account, where a noticeable shift in the world's economy is stirring from geographically focused economies to multiple zones has been witnessed, in which the beginning

of evolving economies in Asia, the Middle East, South America and others triggered "the dispersion of the global economic power from being concentrated on the triad economies (traditionally America, Europe and Japan) to that of the emerging economies" (p. 65) This makes the importance of examining internal and external marketing strategies holistically, whether from global and evolving markets, equally significant "to be serving the customer better and stay competitive in such fierce and competitive times" (Vel, Shah, Mathur & Pereira, 2019, p. 6).

The hotel industry in Jordan is very important, and is considered one of the most fundamental labour-intensive employers and significant drivers of the country's economy, in which the market has created numerous issues for the industry, whether marketing-related challenges such as extensive competition, seasonality of work, high customer expectation, high customer turnover and an increase in customer acquisition costs, or human-related problems including the high unemployment and turnover rates, a stressful climate, and a lack of a skilled, qualified workforce (Alowna et al. 2020; Alown, Mohamad & Karim, 2020; Safavi & Karatepe, 2018). This makes further empirical exploration of internal marketing highly required in such a sector, with many scholars calling for additional empirical examination within the Jordanian market, as suggested in some recent studies that empirically examined the impact of internal marketing in the Jordanian hotel context.

One of these studies is by Mansour (2020), who empirically explored the linkage between internal marketing and internal service quality in various hotels in Jordan and found a positive impact between his study variables and long-term business goals. However, Mansour (2020) believed that his research was the first to examine internal marketing in Jordanian hotels empirically, and called

for more empirical research in examining the impact of internal marketing within the Jordanian hotel sector, as he believes that the current literature is very limited and lacks empirical evidence.

In the same vein, Almahadmeh, Alnajdawi, and Almuala (2020) tested employee performance in a study that included different four and five-star hotels in the Dead Sea, Jordan, and believed that hotels' success and employees' performance could be effectively improved through internal marketing, training, and incentives. Similarly, Jawabreh (2020) investigated innovation and creativity amongst hotel employees in Aqaba, Jordan, and highlighted the critical role of internal marketing towards hotel employees where there has been a significant upsurge in the number of hotels, as well as a rise in the intensity of competition in the area. Jawabreh (2020) stated: "It turned out that among the modern entrances, service organisations and hotel organisations have become dependent on internal marketing in particular, and if properly implemented, it becomes a basic tool that enables hotels to achieve the market goals they want to reach" (Jawabreh, 2020, p. 1363).

At the same time, implementing successful internal marketing practices within Jordanian hotels remains challenging and requires more investigation. AL-makhadmeh et al. (2020) believed that studies are absent in examining the processes (e.g. psychological empowerment) in achieving and improving the performance of hotel employees. Furthermore, the key objective of internal marketing is to build a solid, long-term relationship with the employees and improve their performance by satisfying their needs. Yet, the mechanisms and processes for determining the individual's needs within organisations to develop a proper internal marketing strategy in the existing literature are limited (Braun & Harwich, 2016; Ibrahim & Harrison, 2019; Morgan et al., 2019; Wu et al., 2021).

The internal marketing literature has mainly concentrated on employing traditional marketing principles internally within the organisation, whether using the four or seven Ps (i.e. internal product, price, distribution, promotion, processes), which has been widely criticised due to the difficulty of addressing some internal related concerns (these include recruitment, selection, training, or performance evaluations and culture (Gilmore & Carson 1995; Raeisi et al., 2020)), or not accentuating the significance of the entire relationship, which is imperative for services marketing (De Bruin et al., 2020; Salman et al., 2017; Kotler et al., 1993; Rafiq & Ahmed, 1993, 2000; Piercy, 1995).

This leaves a gap in the empirical exploration of the mechanisms and processes for determining the individual's needs within organisations to develop a proper internal marketing strategy. Accordingly, this research intends to respond to the researchers' and practitioners' calls for further empirical investigations and fill the following proposed research gaps in current internal marketing theory:

**Research Gap 1: The internal marketing concept has been predominately tested in the developed and Western markets, with minimal attention given to the Jordanian hotel market.**

**Research Gap 2: There is only a limited amount of literature on the psychological mechanisms and processes for establishing the individual's needs within organisations. Further research is needed in order to develop an appropriate internal marketing strategy for stimulating customer service behaviours.**

## *II. Servant Leadership*

Internal marketing practices and leadership can be viewed as tools to better satisfy employees and enhance their performance. Based on an extensive literature review and the applicability of the generic marketing mix to internal marketing suggested by Rafiq and Ahmed (1993), the fundamental proximal and vital objectives of internal marketing are to sustain employees' performance and competitive advantage based on the assumption of "a satisfied and motivated workforce; satisfied and loyal customers; and enhanced organisational performance (i.e. sustainable performance and competitive advantage)" (Qaisar & Muhamad, 2021, p. 283).

Therefore, the primary beneficiary of internal marketing is the employees, who move those benefits to customers and, eventually, to the organisation, since it has been highlighted by various researchers that satisfied employees are more customer concerned. The potential for internal marketing to alter the organisation's public face is suggested widely in the existing literature, anecdotally and through different case studies, with significant improvements reported in perceiving corporate values, as well as in enhancing employees commitment, customer satisfaction, and loyalty (Lin et al., 2021; Nemteanu & Dabija, 2021; Pavlidou & Efstathiades, 2020; Qiu et al., 2021; Rafiq & Ahmed, 2000; Wu et al., 202)

Many theoretical frameworks developed within the internal marketing area underline the leadership role as critical to convey organisational values, visions and culture among staff members, and to communicate through action on an ongoing basis (see Weiseke et al. 2009). Several studies have tried to examine an effective leadership style that considers the needs of others and their communities rather than only acting to motivate followers to achieve organisational goals (Freeman, 2022; Richards, 2020; Setyaningrum et al., 2020; Zou et al., 2015).

It is argued that the people-centred style of servant leadership could be considered as the most effective leadership style for the hotel industry (Brownell, 2010; Freeman, 2022; Greenleaf et al., 2003; Ozturk et al., 2021; Zou et al., 2015). In particular, an extensive human element is much needed for employees of various hotel departments, but at the same time, the challenges the hotel market regularly faces may decrease job satisfaction and limit desirable behaviours among employees, especially frontline workers who deal directly with customers (Alown et al., 2020; Kelloway & Myers, 2019; Montgomery, 2017). In addition, investigating a moral and people-oriented leadership is necessary for the multimillion-pound sector serving millions of people globally, and which has a complex, unstable, and competitive environment, facing common issues such as poorly educated personnel, a high turnover rate among frontline employees, long working hours, low levels of job satisfaction, and untrained supervisors (Al-Hawari et al., 2020; Koyuncu et al., 2014).

As several studies have explored the relationships between servant leadership and different outcomes in the hotel and hospitality industries, such as company performance (Elkhwesky et al., 2022; Huang et al., 2016); social exchange relationships and employee helpful behaviours (Zou et al., 2015); psychological capital among hotel salespeople (Bouzari & Karatepe, 2017) and hotel service failure recovery and prevention (Ghosh & Khatri, 2017), other studies have examined frontline employees' perceptions of servant leadership (Ozturk et al., 2021; Koyuncu et al., 2014). Still, many researchers have called for further investigations, particularly to examine the importance of psychological processes and conditions that mediate or moderate the relationship between a servant leader and employee outcomes (Azila-Gbettor, 2022; Chughtai, 2016; Eva et al., 2019; Jiang & Lin, 2021; Newman et al., 2017), suggesting that developing a servant leadership model is one possible path by which the challenges might be addressed in order to improve the



operation of hotels, as well as enhance their competitive advantages (Elkhwesky et al., 2022; Ozturk et al., 2021; Wu et al., 2021)

Another psychological process that is progressively becoming popular within the internal marketing paradigm is organisational/brand identification (Weiseke et al., 2009). The literature has also perceived noticeable attention regarding how the identification of a brand (BI) is developed amongst both those within the organisation (e.g., internal customers, i.e., employees) and outside it (e.g., external customers). According to Ashforth and Mael (1989), *brand identification* refers to how far individuals view themselves in unity with a brand or an organisation. Thus, within the internal marketing strategy, it has been theorised that a strong identification with an employee-focused organisation also leads staff to be customer-oriented (Akbari et al., 2017; Lahtinen et al., 2020; Leijerholt, 2019; Mishra et al., 2021). Strategically, the centrality, distinctiveness and longevity of organisational identity (Knorr & Hein-Pensel, 2021; Albert & Whetten, 1985) mean that a sustainable competitive advantage can be acquired when the identification is felt deeply by employees, and leadership has the potential to build and strengthen the level of identification amongst followers (Adel et al., 2021; Porter 1985).

While the literature suggested that both organisational/brand identification and servant leadership are crucial to stimulate frontline employee customer service performance (Brière et al., 2020; Carn, 2019; Ferdous et al., 2021), studies integrating the two concepts are limited from the internal marketing perspective (Brière et al., 2020; Wieseke et al. 2009). Specifically, it is not known how brand/organisational identification may influence the effects of servant leadership on several outcomes (Lythreatis et al., 2021; Zorlu et al., 2019), especially customer-focused outcomes (Khalid & Hadi, 2021; Lythreatis et al., 2021). This leads to the research gaps three and four:

**Research Gap 3: Further research is needed to explore the significance of psychological processes and conditions that mediate or moderate the relationship between servant leadership and employee outcomes.**

**Research Gap 4: Studies integrating the concepts of servant leadership and brand/organisational from internal marketing are limited, and more exploration is needed to examine how brand/organisational identification may impact the influence of servant leadership on desirable outcomes, primarily customer-focused outcomes.**

### *III. Constructive Deviance*

Prior studies variously conceptualised constructive deviance; some scholars referred to positive deviance behaviours as unexpected beneficiary acts that lead to positive outcomes (Eguruze & Kumari, 2021; Seidman & McCauley, 2008). It has been referred to it as a positive departure from the organisational norms (Mayanja et al., 2020; Spreitzer & Sonenshein, 2004), whereas others consider constructive deviance behaviours based on the positive intention of individuals regardless of the outcomes (Fan et al., 2022; Galperin, 2012). However, Sharma (2020) and Vadera et al. (2013) narrowed it by describing constructive deviance based on positive outcomes and benefiting the reference group.

Although positive deviance has been associated with innovation and creativity (Mertens & Recker, 2020; Carmeli & Spreitzer, 2009), it is also considered to violate standards and is not accepted by consensus or policymakers as constructive. That is because it requires deviation from the consensus and enables employees to outperform other employees who have similar resources (Mertens & Recker, 2020; Mertens et al., 2016). It has been suggested that the practices of

constructive deviance could be useful and become best practice. However, implementing best practice follows a management decision as noted that "while positive deviance already exists within the organisations—it just needs to be identified. This identification is an analytical process, rather than a practical one" (Mertens et al., 2016, p. 194).

Enabling constructive deviance needs a flexible environment within the workplace. Further, scholars empirically tested constructive deviance determinant factors and suggested that individuals may engage in constructive deviance behaviours when organisations recognise their moral or social purposes, providing them with an effective approach to the use of resources and proper risk management (Munene et al., 2019; Seidman & McCauley, 2008). Research on positive deviance behaviours has been reported through various streams: the first stream addressed individuals' sense of self-determination (Spreitzer & Sonenshein, 2003), the second referred to the psychological empowerment of individuals (Sharma & Singh, 2018; Spreitzer & Doneson, 2005; Vadera et al., 2013), the third studied individuals' courage and personal efficacy (Galperin, 2012; Spreitzer & Sonenshein, 2003) and the fourth stream focused on exploring different related types of constructive deviance behaviours (Gong et al., 2020; Sharma, 2021; Zhang et al., 2020). However, it has been pointed out that the theoretical proposition of the constructive deviance concept remains tentative, and further empirical investigation is still needed (Gong et al., 2021; Gong et al., 2020; Sharma, 2021; Sharma & Singh, 2018).

Even though the number of studies that attempt to further explain or explore constructive deviance is increasing, more research is still required to explore the determinants, drivers, and effects of constructive deviance (Gong et al., 2020; Grabowski et al., 2019; Ghosh & Shum, 2019; Vadera et al., 2013). Specifically, little attention is paid to understanding the factors that may promote constructive deviance behaviours (Galperin, 2012; Mertens & Recker, 2020), especially

understanding different leadership approaches (Brière et al., 2020; Gong et al., 2021; Sharma & Chillakuri, 2022; Vadera et al. 2013; Zhang et al., 2021).

Additionally, while the consequences, mechanisms, and types of positive deviance behaviours have been reported in the literature, the association between organisational constructive deviance and leadership has not been well investigated. Prior literature mainly points towards transformational leadership as the determinant of constructive deviance due to its popularity in practice and early establishment (Duan et al., 2016; Mertens & Recker, 2019; Vadera et al., 2013; Yavuz, 2020), while empirical exploration regarding the impact of servant leadership approach in relation to constructive deviance behaviours is scarce, with little attention given to servant leadership. Hence, more research understanding the influence of servant leadership on constructive deviance behaviours of frontline employees is required (Brière et al., 2020; Eva et al., 2019; Gong et al., 2021; Newman et al., 2018). Specifically, there was a call for a better understanding of "how, and in which situations, servant leadership leads followers to go above and beyond their job role is of critical importance to managers when deciding how to develop and mobilise servant leaders in their organisations" (Newman et al., 2018, p.50).

Although prior studies have expanded the understanding of constructive deviance, the vast majority of the empirical work has been done quantitatively (Mishra, Ghosh, Sharma, 2021), leaving a gap with some unanswered questions remaining in terms of whether to explore and validate other leadership styles besides transformational leadership, or develop a nuanced understanding of the relationship between leadership and constructive deviance in terms of mediating and moderating mechanisms. In addition, more exploration is needed as to whether the mechanisms and drivers of constructive deviance proposed in the existing literature are applicable only in specific settings (Gong et al., 2021; Mertens et al., 2016; Sharma & Chillakuri, 2022;

Vadera et al., 2013). As such, a deeper understanding of the drivers of constructive deviance is required using mixed methods methodological approaches; hence this leads to the following research gaps:

**Research Gap 5: Further exploration of the determinants, drivers, and effects of constructive deviance is needed in order to understand the factors that may promote constructive deviance behaviours, especially understanding different leadership approaches.**

**Research Gap 6: More research is required to understand the impact of servant leadership on hotel frontline employees' constructive deviant behaviours.**

**Research Gap 7: A deeper understanding of the drivers of constructive deviance is required using mixed methods methodological approaches for:**

- A. Exploring and validating other leadership styles besides transformational leadership.
- B. Developing a nuanced understanding of the relationship between leadership and constructive deviance in terms of mediating and moderating mechanisms.
- C. Exploring whether the mechanisms and drivers of constructive deviance proposed in the existing literature are applicable only in specific settings.

## **Chapter 3: Research methodology**

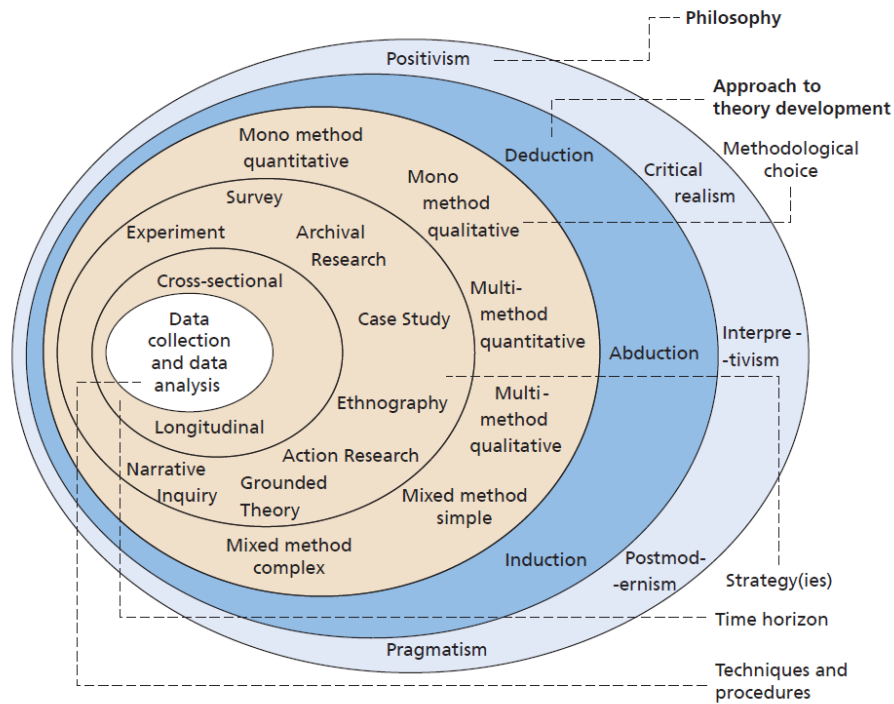
Chapter Two reviewed the relevant literature and critically evaluated the potential drivers, conditions, and psychological processes that could mediate or moderate the relationship between servant leadership and employees' constructive deviance behaviours from an internal marketing perspective. Moreover, the chapter looked at the relevant theories, such as self-determination theory and social identity theory and outlined the research gaps in the respective research field. Chapter 3 presents the approach utilised to answer the research questions by applying a suitable research methodology driven by the objectives outlined for the study.

### **3.1 Introduction**

The methodology is essentially a strategy that shapes the overall principle behind the research since it brings the link between theory and technique (Crotty, 1998). The main discussion in this chapter is about the rationale for selecting the research philosophy, research approach, justification for the methodological choice, the methodology employed and the study's limitations, and ethical considerations.

The research methodology criteria are discussed in light of the "research onion" proposed by Saunders, Lewis, and Thornhill (2018), which can be emphasised as a guideline to form and develop a methodology to attain the purpose of the present research. Figure 2 demonstrates the steps employed in the study and sets out the central topics examined in this chapter.

Figure 2 The research 'onion'



Source: ©2018 Mark Saunders, Philip Lewis and Adrian Thornhill

### 3.2 Philosophical stance

Methodology as a discipline regularly rests within two poles: the study of certain techniques (i.e. methods) and the philosophy of science, which concerns the logically predicted scientific conceptual analysis. The methodological choice criteria are not arbitrarily selected but reliant on the best-fit paradigms (see, e.g., Kuhn, 1970) in consort with the techniques that address the research problem (Kaplan, 1999; Toyon, 2021). However, in social sciences, it has been broadly challenging for researchers to choose among different methodologies to solve the problem they

are dealing with as the methodology selection is based around three philosophical aspects: namely, *Ontology, Axiology, and Epistemology*; (1) The ontological view refers to the nature of reality; (2) epistemology refers to views concerning knowledge, which offers information to the researcher and involves "what constitutes acceptable, valid and legitimate knowledge, and how we can communicate knowledge to others"; and methodology concerns how knowledge, is processed (Saunders, Lewis & Thornhill, 2019 p. 135); therefore, the importance of issues concerning ontological, epistemological, and methodological views in social sciences are crucial aspects, since these views define the structure of any enquiry. These terms are defined in Table 9.

*Table 9: Philosophical assumptions*

Ontology	Refers to the theory of social entities concerning the nature of reality or what exists to be examined. There are two theoretical attitudes opposed to the nature of social entities; <i>Objectivism &amp; Constructivism</i> (Bryman, 2008).
- Objectivism	The assumption that social phenomena and their meanings have an existence that is independent of social actors.
- Constructivism	The assumption that social phenomena are constantly changing since they are formed by social actors and depend on social interactions as they occur.
Epistemology	It concerns how knowledge is acquired and what could be regarded as scientific knowledge in a discipline. In theory, there are two ways of acquiring knowledge; <i>Empiricism &amp; Rationalism</i> (Walliman, 2006, p.15).
- Empiricism	Knowledge obtained through sensory experience from inductive reasoning.
- Rationalism	Knowledge obtained through rational interpretation from deductive reasoning
Methodology	Concerned with utilising a combination of techniques in order to understand a particular situation



Methods & Techniques	The techniques used to investigate a specific particular situation through data collection, its analysis and so on.
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Ontology, as described in Table 9, is the theory of social entities identified as the initial theoretical concept concerning the nature of reality or what exists to be examined (i.e. reality position); Epistemology concerns the nature of knowledge in terms of what knowledge exists or what is thought to exist or is regarded as scientific knowledge in a discipline (i.e. knowledge about realities) (Aityan, 2022; Bryman, 2008; Walliman, 2006). Objectivism and constructivism are two opposing ontological positions in social science research epistemology, in which the former suggests that "researchers who see the world experimentally, which implies that reality has an objective existence", whereas constructivism proposes that "human beings are meaning-making entities and that the integration of such meanings in social life occurs within the cycle of social existence" (Toyon, 2021, p. 254).

Methodology, on the other hand, refers to the actions and logical assumptions underpinning a research problem investigation; Zeegers and Barro (2015) defined research methodology as "... the conceptual underpinnings or the assumptions that guide their research, as it is a theory of producing knowledge through research and provides a rationale for the way a researcher proceeds"(p. 61). Research methodology describes the practices and activities utilised to proceed with research successfully; it involves a series of activities and techniques, including identifying, selecting, processing and analysing the information applied to a problem (Aityan, 2022; Walsh, 2001).

Philosophically, no universal theoretical model can be followed within the marketing field and most social science research. Alternatively, the philosophical paradigm is more likely to be based

around ontology and epistemology, and it is suggested that a view of social reality explicitly or implicitly specifies the philosophical positions and associated methodologies, in which the determination of science legitimacy is considered based on this view (Lee & Lings, 2008). In other words, the ontological aspect structures the epistemological aspect, and the epistemological aspect, in turn, outlines the axiology, which then shapes the methodology view.

In this study, the criteria for methodology choice will be evaluated based on 1) research philosophical paradigms and 2) the present state of research, which will be discussed in the following sections.

### **3.2.1 Research Paradigm**

Researchers frequently work within the realm of paradigms that Thomas Kuhn introduced in his book 'The Structure of Scientific Revolutions' (see, e.g., Kuhn, 1962) to establish the criteria by which paradigms describe problems for investigations and move towards them theoretically and methodologically. The research paradigm offers a comprehensive framework of worldviews that frequently guides researchers to identify a fitting methodology for conducting research based on distinctive theoretical considerations, with many schools of thought guiding social researchers through various worldviews, including *positivism*, *postpositivism*, *critical realism*, *pragmatism*, *interpretivism*, or *phenomenology* (Saunders, Lewis, Thornhill & Bristow, 2019; Toyon, 2021).

Philosophical extremes of social research regularly addressed by the worldviews of positivism and interpretivism have distinct theoretical viewpoints, where the only path to find objective reality, according to the positivist, is to carry out routine bit-by-bit attempts following the approach of

natural science to social sciences through hypothesis testing, replications, reliabilities and generalisability (Toyon, 2021).

Within this, the positivists believe that reality is obtained through "lab-test-science" or so-called "systematic scientific steps", and position themselves with "objectivists, who assert that the purpose of research is to experiment on phenomena that can only be observed and quantified, with the exception of knowledge that cannot be directly observed or quantified, such as emotions, feelings, and so on". At the same time, interpretivism shares an entirely different proposition regarding "the objective realities", as the interpretivists believe in more than a sole objective reality. In particular, they assert that the world is necessarily social and genuinely created socially. In this sense, interpretivism shares this view with constructivism as both approaches equally believe that the world "is about people's perceptions of reality and their perceptions of the world as a consequence of their interactions with others and the environment in which those interactions occur" (Toyon, 2021, p. 254; Kincheloe & Tobin, 2009).

Despite the fact that positivism and interpretivism both examine relationships or general principles, the positivists' approach to social science is distinguished by identifying the patterns and observing reality objectively, representing the extreme position of a philosophical continuum (i.e. objectivists) ranging from objectivists to subjectivists; in contrast, the interpretivism approach shows how the relationships or pattern which appears in practice has been suggested to observe social reality subjectively, and poses the opposite extreme in a philosophical continuum (i.e. subjectivist) (Lin, 1998 Toyon, 2021).

Other theoretical paradigms placed between these two extremes of philosophical approaches to research are *realism* or *critical realism* and *pragmatism* (Dudovskiy, 2018; Saunders et al., 2019; Toyon, 2021). Critical realism suggests that a discoverable structure or reality exists independently

of human thought but is imperfectly apprehensible; in another world, social reality, in the words of the critical realists, is imperfect, and understanding social realities requires individuals to understand the structure that creates the phenomena that surround us (Bhaskar, 2009; Toyon, 2021). This implies that there might be no direct link between individuals' knowledge of reality and their experience of it, yet there could be an external factor indirectly connecting meaning and representation, but unable to be observed by individuals due to their limited abilities. In this sense, Toyon (2021) states that "the realistic ontology establishes its boundaries by suggesting that everything is socially created and beyond our comprehension, but it seems realistic only when empirical" (p. 254).

In comparison to positivism and interpretative, critical realism, follows what is called 'the modified objectivists' stand of a philosophical continuum and suggests that the findings could be true, unlike the positivism approach that adopts the extreme objectivist position of a philosophical continuum and undertakes the discovery to be true. In contrast with interpretivism, with its extreme subjectivist position and belief in multiple realities, the critical realism approach suggests that only one reality can be understood if people understand the structure while recognising different perceptions of that reality, as social reality (Bhaskar, 2009; Toyon, 2021).

On the other hand, pragmatism, as a philosophical approach, accepts the presence of different realities and offers a degree of adaptability in knowledge production, as it assumes that realities are constantly changing based on individuals' actions and experiences, and its epistemological stance involves various ways of exploration not limited to a specific inquiry line (Morgan, 2014; Saunders et al., 2019). While pragmatists recognise the existence of multiple realities and acknowledge some established social structures, and that realities are continuously changing based on actions and experiences, "the many realities are then comprehended by integrating various

perspectives. By integrating empirical analyses with scientific evidences, the pragmatic researcher aims to develop a more complete knowledge of the research issue" (Toyon, 2021, p. 254; Kelly & Cordeiro, 2020).

Although the pragmatist school of thought frequently denies the contradiction between realism and anti-realism that is essential to positivists and interpretations of social science, it recognises the views of both the positivist and interpretivists, and it accepts the involvement of people in their formations and development. In this sense, the integration of both positivism and interpretivism prospectives gives the empirical inquiries of the pragmatism approach the ability to provide a more complete research assessment and a more complete understanding of research objectives, eventually leading to a balanced conclusion (Creswell, 2009; Kelly & Cordeiro, 2020; Morgan, 2007; Saunders et al., 2019; Toyon, 2021). Table 10 provides a comparison between these philosophical positions and their stated assumptions.

*Table 10: Comparison of four key philosophical positions in business and social science research.*

	<b>Ontology</b> (nature of reality or being)	<b>Epistemology</b> (what constitutes acceptable knowledge)	<b>Axiology</b> (role of values)	<b>Typical methods</b>
<b>Positivism</b>	Real, external, independent One true reality (universalism) Granular (things) Ordered	Scientific method Observable and measurable facts Law-like generalizations Numbers Causal explanation and prediction as contribution.	Value-free research Researcher is detached, neutral and independent of what is researched. Researcher maintains objective stance.	Typically deductive, highly structured, large samples, measurement, typically quantitative methods of analysis, but a range of data can be analysed.
<b>Interpretivism</b>	Complex, rich Socially constructed via culture and language Multiple meanings, interpretations, realities Flux of processes, experiences, practices	Theories and concepts too simplistic Focus on narratives, stories, perceptions and interpretations New understandings and worldviews as contribution	Value-bound research Researchers are part of what is researched, subjective Researcher interpretations key to contribution Researcher reflexive	Typically inductive. Small samples, in-depth investigations, qualitative methods of analysis, but a range of data can be interpreted

<b>Critical realism</b>	Stratified/layered (the empirical, the actual and the real) External, independent Intransient Objective structures Causal mechanisms	Epistemological relativism Knowledge historically situated and transient Facts are social constructions Historical causal explanation as contribution	Value-laden research Researcher acknowledges bias by world views, cultural experience and upbringing Researcher tries to minimize bias and errors Researcher is as objective as possible	Retroductive, in-depth historically situated analysis of pre-existing structures and emerging agency Range of methods and data types to fit subject matter
<b>Pragmatism</b>	Complex, rich, external 'Reality' is the practical consequences of ideas Flux of processes, experiences and practices	Practical meaning of knowledge in specific contexts 'True' theories and knowledge are those that enable successful action Focus on problems, practices and relevance Problem-solving and informed future practice as contribution	Value-driven research Research initiated and sustained by researcher's doubts and beliefs Researcher reflexive	Following research problem and research question Range of methods: mixed, multiple, qualitative, quantitative, action research Emphasis on practical solutions and outcomes

Source 1 adopted from Saunders et al., 2019

Although the research paradigm provided a comprehensive framework of worldviews that guided researchers to establish an appropriate methodology for conducting research, research into both marketing and business (like most of the social science research) faces a challenge concerning Kuhn's principle in terms of a universal theoretical paradigm of investigation (see Hunt, 2016); therefore it is essential to consider some issues such as:

- Can positivism and interpretivism be unified in a single approach?
- Can any of the two approaches overtake the other? or
- Can the two approaches be retained since each method has a distinct objective?

Certainly, it is believed that only one philosophical paradigm could be used in research; that is, the epistemological and ontological assumptions are too separate to unify them within one approach, making a comparison between the different philosophical paradigms not useful, as they are controversial approaches with a distinct origin, different views and assumptions. Instead, the two extremes should be complementary with each other with a communal ground across all

approaches, enabling the use and understanding of research conducted from substitute paradigms such as pragmatism.

Accordingly, and after critically evaluating the key research philosophical positions and assumptions, the epistemological position behind this research is pragmatism. The pragmatic approach occurs out of actions, situations and experiences rather than antecedent conditions and is emphasised as "a paradigm that claims to bridge the gap between the scientific method and structuralist orientation of older approaches and the naturalistic methods and freewheeling orientation of newer approaches" (Kaushik & Walsh, 2019 p. 2.). It moves beyond the controversial philosophical debate of truth or reality and emphasis that there could be single or many realities that are constantly changing based on individuals' actions and experiences, and its epistemological stance involves various ways of exploration not limited to a specific inquiry line (Creswell, 2013; Creswell & Plano Clark, 2011; Kaushik & Walsh, 2019; Kelly & Cordeiro, 2020; Toyon, 2021).

Corresponding with the overall research objective, pragmatism appears to be an appropriate philosophical paradigm, especially for investigating the psychological and organisational processes through experiences and actions in different ways (Creswell, 2009; Kaushik & Walsh, 2019; Kelly & Cordeiro, 2020; Toyon, 2021). Epistemologically, this approach has moved beyond the debatable concerns regarding the nature of truth and reality and concentrates on "practical understandings of concrete, real-world issues" (Kelly & Cordeiro, 2020, p.1). Although this approach is comparable to interpretive beliefs regarding the socially constructed reality, the prominence is on probing the importance and meaning of research data by examining its practical consequences, which is primarily valuable for organisational contexts where the practical concern is thoroughly tangled with how knowledge is obtained (Kelly & Cordeiro, 2020; Morgan, 2014b).

This can be particularly useful for organisational researchers to advance from 'the using nouns' to 'know-ing' or 'lear-ning' and transform 'knowing' into practice by progressing beyond "objectivist conceptualisations" which have dictated organisational science to "exploring and understanding the connections between knowledge and action in context" (Kelly & Cordeiro, 2020, p. 1). In this sense, pragmatism research can enhance and improve organisational practices by proposing practical solutions to a problem, since the most critical element for the research design and strategy lies in addressing the research question and problem; the research question, in turn, would likely incorporate the pragmatist emphasis of practical outcomes (Saunders et al., 2019).

From a methodological perspective, pragmatism enables researchers to "deal with complex, dynamic, organisational processes where action, even if carefully planned, can have varied spatial or temporal qualities" (Kelly & Cordeiro, 2020, p. 1). Pragmatist researchers believe that knowledge arises in social and historical events and emphasise in their inquiry that individuals can experience action and change in different ways, encouraging them to be adaptable in their probing techniques (Saunders et al., 2019); indeed, pragmatism encourages researchers "to base choices on the relevance of these methods and methodologies in terms of carrying us from the world of practice to the world of theory and vice-versa" rather than enquiring into "the validity and intrinsic value of specific methods and methodologies" (Kelly & Cordeiro, 2020, p. 1; Morgan, 2014).

Furthermore, as shown in Table 11, pragmatism can address the research questions by combining positivist and interpretivist worldviews, deductive and inductive approaches, and different methodological strategies in a single study.

*Table 11: Research Philosophical Paradigm*

	<b>Research approach</b>	<b>Ontology</b>	<b>Axiology</b>	<b>Research strategy</b>



<b>Interpretivism</b>	Inductive	Subjective	Biased	Qualitative
<b>Positivism</b>	Deductive	Objective	Value free	Quantitative
<b>Pragmatism</b>	(Abductive) Inductive & deductive	Subjective & objective	Biased – value free	Qualitative & Quantitative

*Adopted from Saunders et al. (2019); Wilson (2010)*

### 3.4 Research Approach

Research approach relates to theory use in research, as most research requires theory for interpretation and analysis of the gathered data; similarly, theory requires research for amendments and theoretical details. Generally, two types of research strategies are drawn by combining theoretical and empirical elements in research; deductive and inductive approaches. The deductive approach proposes that there will be a theory and then research, which is often used for testing theories or discovering relationships between theories, hypotheses, and existing knowledge. On the other hand, there will be research and then the theory in the inductive approach, which is often used to gain an understanding of research to build up a theory (Saunders et al. 2019). The main difference between the two approaches are summarised in Table 12.

*Table 12: Key differences between Deductive and Inductive Approaches*

<b>Inductive</b>	<b>Deductive</b>
Theories are generated.	The theory is tested.
Broad patterns, and theories are investigated from themes.	Hypotheses are tested from theories.

Data is analysed to form themes.	Variables are defined and derived from the theories.
Researcher uses different methods to measure the variables to get scores.	Open-ended is used to collect data.
A realisation that the researcher is part of the research process.	Researcher independent of what is being researched.
Less concern with the need to generalise.	A sample of sufficient size is needed to generalise conclusions.
A more flexible structure to permit changes in research emphasis as the research progresses.	A highly structured approach.
Gaining an understanding of the meanings humans attach to events.	The operationalisation of concepts to ensure clarity of definition.
A close understanding of the research context.	The application of controls to ensure validity of data.
	The need to explain causal relationships between variable.

*Source (Saunders et al. 2009; 2019)*

As different philosophies are associated with different approaches (e.g. positivism with deduction, interpretivism with induction), combining both inductive and deductive approaches in research through abduction can be fruitfully advantageous even though one of these approaches could be predominant. As Saunders et al. (2019) stated, "It is possible to combine deduction and induction within the same piece of research. It is also, in our experience, often advantageous to do so,

especially for a topic about which there is a wealth of information in one context but far less in the context in which you are researching may lend itself to an abductive approach, enabling you to modify an existing theory" (p.175). Even with the apparent distinctions between the deduction and induction approaches, various researchers such as Saunders et al. (2009;2019), Morgan (2007; 2014) and many others believed combining both approaches in the same study is completely feasible. This would enable the researcher to move between them as a suitable position, as it has been suggested that theory free research rarely exists, and examinations are more likely to be built on theoretical thoughts. Within the abduction approach, on the other hand, Saunders et al. (2019) stated, "Data are used to explore a phenomenon, identify themes, and explain patterns, to generate a new or modify an existing theory which is subsequently tested, often through additional data collection" (p. 160). Table 13 illustrates the key differences between the thoughts related to the Deduction, Induction, and Abduction approaches.

*Table 13: Comparison between deduction, induction and abduction*

	<b>Deduction</b>	<b>Induction</b>	<b>Abduction</b> (Adopted in this research)
<b>Logic</b>	In a deductive inference, when the premises are true, the conclusion must also be true	In an inductive inference, known premises are used to generate untested conclusions	In an abductive inference, known premises are used to generate testable conclusions
<b>Generalisability</b>	Generalising from the general to the specific	Generalising from the specific to the general	Generalising from the interactions between the specific and the general
<b>Use of data</b>	Data collection is used to evaluate propositions or hypotheses related to an existing theory	Data collection is used to explore a phenomenon, identify themes and patterns and create a conceptual framework	Data collection is used to explore a phenomenon, identify themes and patterns, locate these in a conceptual framework and test this through subsequent data collection and so forth
<b>Theory</b>	Theory falsification or verification	Theory generation and building	Theory generation or modification; incorporating existing theory

			where appropriate, to build new theory or modify existing theory.
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(Saunders et al., 2019)

Also, while the main philosophical rationale behind mixing qualitative and quantitative methods through the pragmatic approach is to enable researchers to choose the mode of inquiry that is best suited to their research, suggesting that "the great strength of this pragmatic approach to social science research methodology is its emphasis on the connection between epistemological concerns about the nature of the knowledge that we produce and technical concerns about the methods that we use to generate that knowledge" (Morgan (2007 p. 73), to be more precise, it supports researchers by giving them the flexibility to investigate each specific research aim appropriately. Hence, the abductive approach will be employed due to the nature of this study's aims and objectives. This will help determine the relationship between the current research and the existing theories while producing a result through logical reasoning.

Even though the pragmatism philosophical paradigm has been criticised for overly accentuating the practical and lacking articulated reasoning regarding who determines what knowledge is legitimate and useful (Hesse-Biber, 2015; Teddlie & Tashakkori, 2003), nevertheless, pragmatism allows researchers to defeat the contradiction between action and theory, whilst "giving voice to those affected by the organisational process" (Kelly & Cordeiro, 2020, p.4). Another limitation of the pragmatic approach has been for focusing on *what works* and the *real-world* practicality, which might encourage researchers to take a *soft* approach as an escape path from distinguishing or understanding other philosophical paradigms epistemologically (e.g. as qualitative vs quantitative research, inductive vs deductive and so on (Denzin, 2010; Saunders et al., 2019). However, researchers are required to have a carefully detailed understanding of the principles of the pragmatism approach in contrast to other philosophical paradigms, primarily since pragmatists

mainly focus on and intend to make a difference in organisational practices, as suggested by Morgan (2014a), who asserted that the pragmatism view as "practical, real-world inquiry [which] encourages researchers to ask *what difference would it make to act in one way rather than another?*" (p. 28).

Moreover, it has been pointed out that the pragmatist approach is appropriate to studies employing mixed methods as it is not wedded to any single philosophy or reality; secondly, it gives the researcher freedom to choose suitable methods, techniques, and approaches to data collection and analysis in order to best achieve their research purpose; thirdly, it has been argued that 'for mixed methods researchers, pragmatism opens the door to multiple methods, different worldviews, and different assumptions, as well as different forms of data collection and analysis' (Creswell, 2009, p. 11), which is one of the main reasons for adopting an exploratory sequential design as a methodological choice in this study. This is because the focus of the current research is to address the challenges that frontline employees face in the hospitality sector in Jordan by providing a practical framework that may benefit the hospitality industry as well as hotel management practices, with extensive available literature being given to some contexts while far less in another. So, a pragmatist view seems appropriate.

## **Current state of research**

Analysing the current research state offers significant insights into the development of disciplined and employed methods for a particular research problem. Indeed, it is crucial to determine whether the state of research enables exploratory-oriented design, which is a research design conducted to study a problem that has not been clearly defined and does not intend to provide a final conclusion.

Rather, it aims to provide insight into, and a better understanding of, the research problem; or a conclusive design based on a clear research problem and well-defined research objectives and data to be used to test hypotheses and relationships and provide a way to quantify and verify the findings of existing studies in order to generate findings to reach conclusions (Dudovskiy, 2018).

After reviewing the existing literature associated with the research problem, an exploratory-oriented research design appears more suitable (even within quantitative research). That is because the present dissertation aims to explore how and why frontline employees constructively deviate from hotel norms to satisfy customers. This makes an exploratory sequential mixed-method design more fitting for the dissertation to address both exploratory and explanatory research questions in a single study and, hence, minimising the weaknesses and drawbacks of each method (Creswell, 2009; Mik-Meyer, 2020). A mixed-methods study is the most suitable way to deepen understanding of the novel and unexplored relationship between servant leadership and constructive deviance from the Jordanian hotels' frontline employees' viewpoint. Specifically, this is to explore potential mediating and moderating mechanisms to explicate how and why frontline employees constructively deviate in the hospitality context. To date, very few studies are available that have empirically employed such approaches in the hotel sector, and more research has been called for in this respect (Sharma & Chillakuri, 2022; Shukla & Kark, 2020), particularly within four and five-star hotels in Jordan. Hence, an exploratory phase is vital to inform the quantitative study. A mixed-method approach was chosen as the most appropriate to both empirically explore and test the novel specific mechanisms that underlie the relationship between servant leadership and constructive deviance from an internal marketing perspective.

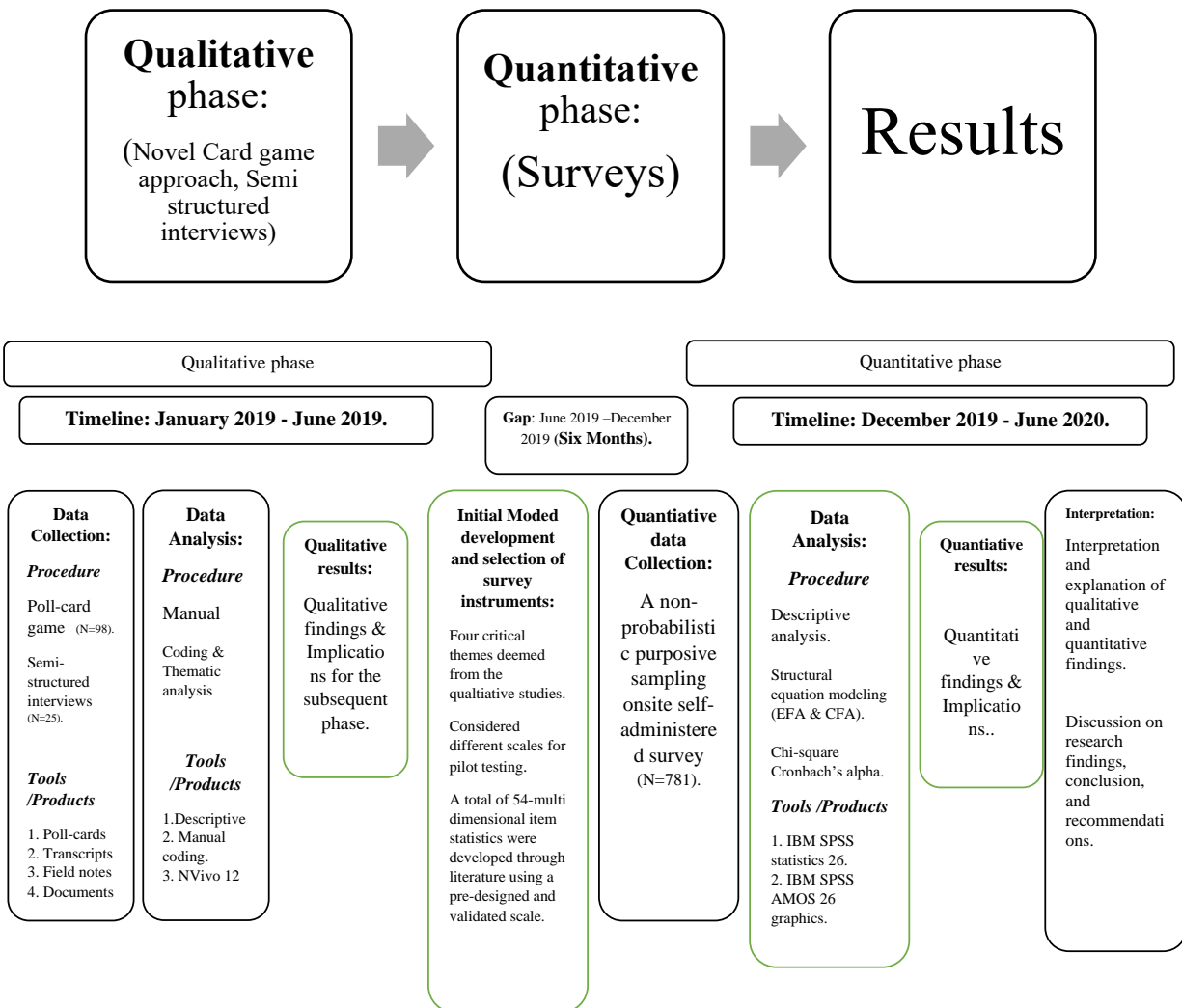
### 3.4 Mixed methods research

Social and behavioural sciences have experienced significant methodological developments, from using a single method to mixed-methods approaches and mixed model studies, combining both qualitative and quantitative approaches in any or all phases of the research process (see Tashakkori & Teddlie, 1998). In line with the philosophical paradigm of pragmatism, this dissertation employs a mixed-methods approach to address the research problem by combining both qualitative and quantitative approaches to the research methodology.

Mixed methods research is often referred to as the '*third methodological orientation*', which has been defined as a philosophically underlined model of inquiry combining qualitative and quantitative research models so that evidence may be mixed and knowledge is increased more meaningfully than either model could achieve alone (Berman, 2017; Wilson, 2013, p. 61). Three main mixed-methods research designs are being widely used for different purposes, including an *exploratory sequential design*, in which qualitative data is collected and analysed initially to inform and lay the groundwork for the quantitative mode of inquiries; an *explanatory sequential design*, in which quantitative data collection and analysis are performed first in order to inform subsequent qualitative data gathering; and finally, a *convergent design*, in which qualitative and quantitative data are collected and analysed in the same timeframe so that the findings of each can be compared (Creswell & Plano Clark, 2018; Fetters, Curry & Creswell, 2013).

This study aims to make use of qualitative research as a starting point for developing quantitative research. In this manner, the quantitative phase elaborates on the qualitative phase, and the qualitative findings clarify the conceptual framework development and consequent quantitative approach (see figure 3).

Figure 3. Mixed-method approach employed for this dissertation.



Source Author

An *exploratory sequential design* is well-suited for reaching the study purpose by which testing the direct and indirect relationships between servant leadership and constructive deviance can be best examined after empirical explorations of different types of constructive deviance behaviours of frontline employees and the potential drivers; mediators, or/and moderators underlie the



relationship between leadership and constructive deviance. Henceforth, the necessity of the exploratory phase of the study lies in assisting the researcher in contextualising and uncovering additional unidentified elements related to leadership. This is consistent with the epistemological paradigm of pragmatism, and the rationale is in line with Creswell (2013), Saunders et al. (2019), and Morgan's (2014) references to mixed methods.

The exploratory sequential design shown in Figure 4 dominates the various stages involved in this research, starting from setting up ontological and epistemological positions, identifying a research approach, and qualitative data collection strategies, to analysing qualitative data, followed by quantitative data collection and analysis and eventually integrating and reporting the final results.

### **3.5 Additional justification for the methodological choice**

Various authors across the literature believed that a broadly conceived approach is needed to deepen the understanding of a complex, multi-levelled, and socially constructed process such as leadership, wherein the complexities of leaders' behaviours and how leaders influence the performance of their followers, demand a multitude of research methods (Bass & Bass, 2008; Brimhall & Palinkas, 2020; Creswell & Plano Clark, 2011; Gardner, Lowe, Moss, Mahoney & Cogliser, 2010; Stentz et al., 2016; Wren, 1995). In support of this view, Brimhall and Palinkas (2020) pointed out that "Understanding the complexity of follower-leader behaviours and the way that they influence others could be insufficient to make a precise scope of how leaders influence followers using quantitative methods alone" (p. 358). That is, methodological and substantive issues in leadership research which deals with human behaviours, thoughts, and psychological processes are likely to "broaden by presenting the possibility of a new paradigm for leadership that

combines the use of both objectivist and subjectivist views toward a better understanding of leadership as a complex, multifaceted form of performance that does not exist unless something happens" (Stentz et al. 2016, p. 1173; Gardner et al., 2010; Bass & Bass, 2008).

While the adopted philosophical paradigm of pragmatism allows researchers to choose the mode of inquiry that is best suited to their research, Morgan (2007) stated, "The great strength of this pragmatic approach to social science research methodology is its emphasis on the connection between epistemological concerns about the nature of the knowledge that we produce and technical concerns about the methods that we use to generate that knowledge" (p. 73); in this sense, the significance of employing this approach lies in combining both methods in a flexible way to investigate each specific research aim appropriately, therefore, providing a better picture of the phenomenon being studied and allowing the development and expansion of the quantitative methods (Ladegard & Gjerde, 2014). However, different characteristics of qualitative and quantitative research will be contrasted to understand the distinction between the two approaches in relation to the research question, as illustrated in table 14 below.

*Table 14: Qualitative and quantitative research design*

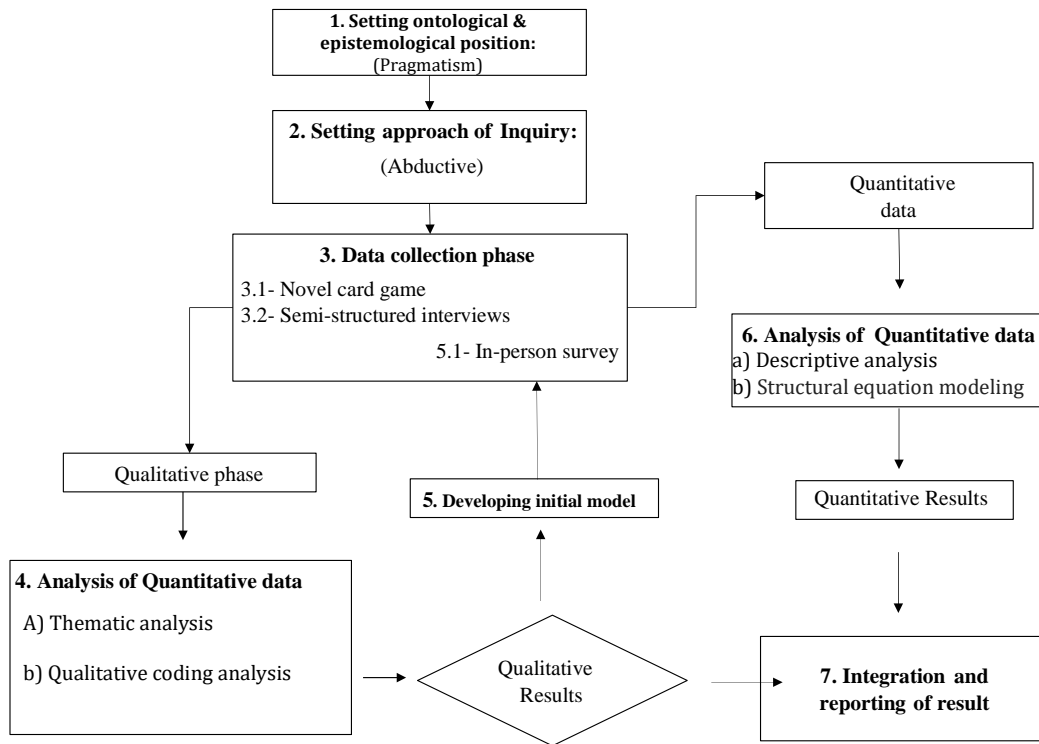
	<b>Qualitative</b>	<b>Quantitative</b>
<b>Purpose</b>	To obtain a qualitative understanding of the underlying reasons and motivations.	To quantify the data and generalise the outcomes from the sample to the population of interest.
<b>Historical Evolvement</b>	Scientifically rooted in humanities. Evolvement of qualitative sciences due to the criticism of quantitative approaches.	Scientifically rooted in natural sciences. In the 19 <sup>th</sup> century, social sciences developed with methods from natural sciences.
<b>Philosophical paradigms</b>	Interpretivism Develop hypothesis Inductive method	Realism Test hypothesis Deductive method
<b>Research design</b>	Exploratory	Explanatory
<b>Technics</b>	Description small number of nonrepresentative cases (single case) Non-numerical- Nonstatistical	Measurement large number of representative cases (sample)  Numerical - statistical

<b>Methods of data collections (examples)</b>	Qualitative interviews, qualitative observations, non-reactive methods, fieldwork, action research, gender research, and biographical studies.	Counting (quantitative content analysis), judging (paired comparisons, multidimensional scaling, ratings), testing (adaptive testing), interviewing (oral interviews, written interviews), observing.
<b>Methods of data analysis (examples)</b>	Content analysis, grounded theory, global analysis, linguistic analysis.	Univariate statistics (descriptive statistics), bivariate statistics (correlation, regression, t-tests), multivariate dependent techniques (multiple regression, multiple discriminant analysis and logistic regression, multivariate analysis of variance, conjoint analysis), multivariate interdependence techniques (cluster analysis, multidimensional scaling, correspondence analysis), SEM structural equation modelling.
<b>Outcome</b>	Build an initial understanding.	Recommend a final course of action.

*adopted from Hair et al., 2008; Saunders et al., 2019; Lee & Lings, 2006; Malhotra, 2002*

Furthermore, the majority of leadership studies have used only a single methodology, specifically, the quantitative approach; although the use of mixed methods among leadership scholars is growing, there is still much exploration to be done when it comes to the advancement of leadership theories concerning psychological processes (Stentz et al. 2016), specifically for servant leadership theory. Most of the former research mainly attempted to explain how leadership influences followers by testing hypotheses rather than continuing to understand the outcome or exploring why servant leadership yields the influence of followers engaged with the leader, as qualitative explorations were typically not considered by most of the servant leadership scholars (Lockhart, 2021; Song & Ferch, 2019). According to Lockhart (2021) "The methods used by past researchers have been to statistically justify the results of the study because when using qualitative methods, the potential to make results subjective exists" (p.46). Besides, different authors such as Creswell and Clark (2017) suggest that because the exploratory sequential design combines two different research traditions and strategies, considering a single philosophical position such as pragmatism or two distinct world views that is suitable for completing the research task is acceptable.

Figure 4 Exploratory sequential mixed-methods research design employed for this dissertation.



### 3.6 Limitations

Although the adopted mixed-method approach is popularly used, it is not free from limitations. The main critique of the adopted methods is causing worldviews conflict (Tashakkori & Teddlie, 1998), especially in terms of the philosophical paradigm, as it has been suggested that only one philosophical paradigm can be employed within a study, and epistemological and ontological assumptions of positivism and interpretivism are too far distinct from being unified within one approach. Nevertheless, this is recognised and fundamentally acknowledged; as the present study does not intend to mix worldviews (Lee & Lings, 2008); instead, certain characteristics of

quantitative and qualitative research will be assessed and contrasted to understand the distinction between the two approaches to the research question through the adopted philosophical paradigm. Since this study runs under the pragmatism paradigm as the underlying philosophy for inquiry, the mixing of worldviews can be addressed and minimised by moving beyond the epistemological debate about the nature of truth and reality and putting the emphasis on "practical understandings of concrete, real-world issues" (Kelly & Cordeiro, 2020, p.1). The epistemological stance of this approach entails one or many ways of exploration not limited to a specific inquiry line, advocating researchers to select between multiple inquiry models as research questions being addressed intrinsically to determine which methods are best suitable. In this sense, specific research questions are best addressed qualitatively, whereas others use quantitative methods. This underlying philosophy allows for systematically applying relevant qualitative and quantitative approaches to address each particular aim (Toyon, 2021; Kelly & Cordeiro, 2020; Kaushik & Walsh, 2019; Morgan, 2007).

Although pragmatism is compatible with interpretive views in terms of the social construction of reality, the focus is on probing the importance and meaning of research data by examining its practical consequences, which is primarily valuable for organisational contexts where the practical concern is thoroughly tangled with how knowledge is attained (Kelly & Cordeiro, 2020; Morgan, 2014b). That is, this approach has been endorsed for its ability "to bridge the gap between the scientific method and structuralist orientation of older approaches and the naturalistic methods and freewheeling orientation of newer approaches" (Kaushik & Walsh, 2019, p. 2; Creswell 2013; Creswell & Plano Clark 2011; Creswell, 2009).

Despite its criticism for excessively concentrating on real-world practice, lacking articular reasoning in determining the legitimacy of knowledge, and also for being a 'soft' approach that

researchers could use to avoid distinguishing between the different epistemological, philosophical paradigms (i.e. qualitative vs quantitative research, inductive vs deductive) (Hesse-Biber, 2015; Teddlie & Tashakkori, 2003). Nevertheless, a detailed and sensible understanding of the pragmatism approach has been taken into consideration by the researcher as this study intends to make a difference in the real world of practice by 'giving voice to those affected by the organisational process', recognising both positivist and interpretivist views, and accepting the involvement of people in their formations and development. This gives its empirical inquiries the ability to provide a more complete research assessment and a more complete understanding of research objectives, hence leading to a balanced conclusion (Toyon, 2021; Kelly & Cordeiro, 2020, p.4; Saunders et al., 2019; Saunders, Lewis & Thornhill, 2012; Creswell, 2009; Morgan, 2007). Also, it has been suggested that for researchers in the social sciences field, conducting their research without regard for strict philosophical restrictions is strictly limited, and close adherence to a precise philosophical worldview could obstruct the study of those areas that may develop their understanding of the social science-related topics (Toyon, 2021).

Finally, the mixed methods approach is criticised for taking up a great deal of time, extensive data obligations and the requirements to develop word observations and numeric data gathering and analysis skills. While the limitations concerning time and data collection are considered and could be addressed through suitable sampling and data-gathering techniques, the limitation concerning the development of both qualitative and quantitative-related data collection and analysis skills could be regarded as an opportunity for the researcher to enhance and grow methodological skills.

### **3.7 Ethical consideration**

When performing research, the university's ethical and moral policy states that researchers must acquire ethical approval before beginning any research project. According to Cooper and Schindler (2008), research ethics entail the behavioural norms that inform individuals about the ethical options of behaviours and relationships with other individuals.

The ethical concerns in social sciences research are usually associated with data collection from and about individuals and groups. Social science researchers must consider and predict any ethical concerns that may emerge in their research project and act appropriately with the individuals who became the subject of the project (Saunders et al., 2016). In this sense, moral protection must be provided to all participating in the study to ensure that participants are confidently secure in giving their responses; discrepancies or unethical behaviour that could impact their organisations, and must be dealt with as the research process progresses (Creswell, 2007).

Therefore, individuals and organisations involved in the research are expected to be rigorous and ethical in their performance. Hence, this subsection will consider some potential ethical concerns for each stage of this mixed-method study. The key significant ethical issues which the research must address are as follows:

- Written consent must be given by participants based on a full provision of information regarding the study, participation and potential impacts. This is to allow participants to be autonomous and self-determining in their choice to take part;
- Agreement on participants' right to privacy;
- Allow withdrawal of participation at any point;
- Provide full information to participants on who can access the data they provide, how far the data will be publicly accessible and methods for dissemination;
- Maintain the anonymous, confidential and non-traceable nature of responses;

- Explain data collection and storage procedures in-study and post-study to participants;
- Be sensitive to individuals in terms of ethnic, cultural, gender-based and age-based characteristics;
- Seek permission from relevant individuals/bodies (such as the direct supervisor or Human resources managers) before access;
- Reach an agreement on who owns the data collected and provide those participating with the rights to disagree with or disown the study.

It is noteworthy to mention that these issues were considered and agreed upon with all participants before the research began, including the University of Salford's research, innovation, and academic engagement ethical approval panel. An official document that has been acquired before data collection can be reviewed in the Appendix A1.



## **Chapter 4: Qualitative Research**

### **4.1 The Qualitative Research Phase**

This chapter presents the first phase of the study. The chapter begins by outlining the qualitative research objectives, selecting appropriate research methods to address these objectives, and reviewing the research design and analysis methods. Finally, the initial findings of the qualitative phase are proposed.

#### **4.1.1 Objectives of the Qualitative Phase**

Consistent with the overall research objectives, the first phase of this exploratory study aimed to deepen the understanding of the mechanisms by which servant leadership impacts frontline employees' constructive deviance and satisfies the customers within the hotel industry. In line with the overall aims, the objectives of the qualitative study were:

- Consistent with research objective 1, the qualitative phase aims to explore and understand the drivers of constructive deviance in the hospitality context from an internal marketing perspective.
- Consistent with research objective 2, the qualitative phase aims to provide an in-depth understanding of the unexplored relationship between servant leadership and constructive deviance of frontline employees by understanding the underlying mediating and moderating mechanisms.

Throughout semi-structured interviews and poll-card games with frontline employees and supervisors from multiple five and four-star hotels in Jordan, the result of the qualitative research intends to develop a conceptual framework and ensure the validity of the instruments that will be used in the quantitative research phase in which the relationships between servant leadership and constructive deviance are empirically tested. In addition, the poll-card game was conducted as an initial objective to gain background information on the relevant and preferred leadership styles amongst frontline employees within the field of hotels that promote constructive deviance.

#### 4.1.2 Participants

Two main types of sampling strategies are commonly used for ensuring the representativeness of sample, i.e. Random sampling (or probability sampling) and purposive sampling (often called non-probability sampling) (Creswell & Clark, 2017; Saunders et al., 2019); In random or probability sampling, elements are selected entirely random, autonomous and without replacement. Various types of random sampling have been proposed, which are illustrated in table 15.

*Table 15: Types of random sampling*

<i>Systematic sampling</i>	Begins choosing sample randomly at a point then choose a frequency (like every 3 <sup>rd</sup> ) depending on the population size. A regular interval is used to select the sample; the only first sample will be chosen at random after that sampling fraction will be calculated to find out the interval.
<i>A simple random sample</i>	is selected from a full list of the population. This sampling allows the researcher to choose sample without bias and results can be generalised to the population. However, chances of error are still there. This technique is best when

	sampling frame available and easily accessible preferably in electronic form.
<i>Stratified Random Sample</i>	sampling frame is divided such as class, race, sex etc. and then the sample will be chosen randomly. It is the modification of simple random sampling. When the sample is divided into strata, it means it can be generalised to the population a better way.
<i>Cluster sampling</i>	looks like stratified sampling as the researcher needs to divide his/her target population into groups. In this sampling researcher full list of clusters instead of the full list of individuals.
<i>Multi-stage cluster sampling</i>	<i>sampling</i> development of cluster sampling. Samples are drawn from within the clusters, for example, sampling by age, sex from within the young adults identified through cluster sampling.

On the other hand, purposive sampling is a non-probability method of sampling that is often used when an equal chance of selecting every unit within the population cannot be guaranteed. Researchers frequently use purposive sampling to target a particular group when a sampling frame is not required. Different types of purposive sampling have been proposed, including:

- *Quota sampling*: a non-random or non-probability sampling method that aims to generate a sample that is reflective of a population in relative proportions of people, and

the chosen sample yields the same amount as the known population in different categories, such as gender, age, ethnic groups, social or socio-economic groups.

- *Convenience sampling*: a non-probability sample that is selected based on availability.

*Snowballing sampling*: A sampling technique often used for finding research subjects by letting respondents refer other respondents who share similar characteristics within a particular population. Snowballing sampling is a helpful tool for identifying and reaching hidden participants from external mainstream social research.

Both benefits and drawbacks of purposive and random sampling are summarised in Table 16.

*Table 16: pros and cons of random and purposive sampling*

Random – probability sampling	Purposive - non-probability sampling
An equal chance for each sample to be chosen.	There isn't an equal chance for each sample to be chosen.
Findings could be generalised.	Findings could be generalised for the target population from the sample.
Fixed and known probability of selection of a sample.	The probability of selection is not fixed or known.
The result is bias free	Results can be biased.

Despite the advantages and disadvantages of both sampling methods, it is suggested that effective qualitative inquiry requires a proper selection of participants to achieve the objectives of any study.

A distinction between different purposive and non-random sampling strategies can be made, depending on which participants can effectively address the area under investigation and provide

the investigator with a better understanding of a phenomenon (Creswell, 2008). Hence, participants in this study phase were expected to report critical facts and real perceptions about the phenomenon under study as it is essential to select appropriate participants to reach the research objectives and ensure proper qualitative inquiries (Richards & Morse, 2007). Therefore, snowballing purposive sampling was used as a sampling strategy. This technique is considered one of the most accurate purposive sampling methods suggested by many early influential qualitative inquiry researchers, including Creswell (2008, 2009, 2013), Lee and Lings (2008), and Richards and Morse (2007).

It begins with purposive sampling, then allows the findings and theories to drive the rest of the iterative process based on the relations between the theoretical and epistemological and theoretical stances that emerged from the data, as theoretical sampling is a theory-driven sampling approach that aims to develop relationships and categories from the emerging data to acquire information from participants based on theoretical reasoning. This non-probable sampling strategy suggests selecting participants based on population characteristics.

Purposive sampling is widely used in qualitative studies as it helps collect a more representative view of the population, which would support the applicability in a larger population (Creswell & Clark, 2017; Saunders et al., 2019). Consequently, all participants in the qualitative phase have been selected based on the following criteria: (a) working in the hospitality sector and dealing directly with the customers as frontline and can speak and communicate in English, (b) working in four or five-star rating hotels in Jordan, (c) their job description entails matters related to customer service and customer problem solving as an employee or a supervisor. The research included employees who previously worked as frontline, and later changed their careers, allowing a total of twenty-five participants.

#### **4.1.3.1 Sample Units**

The main sample units consist of male and female frontline supervisors and employees in the hotel sector. The study was restricted to frontline employees and supervisors from different 4\*star and 5\* star hotels working in frontline service departments, including front office, food and beverage, and housekeeping.

#### **4.1.3.2 Sample size**

A sample is a relatively small subgroup of individuals from the population, which helps researchers understand general behaviours of phenomena within the population. In qualitative research, the sample size relates to the number required to fully notify all crucial aspects of the phenomena being explored; the size of the sample plays a critical role in precision, which increases by enlarging the sample size. Yet, a larger sample does not ensure precision but increases the sample's likely precision and reduces sampling errors (Bekele & Ago, 2022; Bryman, 2012).

While some scholars suggested that a quality size of a sample for interviews ranged between 6 to 10 participants (Lockhart, 2021; Marshall & Rossman, 2016), or 20 participants as the minimum size of the sample (Lee & Lings, 2008), other scholars opposed that, as they believed that a more comprehensive sample size is required in multi-country research, meta-themes or when there are various variables in the analysis, and relationships between variables are expected (Borg & Gall, 1979; Hennink & Kaiser, 2022). On the other hand, it has been suggested that within the theoretical sampling approach, an iterative process remains until reaching the saturation point, in which any further interviews would not obtain additional information. According to Hennink and Kaiser, 2022, "Sample sizes in qualitative research are guided by data adequacy, so an effective sample

size is less about numbers (n’s) and more about the ability of data to provide a rich and nuanced account of the phenomenon studied.” (P. 9). As for the present study, a minimum sample size of twenty separate semi-structured interviews with frontline employees and supervisors working in various departments from different hotel categories is expected to be reflective and reach the saturation point as well as represent the full dimensionality of people’s experiences as suggested in the literature (Hennink & Kaiser, 2022; Lee & Lings, 2008).

Regarding the sample size of the poll-card game, standard focus group settings were adopted for the poll-card game. While suggestions regarding the size of the sample for saturation in qualitative inquiries has been inconsistent, with some suggesting 9–17 for interviews and in focus groups, 6-10 members in each group and smaller sizes when the participants are active and well engaged in the research topic: 4-8 for focus groups (Hennink & Kaiser, 2022; Morgan, 1996). However, theoretical saturation was not demanded in the poll-card game, and the study members did not require to be highly engaged with each other. Instead, the poll-card game intended to compare the participants' opinions with similar job titles and comparable hotel categories in order to gain insight into the preferred leadership style in influencing and promoting constructive deviant behaviours among the sample.

The final sample size of the poll-card game and semi-structured interviews are presented in Table 17.

*Table 17: Qualitative study sample*

<b>Sample size</b>	Frontline Employees & Supervisors <b>(25 participants)</b>	Poll-card game <b>(98 participants)</b>
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<b>Methods of collecting data</b>	semi-structured interviews	Face-to-face
<b>Data collection sites</b>	Jordan, UK (tape-recorded Skype interviews)	Jordan

As summarised in Table 17, a total of 123 participants contributed to the qualitative study. Ninety-eight respondents who participated in the poll-card game were limited to frontline employees. At the same time, semi-structured interviews were completed with 25 different staff members dealing directly with customers in a frontline service department, such as housekeeping, front office, and food and beverage. Because the research focuses on the frontline employees and their constructive deviance experiences, the majority of the semi-structured interview sample was conducted with frontline employees (n = 19), while supervisors accounted for six interviews from multiple four- and five-star hotels across the country (n = 6).

**4.1.3 Data Collection Method**

The poll-card game and semi-structured interview techniques were chosen as the most suitable methods to reach the research objectives. The University of Salford's research, innovation, and academic engagement ethical approval panel approved all data collection procedures to the researcher prior to the beginning of the collection process, and the official documents can be reviewed in (Appendix A.1). The data collection for the qualitative phase took place between January 2019 and June 2019. More precisely, the poll-card game was carried out between January 2019 and February 2019, whereas the semi-structured interviews began in February 2019 and reached saturation in June 2019.



#### 4.1.3.1 Overview of Data Collection

The following steps were used for collecting the data:

1. The poll-card game was conducted through empirical observations in multiple hotels within the target sample to acquire feedback on the guideline's suitability for the study context and gain a deeper understanding of the factors that might influence the participants' answers.
2. The interview guidelines were developed for the semi-structured interviews along with demographic questionnaires for the study sample (see guideline section 4.1.5.4).
3. Accessibility to participants was set out.
4. The researcher conducted the semi-structured interviews in person, while Skype software was used for the researcher's team due to their geographical distance.

An overview of data collection modes and methods is presented in Table 18.

*Table 18: Qualitative Data collection methods*

<b>Sample</b>	<b>(25)</b> Frontline Employees & Supervisors	<b>(98)</b> Poll-card game
<b>Methods of collecting data</b>	semi-structured – interviews	Face-to-face

<b>Data collection sites</b>	Jordan, UK (tape-recorded Skype interviews)	Jordan
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As outlined in Table 18, the data collection procedure intimates that the poll-card game was empirically administered in Jordan. Because of the sample's geographical distance, the semi-structured interviews were administered in person as well as over Skype software. In the following subsections, the adopted poll-card game will be initially discussed, followed by the semi-structured interview approaches in more detail.

**4.1.3.2 Poll-card game**

The method, rationale, process and guideline for implementing the poll-card game method within the qualitative study is discussed in this section.

**4.1.3.2.1 Method**

The poll-card game was applied before conducting the semi-structured interviews. Participants were asked to choose a card outlining the most important leadership characteristics that would encourage them to constructively deviate from the organisational norms to satisfy customers. The subsequent subsection explains the reasoning for using the poll-card game in more depth.

**4.1.3.2.2 Rationale**

The poll-card game was empirically employed before the interviews primarily to acquire background information on their preferred leadership style that can encourage participants to

deviate from organisational rules and satisfy customers constructively. That is, the literature revealed that transformational leadership had been well-researched and broadly practised in many sectors, including the hospitality sector (Afsar et al., 2018; Brière et al., 2020; Eva et al., 2019; Gill et al., 2006; Kara et al., 2013; Rad & Yarmohammadian, 2006; Surucu & Sagbas, 2021; Yavuz, 2020; Surucu & Maşlakcı, 2019). Subsequently, it was crucial to examine and compare what style of leadership would be preferred and encourage frontline employees in hotels, particularly five and four-star hotels in Jordan, to respond to internal marketing programmes and engage in constructive deviant behaviours for customers between the two leadership styles (i.e. servant and transformational leadership)

Servant leadership shares many similarities with transformational leadership, whether in influencing and empowering others, conceptualisation, trustworthiness, and service orientation behaviours, as it has been noted that both leadership styles are considered people-oriented leadership styles, which attempt to identify and clarify followers' needs and motives (Brière et al., 2020; Hoch et al. 2018; Liden et al. 2008; Parris & Peachey, 2013; Yavuz, 2020). Additionally, transformational leadership and servant leadership have been early conceptualised to share similarities and many characteristics in common such as the study of Gregory Stone, Russell and Patterson (2004), who proposed a side-by-side comparison between the attributes of transformational and servant leaders, which is illustrated in Table 19.

*Table 19: Comparison between Servant and transformational leaders characteristics*

<b>Servant Leaders</b>	<b>Transformational Leaders</b>
Influence	Idealised (charismatic) influence
Vision	Vision

Trust	Trust
Credibility and competence	Respect
Delegation	Risk sharing
Honest and integrity	Integrity
Modelling and visibility	Modelling
Service	Inspirational motivation
Stewardship	Commitment to goals
Communication	Communication
Persuasion	Enthusiasm
Pioneering	Intellectual stimulation
Appreciation of others	Rationality
Encouragement	Problem-solving
Teaching	Individualised consideration
Listening	Personal attention
Empowerment	Mentoring
	Listening
	Empowerment

Early research highlighted some distinctions between the two leadership styles, such as the work of Dannhauser (2007), who noted that the primary focus of servant leadership is the needs of others and selecting followers' needs as the foremost priority, which has been supported later by Hoch, Bommer, Dulebohn and Wu (2016) who pointed out that there are undoubtedly conceptual connections and differences between the two leaderships, "but whether the conceptual overlap is associated with significant empirical overlap" was still under-researched. Moreover, Hoch et al. (2016) pointed out that the main difference is the leaders' focus, as the primary focus of transformational leaders is inspiring followers to achieve the organisational goals, while the followers' growth and well-being are the central focus of servant leaders (507).

Although prior literature suggested that both transformational (e.g. Mertens & Recker, 2019; Vadera et al., 2013; Yavuz, 2020) and servant leadership (e.g. Afsar et al., 2018; Brière et al., 2020; Eva et al. 2019; Parris & Peachey, 2013) could influence constructive deviance, the card game intended to reveal which approach is more effective in encouraging and promoting constructive deviance behaviours. Therefore, respondents were asked to select one from the two

leadership styles that they felt represented the most essential characteristics of a leader that helps frontline employees constructively deviate from organisational rules and norms for the customers in the hotel context (i.e. gives the confidence and courage to bend/break the rules for the benefit of the organisation to satisfy customers). Table 20 shows the characteristics of both approaches distributed to participants.

*Table 20: Poll-card game (Servant leadership vs Transformational leadership)*

<b>(A)</b> – A leader characterised by the following statements:	<b>(B)</b> - A leader characterised by the following statements:
An honest supervisor	A supervisor who inspires others with his/her plans and articulates a compelling vision of the future
A supervisor who could help me if I had a personal problem	A supervisor who treats each of us as individuals with different needs, abilities, and aspirations
A supervisor who can tell me if something work-related is going wrong	A supervisor who insists only on the best performance
A supervisor who gives me the freedom to handle difficult situations in the way I feel is best	A supervisor who provides a good model for me to follow and leads by example
A supervisor who makes my career development a priority	A supervisor who gets the group to work together for the same goal

A supervisor who puts my best interests ahead of his/her own	A supervisor who seeks differing perspectives when solving problems
A supervisor who emphasises the importance of giving back to the organisation and community	A supervisor who goes beyond his/her own self-interest for the good of the group
	A supervisor who has stimulated me to rethink the way I do some things

*A = Servant leadership; Source: adapted from Liden et al.'s (2015) 7-item scale*

*B = Transformational leadership; adopted from the Transformational Leadership Scale (Podsakoff et al.'s, 1990)*

**4.1.3.2.3 Process**

Voluntary requests were allocated to members within participating hotels. A request to participate in the card game was distributed to the direct supervisors of the target population (frontline departments). The supervisors then invited their team members to participate and forwarded the invitation request to their teams. Indeed, it was essential to be sensitive in the invitation process to ensure that participation was voluntary. A brief demographic overview of the participants is outlined in Table 21.

Table 21: Demographic overview of poll-card game participants

Sample	Total analysed data	Department	Rating of the hotel per team
Card game	98	Eight teams F&B (44 participants)	Seven 5* & one 4*
		Five teams, front office (23 participants)	Four 5* & one 4*
		Four teams, guest relations (24 participants)	Four 5*
		Housekeeping (7 participants)	Two 5*

5\* = Five-star rated hotel, 4\* = Four-star hotel

#### 4.1.3.2.4 Guidelines for the card game

A guideline for the card game was designed in a simple and easy way to enable participants to highly engage and read the provided cards carefully in terms of the qualities of a leader that would help them to engage in constructive deviance. Furthermore, the researcher made regular and flexible follow-ups with participants during the process, and monitoring was in place to ensure the participants' concentration and involvement in the study.

The study was conducted within the hotels that officially agreed to participate in the research to manage the card game settings professionally. Every participant was given a pen, a note sheet, and a welcome note for the card game. Approved participants were asked to choose from the two leadership styles (Servant leadership (A) & transformational leadership (B) after providing their names or numbers (Employee ID) ). The card game took place in the departmental manager's office, and all participants were asked to review and select their choices at their offices without

pressure. The participants were invited to ask questions freely and personally return the chosen cards to the researcher during the process. The researcher then collected the cards and made memos about the participants' answers and comments following Creswell's (2003) recommendations.

## **Discussion**

Based on the importance of leadership in the hotels and hospitality sector in building and creating a supportive environment for frontline employees to engage in constructive deviance, the poll-card game was conducted empirically to distinguish the most critical characteristics amongst the two leadership styles that are considered people-oriented and which suggested by many authors to help and motivate employees to show their full potential and encourage constructive deviance behaviours from the participants' viewpoint.

In this sense, the poll-card game was organised to explore the preferred style of leadership that frontline employees needed to constructively deviate from the hotel policies. The result outlined in Table 22 revealed that 61 out of 98 (60%) participants are more likely to deviate positively from the hotel norms for customers when they have a leader with qualities presented in the provided card (A), compared to 37 participants selected card (B) who believed that transformational leadership could be more persuasive, accounting for 40% of the participants. Although the answers varied among participants across departments, the final result showed that the majority of the participating teams from frontline departmental teams including the food and beverage department, front-office, guest relations, and housekeeping departments, clearly preferred servant leadership.



*Table 22: Card game result*

Sample	Total data analysed	F&B	Housekeeping	Front-office	Guest relations	Percentage
Card game	98	44	7	23	24	100%
A- Servant leadership	61	27	5	14	15	60%
B- Transformational leadership	37	17	2	9	9	40%

As presented, the poll-game result summarised in the table revealed that servant leadership was most preferred and had the potential for promoting constructive deviant behaviours amongst hotel frontline workers.

#### **4.1.4 Conclusion, limitation, and implication for the subsequent study phase.**

The poll-card game is intended to test and distinguish between the two leadership styles, namely, servant and transformational leadership, which has been suggested to significantly impact hotel frontline employees to deviate from the hotel policies to help customers constructively. The result showed that the majority of the participants would like to have servant leaders to engage in constructive deviant behaviours within various five and four-star hotels in Jordan.

Although the results revealed that the qualities of servant leaders were mostly preferred for constructive deviance, the sample size had some limitations in terms of the sampling size and methods, as a non-probability method of sampling can be relatively limited to the data generalisability. However, the card game aimed to distinguish the applicability of the leadership

styles that had been practised and preferred by the participating hotels, as well as emphasizing the adequacy of the sample rather than the generalisability of the findings based on the recommendations of Creswell (2008).

#### **4.1.4.1 Implication for the subsequent phase of the study**

The poll-card game's findings build a foundation for the subsequent study that involves conducting in-depth semi-structured interviews with frontline employees and supervisors, mainly to gain a deeper understanding regarding how, why, and when servant leadership triggers frontline employees' constructive deviance and to explore other factors that underlie the effectiveness of internal marketing programmes in relation to servant leadership and constructive deviance.

The result helps the subsequent phase and contributes to the overall research method by empirically confirming that characteristics of servant leaders are more favoured in providing the confidence and courage to bend the rules for the benefit of the organisations than transformational leadership (e.g. to satisfy customers). This was crucial as existing knowledge was scant from empirical evidence regarding the applicability, impact and employees' perceptions of servant leadership, and the link between servant leadership and employees' constructive deviance behaviours from the Jordanian hotel perspective was known.

Employing this method in examining and comparing what style of leadership is preferred by hotel employees to engage in constructive deviance highlighted the potential benefits of continuing the explorations of the unexplored relationship between servant leadership and constructive deviance of frontline employees and offered a significant step towards developing a model that can help in understanding the drivers and underlying mechanisms of constructive deviance in the hotels'

context from an internal marketing perspective in order to address the research questions in a cost and time-effective way.

#### **4.1.5 Semi-structured interviews**

##### **4.1.5.1 Methods**

Interviews are a data collection method associated with qualitative research (Bryman, 2012; Hennink & Kaiser, 2022). The role of qualitative inquiries is to gain insights from individuals through interactions between the interviewer and the interviewee and by asking questions and listening to participants' opinions, views, and perceptions, so the link between theory and research can be assessed (Hanohov & Baldacchino, 2018; Kvale & Brinkmann, 2009; Naoum, 2012).

There are three key types of interviews: *Structured interview*, where the interviewer prepares a standardised set of questions and usually addresses a specific inquiry that intends to create answers that can be coded and processed rapidly; *Semi-structured interviews*, where the researcher has a list of themes and possibly some key questions to be covered, although their use may vary from one interview to another; *Unstructured interviews*, which are informal and commonly used to explore a general area of inquiry (Saunders et al., 2015).

As for the present study, the semi-structured interview technique was selected as the most suitable method to reach the research objectives. Semi-structured interviews are appropriate for qualitative exploratory studies. The rationale for using semi-structured interviews in the study is presented in the following subsection.

#### **4.1.5.2 Rationale**

The underlying principle for using open-ended questions was to observe the bigger picture of a phenomenon under investigation from the participants' perceptions, attitudes, and experiences. This method has been widely used and recommended by many authors, including De Jonckheere and Vaughn (2019) and Creswell (2005), who stated that "qualitative data, such as open-ended interviews that provide actual words of people in the study, offer many different perspectives on the study topic and provide a complex picture of the situation" (p.5). Furthermore, the semi-structured interview method was appropriate to ensure the consistency of themes and focus in addition to higher flexibility in addressing the issues under investigation. Interactions also enable the investigator to probe deeper to refine unclear responses. Eventually, this method was cost-effective for participants as the interviews were carried out in the hotels where the participants worked, which did not necessitate them to travel to another location. The key features of semi-structured interviews can be summarised as follows:

- Flexible structure
- Iterative
- Group or individual participants
- Scheduled in advance
- Gather information from the researcher who can inform the topic
- Deep explorations and insights into participants' perspectives, thoughts and experiences

In summary, the main reason for using open-ended questions during the semi-structured interviews was to collect the data, which enabled the investigator to explore, understand, and find out the perceptions of the frontline managers and the employees. Expressly, the interviews were set to answer the research questions and to address the aim of the research by examining how internal

marketing programmes concerning servant leadership could help in achieving customer satisfaction, and also to explore the psychological processes and mechanisms that underlie the relationship between servant leadership and constructive deviance among frontline employees.

#### **4.1.5.3 Guidelines for the semi-structured Interviews**

The researcher developed guidelines for the semi-structured interviews to keep the participants focused on the themes and control the discussions (see Appendix A.2). The interview guide involved a set of questions, followed by follow-up and probing questions for clarification or further elaboration. The guidelines were designated to enable the participant to be deeply involved in the conversations, allowing for a high engagement in the actual experiences and employability (Creswell, 2003). Additionally, probes were prepared in the interview guide to enable flexible follow-ups on what the participants stated. Nevertheless, unanticipated and unplanned probes were prepared for, as recommended by De Jonckheere and Vaughn (2019) and Richards and Morse (2007). The interview guidelines for both supervisors and employees contained the same questions to be consistent with the main themes and enable comparability of the supervisor's and employees' insights. This exploratory interview technique was guided and developed based on the literature review and on prior research on internal marketing, constructive deviance, servant leadership, internal branding or brand identification, and other psychological factors such as psychological empowerment, were utilised as indicators and guided the researcher throughout the interview process. All interview sessions were audio recorded with the participant's consent; the recorded interviews were then transcribed and formed the transcribed narratives.

The interview guide began with an introductory paragraph outlining the objectives and the anonymity and voluntary nature of the study. Before conducting the interviews, all participants were asked to provide formal consent for the audio recording. It was essential to provide a comfortable and supportive environment for participants to encourage them to express their opinion and experiences freely.

Additionally, the recommendations of different authors, such as De Jongheere and Vaughn (2019) and Harrel and Bradley's (2009) funnel technique guided the researcher in establishing the interview protocol scheme. Table 23 presents the types of guiding questions adopted for the present study.

Table 23: Questions and prompts in semi-structured interviews

	<b>Definition</b>	<b>Purpose</b>	<b>Example</b>
<b>Grand tour</b>	General question related to the content of the overall research question, which participant knows a lot about	<ul style="list-style-type: none"> <li>- Initiate the interview</li> <li>- Help participant to start talking about their experience</li> </ul>	(e.g., "Could you provide us with some examples from your experiences in the hotel you're working at now or where you have worked before when you have gone out of your way and deviated from the norms in order to help the organisation or the customers?").
<b>Core questions</b>	Questions that directly relate to the information the researcher wants to know	<ul style="list-style-type: none"> <li>- Answer the research question(s)</li> <li>- Help participants talk openly about the topic in an exploratory way Typically asked of all participants</li> </ul>	(e.g., "There is always a slight risk involved when deviating from the rules, and it might backfire, so what makes you do that? Do you have assurance from your supervisor, or is it your organisation's management? I mean, what exactly helps you in constructively deviating from these roles?").

<b>Planned follow-up questions</b>	Specific questions that ask for more details about particular aspects of the core questions	<ul style="list-style-type: none"> <li>- Answer particular aspects of the core interview questions</li> <li>- Obtain greater detail about responses</li> <li>- Asked depending on participant responses</li> </ul>	(e.g., “Do you think the brand name or company you are working for also motivates you? do you think you will be more creative in satisfying customers and going out of your way if you are associated with a good brand name? If you identify with the hotel brand, do you think the hotel brand helps when you are taking the decision?”).
<b>Unplanned follow-up questions</b>	Questions that arise during the interview based on participant responses	<ul style="list-style-type: none"> <li>- Answer particular aspects of the participant's response</li> <li>- Obtain greater detail about responses</li> <li>- Asked depending on participant response</li> </ul>	(e.g., “What do you think is more important?; What will help you constructively deviate from rules and policies to satisfy customers?; Do you think both are important?; Or do you think one leads to the other?”)

Source De Jonckheere & Vaughn (2019)

As suggested, the interview begins with a general question for each theme followed by more particularised questions that directly relate to the information the researcher wants to know. After introducing the research topic to the participants, the first set of questions was generally related to the general research question and asked to ensure that the interviewees were within the target population and could talk about (e.g., “Have you ever encountered a situation where you bend a rule to satisfy the customer? Give examples.”). The following questions elaborate more particular inquiries directly related to the main topic, such as specific behaviours the participants were

engaged in and how these could link the main research themes together (e.g., “What qualities can you think of that should be in a leader to help you to go out of the way to help the customer? What would you like to see in the leader to encourage employees to go out of the way to help the guest?”). The rest of the interview questions were to follow up and gain more detailed information depending on the participants' responses concerning the study's central themes, such as the conditions that would encourage employees to engage in constructive deviant behaviours or how important brand identification is to participants. Eventually, the interviews were formally ended with closing statements, and the relationships between the constructs were discovered. All interviews lasted between 35 and 60 minutes, and the average was 51 minutes in length.

#### 4.1.5.4 Demographics

Before conducting the interviews, demographic data were collected from the participants to facilitate a more profound knowledge of their answers from their personal experiences. An overview of the participants' demographics is presented in Table 24.

*Table 24: Qualitative study 2: Sample demographics*

Sample	Total analysed data	Department	Employees	Supervisors	Five-star rated hotel	Four-star hotels
Semi-structure interview	25	Front Office = ( n = 17)	13	4	(19)	(6)
		Housekeeping = ( n = 4)	2	2		
		Food & beverage = ( n = 4)	2	2		



## **4.1.6 Managing data in NVivo 12**

The data management and procedures employed in the qualitative content analysis are presented in this section in conjunction with the coding process at nodes.

### **4.1.6.1 Qualitative Content Analysis**

After reviewing several data analysis methods (modified Van Kaam, grounded theory, content analysis, and phenomenology), the qualitative data was analysed through the content analysis technique (Grbich, 2007; Kyngäs, 2020). Content analysis refers to a method used to “systematically and objectively describe research phenomena at the theoretical level, which can be applied to various types of documents (interview transcripts, speeches, even images) and is used to create concepts, categories, and themes, which can be extended to create models, conceptual structures and conceptual maps that describe the subject under study” (Kyngäs, 2020, p. 13).

Content analysis is a helpful tool to discover and create the used words’ trends, patterns, experiences, attitudes, and perceptions and can offer meaningful descriptions of human experiences and opinions (Duriau et al., 2007; Kyngäs, 2020).

Content analysis has been widely used for qualitative studies due to its ability to convert large documents into simple enumerative information, bring together both quantitative and qualitative approaches to assess relationships between numbers, and quantify qualitative data, where data can be obtained and act as the input for content analysis from various kinds of written documents (e.g. interview transcripts, observations and diary entries) (Grbich, 2007; Kyngäs, 2020). However, the difference between the enumerative, combined, and thematic approaches depends on the content of the analysed documents; the enumerative approach can be used to acquire numerical data information, whereas the thematic approach explores why, what, when, and how particular words

were used in specific ways, whereas a combined approach is used to gain a mixture of numerical and thematical slant from the documents. Since the present study involved long, rich data, a thematic approach has been selected for the current study content analysis where particular words will be assessed then thematic slants will guide the analysis (Cohen et al., 2013).

Enumerative and combined approaches have been criticised for being too positivist in orientation, and the information might be decontextualised when the focus is only on word counts. According to Miles, Huberman and Saldana (2014), information contextualisation may become challenging when the quantity of data increases, making a cross-case analysis possibly more suitable for acquiring better explanations through within-case inquiries. Moreover, various techniques or software can be employed to assist the researchers in analysing qualitative data, such as checking the word count frequencies or cross-references of transcribed documents. This study's thematic analysis was performed using NVivo 12, as outlined in the following subsection.

#### **4.1.6.2 Coding**

The coding process can be described as a process of data categorisation, and the codes can be any nonquantifiable codes such as words, phrases, reactions, and behaviours that embody ideas or themes (Dudovskiy, 2018). *Inductive* and *deductive* content analysis are the main approaches that are widely used for qualitative study textual analysis. The key difference between the two analytical procedures is that the deductive approach is often used when research is based on prior theoretical knowledge as the initial point; in essence, prior knowledge influences the research question and henceforth, impacts the data collection stage. Inductive content analysis, on the other hand, is often applied to produce concepts, categories and themes based on open and loosely defined themes, and it “is suitable when the phenomenon under study has not been

covered in previous studies or when prior knowledge is fragmented”. Additionally, deductive content analysis is led by structured or half structured matrix of analysis, while inductive content analysis differs as “the reporting of results should be structured according to the identified concepts, categories and/or themes.” (Kyngäs, 2020, p.14; Mayring, 2004).

Because the current research does not intend to test or compare existing categories, concepts and hypotheses and is not based on a specific theoretical framework, the researcher will make use of the inductive thematic analysis to create concepts, categories, and themes from data; this approach addresses the aspects of the analysis in terms of themes, categories and subcategories based on a careful comparison between coded data, after reading, organising, integrating and forming categories. This approach is recommended to “ produce abstracts of the raw data that summarise the main categories, concepts and themes, and provide indications of potential theoretical relationships” (Kyngäs, 2020, p. 14). A descriptive summary of the main area of exploration can be assessed, and then the interpretations and assumptions stage occurs in which the relationship between variables, cause and effects will be examined (Cohen et al., 2013; Kyngäs et al., 2020).

In this sense, the analysis was conducted through three key different coding steps. The first coding cycle summarises segments of data, followed by grouping the summarised data into themes and categories. The third step of the coding process was consistency coding, which highlighted the consistency of the coding, including intercoder and overtime coding reliability. These steps are discussed in more detail in the following paragraphs.

Provisional coding was employed in the *first coding cycle*: the researcher completed the coding based on the themes acquired from the interview guidelines, as Miles et al. (2014) suggested. The interview's guidelines guide the researcher to produce codes based on the main themes of the

research (i.e., "deviance behaviours", "brand identification", "leadership qualities", "psychological empowerment", and "relationships"). In NVivo software; the main themes formed the tree nodes, and the codes generated from the interviews fell into provisional categories as child nodes (e.g., "servant leadership qualities", "psychological factors", "internal marketing factors", "organisational constructive deviance behaviours"). The child nodes were revised, altered, and summarised before descriptive and NVivo coding began while maintaining the primary tree nodes throughout the analysis. Descriptive coding labels were assigned to summarise short phrases or words into labels with the topic of a passage. Similarly, NVivo coding summarises words or short phrases into labels from the interviewee's own language (Miles et al., 2014). The written transcripts and the initial codes were reviewed again to ensure and validate the accuracy of the coding process. All unclear words, irrelevant answers, and non-descript words were discarded. In addition, the information that identifies participants or their workplace were deleted for confidentiality reasons.

*The second coding cycle* involved conveying the primary codes into meaningful units of analysis. Core themes and experiences were clustered using keywords from the contexts and words from repeated answers. All keywords were reviewed again for usage and reoccurrence, the researcher recorded the words that had been repeated more than four times as code, and these codes were identified as meaning units or recurring themes. *Consistency coding* formed the final coding stage. The consistency of coding over time was ensured as the same coding procedure was completed concurrently using the same coding style in both the first and second coding cycles.

Moreover, the transcripts' codes were reviewed by an external researcher to ensure intercoder reliability and the accuracy of the coding process. The external researcher's feedback and insights

were taken into consideration in the final coding process. More details on the validity and reliability assessment are presented in the following subsection.

#### **4.1.7 Reliability and Validity for Qualitative Research**

Reliability and validity terms are used in both qualitative and quantitative inquiries. *Reliability* of research refers to the constancy of a measure and is free from random error, and *validity* refers to the instrument's capability of measuring what it intends to measure. The emerging popularity of qualitative research caused researchers to consider the most suitable criteria for establishing trustworthiness. According to Kyngäs et al. (2020), “The trustworthiness of qualitative research comprises concepts such as quality, authenticity, and truthfulness of the findings” (p. 41). This subsection will discuss the internal and external reliability, followed by a validity assessment for the qualitative phase of the study.

##### **4.1.7.1 Reliability**

The suitability of the quality criteria in qualitative studies has been under discussion among scholars (Bryman & Bell, 2011). As a result, researchers offered reliable and valid conceptual assimilations drawing from the quantitative studies and adapting these measures to a varying degree for qualitative research purposes (LeCompte & Goetz, 1982; Mason, 2017). While the reliability and validity of research are crucial to verify the findings which otherwise could be considered irrelevant, it has been pointed out reliability and validity of qualitative studies cannot be a major concern as in the case of quantitative studies, since qualitative research is not scientific enough and cannot be exactly replicated as quantitative statistical inquiries (Sarma, 2015).

Within reliability, external reliability relates to the level to which a study and its findings can be replicated, while internal reliability refers to inter-observer consistency. Bryman and Bell (2011) highlighted that when there is more than one observer in a study, observations must be agreed on by the entire research team. The conceptual assimilation of a validity and reliability criteria scheme developed by Lincoln and Guba (1985) for qualitative studies was adopted in the current study. Hence, the internal and external reliability procedures that have been utilised are shown in Table 25.

*Table 25: Reliability*

Reliability	Used strategy
Replicabilities of the study	While meeting the replicability criteria in qualitative studies can be challenging, semi-structured interviews and card games were conducted using comparable research settings. Similar interview protocols and research settings were applied to all participants (e.g., Skype interviews using the English language, quite small rooms, and similar timing). Moreover, the conversation was guided by an interview protocol allowing repetitions in other areas of research. In total, 98 employees participated in the card game, and 25 interviews were conducted with frontline employees working in different departments in four- and five-star hotels.
The subjectivity of interpreting the result	External objective observers were involved in the interviews, and different notes and comments were exchanged after each interview and the card game. The researcher first noted the external observer's views and then discussed and exchanged their ideas.
Interviewer/Moderator being the researcher	A moderator is one of the researchers who have many fruitful advantages: firstly, being knowledgeable of the research topic helps manage and lead the interviews in an informed manner, thereby simplifying and

	answering participants' questions professionally. Secondly, it ensures consistency in asking questions across all interviews. On the other hand, it has been pointed out that the moderator being one of the researchers could manipulate the conversations in order to obtain the answers that the moderator is looking for. As a result, a natural position across the semi-structured interviews was ensured by following the interview's guidelines throughout the interviews.
Consistency of coding over time.	A coder consistency check was applied to ensure coder reliability over time, as Richards (2010) suggested. The same transcripts were made by the researcher using the exact coding, categorising, and wordings styles at one point in time from the beginning of the interviews until the saturation point in 2019.
Reliability of intercedes	In order to certify the intercoder reliability, the external observers monitored and permitted the coding process. The same coding procedure was applied to the content of interest with a similar coding application scheme.

**4.1.7.2 Internal and External validity**

According to Bryman and Bell (2011), internal validity is achieved when a researcher develops observations based on theoretical ideas; external validity refers to the extent to which the finding can be generalised across social settings. The key to verifying the validity of the data is acquired by guaranteeing that the researcher did not influence the participants' responses and listened with an open ear to discover additional knowledge. The study was conducted with a level of understanding and experience with leadership philosophies. Also, to minimise bias throughout interviews, the process refrained from commentary on responses provided by participants and made few remarks to encourage open and honest discussions. Participants spoke freely without

influence from the researchers and other assistants. The evaluation of the internal and external validity assessment, along with other aspects related to the validity of the qualitative study, is outlined in Table 26.

*Table 26: Internal & External validity*

Validity concern	Used strategy
Internal validity	<p>The obtained data was associated with the emerging theory. A saturation point was acquired. (NVivo) software for qualitative analysis was used to improve the internal validity. Using multiple complementary techniques for enhancing convergent validity (e.g., reviews in the literature, card game, semi-structured interviews).</p>
External validity	<p>The findings are confirmatory and linked to prior theories. Supervisors and frontline employees were involved in the study (the study was conducted with frontline employees working in different hotels, levels, and departments). The findings will relate to another phase to test and then generalise the findings.</p>

#### **4.1.8 Confidentiality and ethical considerations**

The University of Salford's research, innovation, and academic engagement ethical approval panel reviewed and approved all data collection procedures of this study (see Appendix A.1, A2, A3 & A.4). Participants received written information on the research subject and subsequent procedures for protecting anonymity of participants. One risk determined by participating in the study is the risk of invasion of privacy. Besides, data collection was done without using names, and random numbers were chosen to reduce risks. An explanation of the process was given both verbally and in written form to the participants. Participants were given random numbers for identification



during the interview transcriptions. The researcher committed to respecting the privacy and confidentiality of each study participant and agreed to keep all notes, audio transcriptions, and any related files in a locked filing cabinet in the researcher's private office. Three years after concluding the study, the researcher will obliterate all material related to the study.

#### **4.1.9 Summary of the study**

Chapter 4 presented the qualitative research procedures in detail. The chapter began by outlining the qualitative research objectives, selecting appropriate research methods to address these objectives, and reviewing the research design and analysis methods. Finally, the initial findings of the poll-card study examined and explored the most important leadership qualities that hotel frontline employees would like to perceive for constructive deviance with a total sample size of 98 participants.

The result of the poll-card study revealed that 61 out of 98 (60%) participants are more likely to deviate positively from the hotel rules under the servant leaders' qualities presented in the provided cards compared to 37 participants (40%) who favoured transformational leadership (see Table 22). Although the answers varied among participants from one department to another, the result showed that servant leadership was preferred by the majority of the participating teams from the food and beverage department, front-office and guest relations, and housekeeping department. This was followed by a subsequent study that involved in-depth semi-structured interviews with frontline employees and supervisors to gain a deeper understanding of how, why, and when servant leadership triggers frontline employees' constructive deviant behaviour.

The qualitative research allowed an in-depth exploration using words and themes obtained through open-ended questions. The first-hand experience of employees in a servant-leader

environment was sought, to understand how these employees describe their constructive deviance and servant-leadership experiences and how these experiences influenced their behaviours. An exploratory sequential design aided in exploring the lived experiences of these employees who have been working and dealing directly with customers in four and five-star hotels in Jordan. The research explored servant leadership and the conditions that may influence frontline employees' constructive deviance. The chosen design fits the study. It employs interviews to gain personal insight into how these employees describe their leadership experience and the main issues they face while working in the hotel sector. The population of the study consists of 25 frontline employees. Both supervisors and employees are part of the selected population, with representation from the major departments.

Through purposeful sampling, participants joined, based on matching the determined criteria. The interview questions were part of the data collection technique. Data was handled in an ethical manner to maintain the integrity of the data as well as the confidentiality of the participants. Chapter 5 will detail the results of the qualitative study and propose recommendations based on the findings.

## 4.2 Qualitative findings

The qualitative findings of the semi-structured interviews are presented in this section. The section begins with a description of the participants' backgrounds, a discussion on the emerged central themes, and the relationships between the emerged themes is examined.

### Participants' background

The participants' background information, including their gender, department, and the adopted data collection structure, is illustrated in Table 27 and Table 28.

*Table 27: Background of the participants*

Participant	Four* and five* hotels' frontline employees and supervisors in Jordan
Sample size	TOTAL: 25 semi-structured interviews (5 female, 20 male). Supervisors: 6 (one female, five male) Frontline employees: 19 (four females, 15 males)
Structure	Semi-structured interviews
Documentation	Voice recorder Transcriptions

Table 28 Interview participants

<b>Supervisors</b>	<b>Departments</b>	<b>Employee</b>	<b>Department</b>
Interview 1	Front office	Interview 9	Front office
Interview 2	Front office	Interview 10	Food & beverage
Interview 5	Front office	Interview 11	Front office
Interview 4	Front office	Interview 3	Front office
Interview 22	Housekeeping	Interview 25	Front office
Interview 23	Housekeeping	Interview 6	Front office
		Interview 7	Front office
		Interview 12	Front office
		Interview 13	Guests' relation
		Interview 14	Food & beverage
		Interview 15	Food & beverage
		Interview 16	Food & beverage
		Interview 17	Front office
		Interview 18	Guest relations
		Interview 19	Housekeeping
		Interview 20	Operator/FO
		Interview 21	Front Office
		Interview 24	Front Office / Sales
		Interview 8	Housekeeping

Source: Author

#### **4.2.1 Critical Theme: Constructive deviance**

Constructive deviance behaviours occur when employees voluntarily diverge from the organisational norms to conform to hyper-norms with the intention to, directly and indirectly, benefit the organisation and improve its well-being. The rationale of the content analysis on this critical theme was:

- To explore and cluster different types of constructive deviance behaviours that frontline employees contribute within the hotel context.
- To explore and cluster what leadership qualities encourage frontline employees to deviate from the hotel norms for the sake of the customers.
- To examine the psychological mechanisms underpinning the relationship between servant leadership and constructive deviance among frontline employees.

The content analysis of this critical theme is presented in the following subsection.

##### **4.2.1.1 Content analysis results**

A general propensity towards overall positive deviance behaviours could be concluded after analysing constructive deviance behaviours within the hotel context. The analysis revealed references to various positive behaviours that can fit under the umbrella of constructive deviance, including extra and prosocial behaviours, creative problem-solving, taking charge, issue selling, counter-role, taking charge, whistleblowing, and prosocial rule-breaking behaviours.

During the second cycle of coding, the participants' statements were analysed with the help of Miles et al.'s (2014) recommended technique of factoring, clustering, and counting to draw meanings from the data. The various organisational constructive deviance behaviours provided by the participants were screened and clustered based on 1.) Departure from the reference group norms 2.) Benefit the reference group, and 3.) Conform to hyper norms as per Vadera, Pratt, and Mishra's (2013) recommendations. Table 29 below presents the definitions of each behaviour in relation to the above criteria.

*Table 29 Constructive deviance behaviours and definitions*

<b>Behaviour</b>	<b>Meaning</b>
Taking Charge	Voluntary and constructive efforts by individual employees intended to effect organisationally functional change with respect to how work is executed within the context of their jobs, work units, or organization
Extra-Role Behaviours	Behaviour that benefits the organization and/or is intended to benefit the the organisation, which is discretionary and which goes beyond existing role expectations.
Creative performance	Generation of novel and useful ideas or solutions to organizational problems
Expressing Voice	Expression of constructive challenge with intent to improve rather than merely criticize the organization

Issue Selling	Voluntary behaviours that organizational members use to influence the organizational agenda by getting those above them to pay attention to an issue.
Whistle-Blowing	Disclosure by organizational members (current or former) of illegal, immoral, or illegitimate practices under the control of their employers to persons or organizations that may be able to effect action.
Prosocial Behaviours	Behaviour that is (a) performed by a member of an organization; (b) directed toward an individual, group, or organization with whom he or she interacts while carrying out his or her organizational role, and; (c) performed with the intention of promoting the welfare of the individual, group, or organization toward which it is directed.
Prosocial Rule Breaking	Intentional violation of a formal organizational policy, regulation, or prohibition with the primary intention of promoting the welfare of the organization or one of its stakeholders.
Counter-Role Behaviours	Behaviours that are part of neither a formal job description nor management's likely conception of the ideal employee.

*Source: adapted from Vadera, Pratt & Mishra (2013)*

While the data showed that frontline employees and supervisors had engaged in different constructive deviance behaviours at least once six months before conducting the study, each participant shared their own experience in terms of constructive deviance behaviours they had

made in their hotels. Table 30 illustrates the types of constructive deviance behaviours that emerged from the participants' answers after the second cycle of coding.

*Table 30: Types of the Constructive deviance behaviours*

<b>Interview</b>	<b>Departments</b>	<b>Constructive deviance behaviours.</b>
Interview 1	Front office	Prosocial rule-breaking
Interview 2	Front office	Counter-role behaviour
Interview 3	Front office	Prosocial rule-breaking
Interview 4	Front office	Creative performance
Interview 5	Front office	Extra-role behaviour
Interview 6	Front office	Taking charge/ Creative problem solving
Interview 7	Front office	Issue selling
Interview 8	Housekeeping	Counter-role behaviour
Interview 9	Front office	Extra-role behaviour
Interview 10	Housekeeping	Counter-role behaviour
Interview 11	Front office	Prosocial rule-breaking
Interview 12	Front office	Issue selling
Interview 13	Front office	Extra-role behaviour
Interview 14	Food & beverage	Extra-role behaviour
Interview 15	Food & beverage	Counter-role behaviour



Interview 16	Food & beverage	Taking charge
Interview 17	Front office	Creative performance
Interview 18	Front office	Counter-Role behaviour
Interview 19	Housekeeping	Taking charge
Interview 20	Front office	Prosocial behaviours
Interview 21	Front office	Extra-role behaviour
Interview 22	Housekeeping	Issues selling
Interview 23	Housekeeping	Creative problem solving
Interview 24	Front office	Extra-role behaviour
Interview 25	Housekeeping	Prosocial behaviours

As shown in Table 30, the behaviours mentioned by the participants were very similar to those working within the same department across the study sample; for instance, the data showed that front office departments tend to bend the rules by offering complimentary upgrades, late check-out, early check-in, food and beverage, are likely to offer a discount or complimentary items related to their department, and housekeeping department tend to deviate by offering operational service to the customer. As the discussion continued, the researcher encouraged the participants to share additional examples related to constructive deviant behaviours. Examples of the respondents answered are presented under the emerged behaviours as follows.

**Prosocial behaviours**

*“Sometimes we can bend the rule by giving guests a complimentary drink, late checkout, or early check-in. Those should be chargeable, but we break the rules to make our guests happy. For example, one day when I was working in X hotel, a guest wanted to use the pool on his own, and according to the hotel’s policy, the pool closes at 7 o’clock, but we broke this rule and we let him use it himself after 7 o’clock” (R4, Front office).*

*“To be honest, there is more than one situation, but let me give an example. In our policies, we can’t check in for a guest unless they make a full payment to cover the accommodation. But if we have a repeated guest or a platinum customer who has a problem with their credit card, then we can go around this rule. We don’t secure the payment upon check-in, but we leave it for another day, so we can just escape this policy” (R5, Front office).*

*“Never break the rules, to be honest. But bending them, yes, we can go around the rules. Just to make sure that the guest is happy, and if the guest is happy, he will come back, which would help the organisation and the property with more revenue and money. A happy guest might bring his friends and family to come and visit this hotel (R5, Front office).*

*“It depends on the situation, like who made the reservation, and if we have a credit card info, then we can take the money later” (R5, Front office).*

*“Those examples are okay and not against the rules. We are just giving the guest more than he is paying for. We usually send a birthday cake to our guests on their birthday during their stay as we usually update their data. For instance, a guest came to our hotel with his wife, and his wife’s birthday was two days after check-in, so we sent them a cake with balloons and took some pictures of them together, which was a great experience for them the guest and his wife. So if it is not a big issue and if it is not going to backfire on us, like if the guest didn’t like the lunch or the food, we can waive the charges” (R5, Front office).*

*“Absolutely, we do sometimes bend the rules. However, we don’t do it unethically. Certain things and rules that could affect the business in general, we don’t bend at all. But some of these standards and strategies we are able to bend, such as currency exchange, as the hotel makes some commission out of it, and we are not allowed to do exchange out of the hotel. And occasionally, if we have a special case, let’s say a guest might get angry, or when we observe some signs that he or she is mad, we overlook these policies, and we send one of our colleagues to do the exchange outside to avoid making the guest pay the commission fees” (R6, front office).*

*“You know, because I am a receptionist and most of my job is to do check in and check out for our guests at the reception, sometimes with repeated guests I leave the reception and do check in at the lobby, I go to the guest room to take a payment which is an extra mile in our job” (R7, Front office).*

*“I give discounts or something on the house to the regular customers” (R14, food & beverage).*

*“Yes, sometimes customers come to me angry or they don’t like their food or beverage, so I offer them another item or upgrade it to them for free” (R15, food & beverage).*

*“Okay, for example, when I see an upset customer in the business centre trying to print documentation, I try to give her or him extra services, for example, the coloured papers are more expensive than the black and white papers. Sometimes I give away coloured papers in order to make the guests happy” (R20, front office).*

*“From my current experience, one of the company requirements is to implement the actual situation in the hotel. We must know what our guests like and dislike, especially our repeat guests. For example, the vice president is one of our repeated guests, his requirement is not like our standard as he asks for special decorations and more than two cups of coffee which is not in line with our standard, but we bend the roles to make him happy and satisfied (R22, housekeeping).*

*“ One day, I was checking in some guests, and suddenly other guests came down from their rooms to inform me that their rooms weren’t clean and I didn’t have any available room with the same category, so I just gave them an upgrade and offered them a bigger and better room for free to make them happy (R24, housekeeping).*

*“One day a customer was complaining about the noise as he has a noisy room, so I upgraded his room and moved him to a better place even though it was more expensive but I wanted to keep him happy and to keep the quality because otherwise he was going to complain more and more and will leave the hotel dissatisfied” (R25, front office).*

### **Prosocial Rule Breaking**

*“It was with a guest who did not have a valid credit card or even cash to pay for his stay. It was after midnight, and he said that he would pay next day in the morning, and I accepted him and gave him a room” (R3, front office).*

*“ Yes, this is also something else that if a guest asks for an upgrade or better view room while I don't have an authority as an agent I can't just tell the guest that I will upgrade the room from classic to premium without my supervisor's permission or the front office manager approval and actually this is happening continuously in our hotel” (R12, front office).*

*“When we have honeymooners in Jordan, they arrive at the hotel around midnight or later, and we have specific procedures to take their IDs for security reasons, but sometimes they come busy without their IDs, but because they are honeymooners and they come directly after their wedding we do make exceptions for them just to make sure they are staying in the room and I will ask them to provide me with their Ids next day. According to our policies this is not allowed but according to the situation and*

*because it's very late and I can't call my manager for his approval I can break the rule for this issue.” (R3, front office).*

*“To be honest, there is more than one situation, but let me give an example. In our policies, we can't check in for a guest unless they make a full payment to cover the accommodation. But if we have a repeated guest or a platinum customer who has a problem with their credit card, then we can go around this rule. We don't secure the payment upon check-in, but we leave it for another day, so we can just escape this policy” (R5, front office).*

*“We sometimes we give a discount for our guests without permission from the management or our own” (S8, housekeeping).*

*“I remember one day a family came late to the hotel from the United States, and they were extremely tired; as you might know, the check-in process takes times. But when I saw her tired, I took them directly to their room and made them do the check-in the next day. They were so happy and paid extra to me because I did that to them” (R11, front office).*

*“I sometimes do free laundry for the regular guests without referring to him. Just one or two items added to our regular ones. I also contact restaurants and book tables for the VIP guests even though that's not part of my job” (R19, housekeeping).*

*“When I was working in the food and beverage department before, I was treated just like anybody else who was working there, and I was giving extra small items to the guests to make them happy without being afraid of my manager” (R20, front office).*

*“Yes, actually, let me give you an example, there are no smoking rooms in our hotel, and one day a guest asked for an ashtray. According to our policies, we need to inform the guests that smoking is prohibited in our hotel and not provide him with an ashtray, but the guest was a heavy smoker, and we don’t have any smoking area in the hotel, so bent that rule to make him happy and come back to us” (R23, housekeeping).*

*“If it was a dangerous thing to do, for example, if a guest comes to check in aggressively and starts shouting at us or breaking our furniture, then I will take a decision and wouldn’t let him stay with us to avoid any problem from him, even though there is no specific rule for this (R3, front office).*

*" We are facing those things daily. One of our hotel policies is to rent their own cars, and we have a policy in the hotel that says that we are not allowed to let our guest get a car from outside the hotel as we offer this service in the hotel. But still, some guests think our cars’ rent is expensive, and we let our guests get local cars” (R7, front office).*

*“Sometimes we can bend the rule by giving guests a complimentary drink, late checkout, or early check-in. Those should be chargeable, but we break the rules to make our guests*

*happy. For example, one day when I was working in X hotel, a guest wanted to use the pool on his own, and according to the hotel's policy, the pool closes at 7 o'clock, but we broke this rule and we let him use it himself after 7 o'clock" (R4, front office).*

### **Creative behaviours and creative problem-solving behaviours**

*"Sometimes we can bend the rule by giving guests a complimentary drink, late checkout, or early check-in. Those should be chargeable, but we break the rules to make our guests happy. For example, one day when I was working in X hotel, a guest wanted to use the pool on his own, and according to the hotel's policy, the pool closes at 7 o'clock, but we broke this rule and we let him use it himself after 7 o'clock" (R4, Front office).*

*"This is not acceptable at all in Jordan as you might be aware that a third party asks for ID, not our hotel, it is for the government. But I can do it in another way such as asking the guest to send it to me by email or WhatsApp and my manager will accept that for sure" (R4, front office).*

*"In my old property, the one that I was in before, it was a hotel with four separate buildings and upon check in a guest came with his wife and two kids and he wanted to try our hotel for the first time and wanted to stay in the main building as it has bigger rooms and they have heard that they can stay together, but we didn't have any available room in the same building so his wife didn't want to stay with us as she was tired and wanted*



*to go back to the hotel that they usually stay at. So, I saw the guest and we took the kids to Gold Court and brought candy for them as we were moving them to another bigger room and they enjoyed it. The second time the guest came without a reservation and the hotel was completely full, but I made a reservation for him as I knew some guests will leave the hotel early and he enjoyed it so much” (R5, front office).*

*“A guest came to our hotel with his wife, and his wife’s birthday was two days after the check-in, so we sent them a cake with balloons and took some pictures of them together, and it was a great experience for the guest and his wife” (S5, front office).*

*“One day when I was in the reception a honeymooner came to check in and asked the housekeeping to fill their rooms with flowers and complimentary fruits and cakes, and they were so happy about that” (R24, housekeeping).*

*“A week ago during my current job, I booked a wedding with a high price (upselling). The selling rate was really higher than the proposed rate, and there should be additional products or service including that price but I sold it without any additional services, so last week before the wedding the guest asked me to give him a gift or a discount, so I added some items to the menu and the guest was extremely happy” (R24, housekeeping).*

*“Yes, actually let me give you an example, there is no smoking rooms in our hotel and one day a guest asked for an ashtray and according to our policies we need to inform the guests that smoking is prohibited in our hotel and not providing him with an ashtray, but*

*the guests was a heavy smoker and we don't have any smoking area in the hotel so we bend that rule to make him happy and come back to us" (R23, housekeeping).*

*"We are bending small rules, we cannot give them an extra bed or change their room without any notifications. We can bend the minor rules not the huge rules. We try to treat our guests like kings. For example we have some regular guests who come with their families and when they come back, we surprise them and we organise something special for them (R22, housekeeping).*

*" When I was a waiter in 2015, a company booked the restaurant in the hotel and asked for a special decoration for their event. The requested decoration was annoying some customers and one of the customer asked me to change it. As a waiter I didn't have any authority to do that but even though I did change the decoration for him" (R16, F&B).*

*" As you may know, in the hospitality sector there is alcohol and we are not allowed to offer our guests medicines. And once a guest came to me and ask for some medicines, I contacted our hotel doctor and he spoke to the guests and we brought to him the medicines he asked for based on the doctor's recommendations" (R7, front office).*

*" When I was working on the night shift and I was in charge of the reception at that time, I had a guest complain regarding a specific thing that happened to him in terms of the*

*services and different things inside the room. So, I made a decision by myself to give the guest an upgrade and the following day I provided my manager with a full report why did I do the upgrade and actually he was very happy with the way I handled the complaint. There was no need to refer that to the manager on duty, there was no need to refer to my manager at night as the problem was solved immediately” (R6, front office).*

*“Another case is I had a very upset guest that came to me at the reception concerning the health club facilities, so I sat with her, and I took all of her notes and offered her a complimentary dinner, and I brought a bottle of wine up to her room. I did that because the level of her complaint was a bit extreme and I was trying to let her calm down without writing a review on our social media channels (R6, front office).*

**Customer-directed extra-role behaviour behaviours:**

*“Yeah, in our hotel, we face a situation where guests ask for their laundry after one or two hours; we do all laundry in a commercial laundry outside the hotel, so we go outside the hotel to meet the guest’s requirements” (R22, housekeeping).*

*“ We are just giving the guest more than he is paying for. We usually send a birthday cake to our guests on their birthday during their stay as we usually update their data. For instance, a guest came to our hotel with his wife and his wife birthday was after two days of the check-in, so we sent them a cake with balloons and took some pictures for them together and it was a great experience for the guest and his wife” (S5, front office).*

*“I do free laundry for the regular guests sometimes without referring to him. Just one or two items to our regular ones. I also contact restaurants and book tables for the VIP guests even though that is not part of my job” (R24, Housekeeping).*

*“ This is not acceptable at all in Jordan as you might be aware that a third party asks for ID not for our hotel, it is for the government. But I can do it in another way such as asking the guest to send it to me by email or What’s app and my manager will accept that for sure” (S4, front office).*

*“One time, one of the guests fell down, and I left everything to help him, so I called a doctor and brought the health and safety men even though that was not my job” (R14, F&B).*

*”In my old property, the one that I was in before, it was a hotel with four separate buildings. Upon check-in, a guest came with his wife, and two kids wanted to try our hotel for the first time and wanted to stay in the main building as it has bigger rooms where they could stay all together in one room in the building, but we didn’t have any available room in the same building, so his wife didn’t want to stay with us as she was tired and wanted to go back to the hotel that they usually stay at. So, I saw the guest, and we took the kids to Gold Court and brought candy to them as we were moving them to another bigger room, and they enjoyed it. Another case was when a guest came without a*

*reservation, and the hotel was completely full, but I made a reservation for him as I knew some guests would leave the hotel early, and he enjoyed it so much (S5, front office).*

*“You know, because I am a receptionist and most of my job is to do check in and check out for our guests at the reception, sometimes with repeated guests I leave the reception and do check in at the lobby if you go to the guest room to take a payment this is an extra mile in our job” (R7, front office).*

*“ In our hotel, guests ask for their laundry after one or two hours. We do all laundry in commercial laundry outside the hotel, so we go outside the hotel to meet the guest’s requirements (R8, Housekeeping).*

*“ So usually the concierge helps the guests with their transportation, GPS and flights booking. I helped many guests with that, and I used my personal phone several times as well” (R9, front office).*

*“ We usually call it in here “Extra mile”. Maybe I can give you an example; sometimes guests come to us and lose their luggage in the airport and can’t contact the airport for different reasons, so we do that for them. One day we found a guest case at 3:00 am, and we couldn’t inform him at night, so we used the hotel car and brought it to him, and he took it when he woke up and was so happy and he complimented us on all social media channels. Also, the hotel manager contacted me the next day and rewarded us” (R12, front office).*

*“One time, one of the guests fell down and left everything to help him, then I called a doctor and brought the health and safety men even though that wasn’t my job” (R14, front office).*

*“ Yes, for sure. My manager asks me to prepare the rooms for the guests within 15 minutes, and sometimes I do more than this because I double-check with the guests when they take the rooms to ensure they are satisfied (R19, housekeeping).*

*“Working at the front desk isn’t easy; sometimes, I help the concierge when they are busy; when I see my colleagues busy, I try to carry the guest’s luggage. Also, I help my receptionists’ colleagues when I am free” (R21, Front office).*

*“A week ago, during my duty, I booked a wedding with a high price (upselling). The selling rate was really higher than the proposed rate, and there should be additional products or services including that price, but I sold it without any additional services, so last week before the wedding the guest asked me to give him a gift or a discount, so I added some items to the menu, and the guest was extremely happy (R24, housekeeping).*

*“One time, I was in the lobby, and a guest was looking for a pharmacy, so I showed the guests where the pharmacy was. But then I figured out that the pharmacist did not speak English, so I had to go all the way there and explain to the pharmacist what the guest needed” (R20, Front office).*

## Issue Selling

*“Yes, actually, let me give you an example. There are no smoking rooms in our hotel, and one day a guest asked for an ashtray, and according to our policies, we need to inform the guests that smoking is prohibited in our hotel and not providing him with an ashtray, but the guests were a heavy smoker, and we do not have any smoking area in the hotel, so we bend that rule to make him happy and come back to us” (R23, Housekeeping).*

*“We had a brunch event once, and one of the customers complained about some incident harshly so I had to bend the rule and give him his money back. (R25, front office).*

*“Yes, this is also something else that if a guest ask for an upgrade or better view room while I don't have authority as an agent, I can't just tell the guest that I will upgrade the room from classic to premium without my supervisor's permission or the front office manager approval and actually this is happening continuously in our hotel (R12, front office).*

While these behaviours were spotted in the interviews, participants further explained the motives or factors that helped them make a decision and deviate from the hotel's norms for the guests. Three potential factors could be found to be behind these behaviours. According to the data, the factors leading to constructive deviant behaviours were classified into factors related to 1. The leadership traits (see a critical theme: servant leadership), and 2. Psychological factors (see a critical theme: psychological empowerment). 3. Factors related to the brand or the identification with the hotel brand. The leadership qualities are presented in Table 31.

*Table 31: Leadership Attributes*

Qualities	Category	References
Supportive leader	Combined cognitive and people-oriented.	60
Commitments to the growth and commitments	People-oriented	48
Healing	People-oriented	44
Stewardship	People-oriented	30
Empowerment	Combined people-oriented and cognitive qualities	26
Listening	Combined people-oriented and cognitive qualities	25
Trust	People -oriented	24
Empathy	People -oriented	23
To serve first – Helping	People -oriented	14



Teamwork	Combined people-oriented and cognitive qualities	14
Persuasion	Combined people-oriented and cognitive qualities	13
Lead by example	Cognitive ability	10
Awareness	Cognitive ability	8
Freedom & Authority	Psychological	8
Understanding	People-oriented	8
Appreciation	People -oriented	7
Honesty	People- oriented	6
Conceptualisation	Cognitive abilities	5
Flexibility	Cognitive abilities	5
Foresight	Cognitive abilities	5
Encouraging	Cognitive abilities	4

As seen from Table 31, the references referring to the leadership factors leading to constructive deviance were clustered under the emerged categorical theme of servant leadership. The data indicated that the *combined people-oriented and cognitive* qualities of servant leadership are the primary factors in enabling frontline employees to bend the policies for the customers, followed by the leadership factors related to people-oriented attributes and the cognitive abilities of servant leaders.

The leadership factors accounted directly and indirectly for most of the provided constructive deviant behaviours, such as counter rule-breaking, prosocial rule-breaking, and prosocial behaviours, Customer directed extra-role behaviour behaviours, creative performance, and taking charge. Table 32 presents the type of constructive deviance behaviours conducted by the participants and the related leadership factors that led to each behaviour in relation to servant leadership categorical themes based on the participants' answers.

*Table 32: Constructive deviance behaviours & Servant leadership*

<b>Interview</b>	<b>Departments</b>	<b>Factor</b>	<b>Constructive deviance behaviours</b>
Interview 1	Front office	People-oriented attributes (appreciation)	Prosocial Rule-breaking
Interview 2	Front office	combined people-oriented and cognitive abilities	Counter-Role Behaviour

Interview 3	Front Office	People-oriented attributes	Prosocial Rule-breaking
Interview 4	Front office	combined people-oriented and cognitive abilities	Creative performance
Interview 5	Front office & Banqueting	combined people-oriented and cognitive abilities	Customer-directed extra-role behaviour
Interview 6	Front office	combined people-oriented and cognitive abilities	Taking charge/ Creative problem solving
Interview 7	Front office	combined people-oriented and cognitive abilities	Issue Selling
Interview 8	House Keeping	combined people-oriented and cognitive abilities	Counter-Role Behaviour
Interview 9	Front office	People-oriented attributes	Customer-directed extra-role behaviour
Interview 10	Food & beverage	combined people-oriented and cognitive abilities	Counter-Role Behaviour
Interview 11	Front office	People-oriented attributes	Prosocial rule Breaking
Interview 12	Front office	People-oriented attributes	Issue Selling

Interview 13	Guest relations	People-oriented attributes	Customer-directed extra-role behaviour
Interview 14	Food & beverage	People-oriented attributes	Customer-directed extra-role behaviour
Interview 15	Food & beverage	combined people-oriented and cognitive abilities	Counter-Role Behaviour
Interview 16	Food & beverage	combined people-oriented and cognitive abilities	Taking Charge
Interview 17	Front office	combined people-oriented and cognitive abilities	Creative performance
Interview 18	Guests' relation	combined people-oriented and cognitive abilities	Counter-Role Behaviour
Interview 19	House Keeping	combined people-oriented and cognitive abilities	Taking Charge
Interview 20	Front Office	Cognitive abilities	Prosocial Behaviours
Interview 21	Front Office	People-oriented attributes	Customer-directed extra-role behaviour
Interview 22	Housekeeping	People-oriented attributes	Issue Selling
Interview 23	House Keeping	combined people-oriented and cognitive abilities	Creative problem solving

Interview 24	Front Office – Sales	combined people-oriented and cognitive abilities	Customer-directed extra-role behaviour
Interview 25	House Keeping	Cognitive abilities	Prosocial Behaviours

The second emergent key factor that appeared to have a potential impact on constructive deviant behaviours from the participants' responses was related to psychological empowerment. A possible effect of competence, self-determination, impact and meaning on constructive deviance was spotted in several statements provided by the participants during the second coding cycle. Table 33 illustrates the constructive deviant behaviours that have been done by the participants and found to be closely driven by the psychological empowerment dimensions proposed in the critical theme of psychological empowerment (see psychological empowerment critical theme).

*Table 33: Psychological Empowerment and Constructive Deviance*

Interview	Departments	constructive deviance behaviours	Factors
Interview 4	Front office	Creative performance	Competence
Interview 5	Front office & Banqueting	Customer-directed extra-role behaviour	Self-determination & Competence
Interview 6	Front office	Taking charge Creative problem solving	SDT Competence
Interview 7	Front office	Issue selling	Impact
Interview 9	Front office	Customer-directed extra-role behaviour	Self-determination & Competence

Interview 12	Front office	Issue selling	Impact
Interview 13	Guest relations	Customer-directed extra-role behaviour	Self-determination & Competence
Interview 14	Food and beverage	Customer-directed extra-role behaviour	Self-determination & Competence
Interview 16	Food and beverage	Taking charge	Meaning
Interview 17	Front office	Creative performance	Competence
Interview 21	Front Office	Customer-directed extra-role behaviour	Self-determination & Competence
Interview 22	Housekeeping	Issue selling	Impact
Interview 23	House Keeping	Creative problem solving	Competence
Interview 24	Front office - Sales	Customer-directed extra-role behaviour	Self-determination & Competence

The deviant behaviours in the table outline the type of behaviours conducted by participants and the psychological factors that emerged to be related to each behaviour. The positive impact of psychological factors on constructive deviance behaviours becomes noticeable, with 14 statements addressing the psychological factors (impact, meaning, self-determination, and competence) in terms of encouraging or leading to multiple constructive deviant behaviours across the sample. The potential relationships between the psychological factors and all the deviant behaviours conducted by the participants are illustrated in Table 34.

*Table 34: The potential impact of psychological empowerment on constructive deviance behaviours.*

Interview	Departments	Constructive deviance behaviours	Meaning	Impact	Competence	Self-determination
Interview 1	Front office	Prosocial Rule-breaking	X	X		
Interview 2	Front office	Counter-Role Behaviour			X	X
Interview 3	Front Office	Prosocial-Rule Breaking			X	
Interview 4	Front office	Creative performance			X	X
Interview 5	Front office & Banqueting	Extra-role Behaviour			X	X
Interview 6	Front office	Taking charge/ Creative problem solving			X	X
Interview 7	Front office	Issue Selling		X		
Interview 8		Counter-Role Behaviour			X	
Interview 9	Front office	Extra Role behaviour			X	X
Interview 10	Food & beverage	Counter-Role Behaviour			X	X
Interview 11	Front office	Prosocial-Rule breaking	X			
Interview 12	Front office	Issue Selling		X		
Interview 13	Guests' relation	Extra-role Behaviour			X	X
Interview 14	Food and beverage	Extra-role Behaviour			X	X
Interview 15	Food and beverage	Counter-Role Behaviour			X	X
Interview 16	Food and beverage	Taking Charge	X	X	X	X
Interview 17	Front office	Creative performance			X	

Interview 18	Guest relations	Counter-Role Behaviour				X
Interview 19	House Keeping	Taking Charge				X
Interview 20	Operator/FO	Prosocial Behaviours				X
Interview 21	Front Office	Extra-role Behaviour	X	X	X	X
Interview 22	Housekeeping	Issue Selling	X	X		
Interview 23	House Keeping	Creative problem solving	X	X	X	X
Interview 24	Front office	Extra-role Behaviour			X	X
Interview 25	House Keeping	Prosocial Behaviours				X

The data indicated that there were many statements focused primarily on the psychological factors in encouraging them to engage in different constructive deviance behaviours; for instance, a high psychological empowerment level was spotted in the following sample statements provided by some participants as they explained the factors that helped them to bend the hotel policies:

*“I was feeling motivated and trying to help the guest when they ask easily. That makes me feel better and want to do it again and again” (R9, Front office).*

*To be honest, currently, when I work extra, I feel happy about it. And in tough situations, I also feel happy and do not count hours” (R12, guest relations).*



*“Because I feel it is my responsibility as a guest relation worker to make the guest happy. Besides, I did it because I am loyal to my company, I like my supervisor, and I personally like doing that. I like doing extra work.” (R13, Guest relations)*

*“I feel sometimes I want to work extra hours to stay and help my colleagues. It also makes me deal with all kinds of customers patiently and happily” (R15, F&B).*

However, as the discussion continued, most of these participants specified and addressed other leadership traits as a supportive factor that can be highly connected to the performed acts, with at least one of the servant leadership qualities that mainly led employees to engage in deviant behaviours positively. For example, R16 pointed out in the first statement that empowerment as a psychological factor was the driver of the conducted deviance behaviour:

*“Empowerment. As I said before, empowerment is the most important thing, especially for frontline employees like waiters or hosts. That would make you feel like you are important, can make decisions, propose creative ideas and can bend the rules. If you make us feel like we cannot do anything, there would be no productivity, and in fact, I have seen that before. (R16, F&B)*

While the statement addressed meaning, competence, self-determination, and empowerment, when asked to explain further, he added:

*“I need to feel empowered before taking any step to go out of my way; you need that kind of confidence from your supervisor. “*

Similarly, R21 stated that the psychological factors were the reason for her constructive deviant behaviour:

*“I feel more comfortable, I feel that I want to give more in my job, and I feel that I am a part of this company” (R21, guest relation).*

As the discussion continued, she added:

*“...and actually, I give more when I have support from my manager or the place that I work at” (R21, guest relation).*

Consequently, reviewing the final statements makes it apparent that the leadership qualities played a primary role in promoting frontline employees’ constructive deviance behaviours. At the same time, psychological empowerment might have strengthened or mediated the positive relationship between servant leadership and constructive deviance. Thus, the relationships between the emerged factors that may have a potential impact on constructive deviance behaviours will be assessed in the following critical theme section (see Critical theme: relationships), including the factors related to leadership, psychological empowerment-related factors, and the impact of brand identification on the hotel frontline employees’ constructive deviance.

#### **4.2.1.2 Reflections by the Researcher**

Throughout the data collection process, the researcher asked questions about which potential factors could have helped or helped them to be empowered and make them safe to go out of the way to help the guests, alongside the qualities the participants would like to see in their leaders to constructively deviate from the organisational policies. The participants tend to answer with

general terms such as “supportive leader” or “empowerment is important”, which could fit under different categorical themes within the study. Similarly, the behaviours mentioned by the participants could be classified under multiple deviance behaviours; for instance, S4, a front-office team-leader, has pointed out when asked to share a constructive deviant act:

*“Sometimes we can bend the rule by giving guests a complimentary drink, late checkout, or early check-in. Those should be chargeable, but we break the rules to make our guests happy. For example, one day when I was working in X hotel, a guest wanted to use the pool on his own, and according to the hotel’s policy, the pool closes at 7 o’clock, but we broke this rule, and we let him use it himself after 7 o’clock”.*

The behaviours mentioned in the above statement can be overlapped amongst counter-rule breaking, creative performance, prosocial behaviours, issue selling, and taking charge behaviours. Besides, when the participant discussed the factors that made him deviate from the standard to satisfy the guest, they answered:

*“It is all about your manager. If you have a supportive manager or your manager made a development plan for you, then you are going to learn a lot. My ex front office manager gave me a chance to learn, and he gave me all information I needed to understand what was happening around me” (S4, front office).*

It suggests that both the leadership style and being psychologically empowered partially maximise the willingness to engage in many desirable outcomes such as constructive deviance behaviours. This argument has also been addressed by Vadera et al. (2013), who suggested that psychological empowerment can be employed in combining numerous mechanisms identified as functioning similarly, as they all focus on encouraging individuals, increasing confidence, or offering security.

Servant leadership enhances the level of psychological empowerment, and consequently, servant leadership develops a high level of psychological empowerment that may motivate them further to bend the hotel's norms in order to serve the customer effectively, and hence, engage in constructive deviance behaviours due to the high psychological empowerment level created and sustained by the supportive leadership practised in the workplace. Subsequently, the relationship with constructive deviance and the mechanisms that underlie the relationship between psychological empowerment and constructive deviance behaviours among the participants will be discussed in detail in the next section.

#### **4.2.2 Critical Theme: Servant Leadership**

The literature suggested that servant leadership traits and qualities can be found in hospitality sectors, particularly in four- and five-star rating hotels. According to theories, being supportive, good listeners, committed to the growth of others, stewardship, and healing are key qualities of servant leadership that might enhance frontline employees' constructive deviant behaviours. The content analysis of this theme was conducted to explore the following:

- 1) Does servant leadership influence frontline employees' constructive deviance?
- 2) How and why does servant leadership influence frontline employees' constructive deviance?

The qualitative findings on this critical theme are discussed in more depth below.

#### 4.2.2.1 Content Analysis Results

Various steps were employed in order to gain insights into the applicability of servant leadership in the hospitality sector and also to explore how servant leadership could impact frontline employees' constructive deviant behaviour among both supervisors and employees. Accordingly, the researcher conducted the content analysis in three different steps. The first step was completed using manual coding to explore the leadership qualities that may encourage constructive deviance behaviours among frontline employees. The leadership qualities mentioned by the participants, which could fall under the quality of leaders, were coded at the tree node of *leadership*. The leadership tree nodes contain 392 references to the qualities participants would like to see in a leader, and 375 of the references were found to be related to various servant leadership dimensions. Descriptive and NVivo coding was employed as a second step to summarise the leadership qualities mentioned by participants (e.g., "teamwork," "empowerment," "growth and development"). In total, various attributes related to servant leadership were extracted from the data. A review of the literature was made as a third step to cluster the different types of servant leadership qualities obtained from the data into the theoretical concept. Consequently, the coded attributes were clustered under the theoretically based concept of people-oriented attributes (e.g., empathy, acceptance, commitment to the growth of others, healing, concern for community, and building community), cognitive qualities (e.g., awareness, conceptualisation, and foresight), and combined cognitive and people-oriented attributes (listening and persuasion). The qualities obtained from the data are discussed below, with a definitive statement for each trait.

As the existing literature suggested, servant leaders focus primarily on the desire to serve and nurture the well-being of others and to provide a vision for overall direction and purpose. These include: being *Supportive and showing commitment to the growth and serving the needs of others, Healing, Listening, Empathy, Persuasion, Awareness, Conceptualisation, and Foresight* (Greenleaf, Beazley, Beggs & Spears, 2003; Greenleaf, 1977; Spears, 2004). All these qualities have emerged from the qualitative data. Table 35 presents the counts of the leadership qualities that have been cited by the participants.

*Table 35: Leadership qualities' codes*

<i>Qualities</i>	<i>count</i>
<i>Supportive leader</i>	<i>60</i>
<i>Commitment to the growth and development</i>	<i>48</i>
<i>Healing</i>	<i>44</i>
<i>Stewardship</i>	<i>30</i>
<i>Empowerment</i>	<i>26</i>
<i>Listening</i>	<i>25</i>
<i>Trust</i>	<i>24</i>
<i>Empathy</i>	<i>23</i>
<i>To serve first – Helping</i>	<i>14</i>
<i>Teamwork</i>	<i>14</i>

<i>Persuasion</i>	<i>13</i>
<i>Lead by example</i>	<i>10</i>
<i>Awareness</i>	<i>8</i>
<i>Freedom &amp; Authority</i>	<i>8</i>
<i>Understanding</i>	<i>8</i>
<i>Appreciation</i>	<i>7</i>
<i>Honesty</i>	<i>6</i>
<i>Conceptualisation</i>	<i>5</i>
<i>Flexibility</i>	<i>5</i>
<i>Foresight</i>	<i>5</i>
<i>Encouraging</i>	<i>4</i>
<i>Encouraging</i>	<i>4</i>
<i>Defending</i>	<i>4</i>
<i>Fairness</i>	<i>2</i>

As shown in Table 35, there was agreement on many servant leadership qualities among participants, as many characteristics were mentioned numerous times throughout the interviews that were important for constructive deviance. Table 36 illustrates the direct codes provided by the respondents' statements on the servant leadership qualities that would help them to deviate from the organisational rules constructively.

Table 36: Servant Leadership Qualities

Servant leadership qualities	Counts
Support /Empowerment	60
Commitment to the growth of others	45
Stewardship – serving the needs of others	44
Healing	41
Listening	23
Empathy	20
Persuasion	12
Awareness	8
Conceptualisation	5
Foresight	5

The qualities shown in Table 36 were almost generated from the majority of the participants' answers. For constructive deviance, *empowerment* and *supportive* leaders were mentioned in 60 different references from both supervisor's and employees' perspectives. 'Empowerment' and 'Support' are crucial leadership qualities for employees to deviate from the hotel rules and policies; Liden et al. (2014 p.2) explained the critical role of *empowerment* by arguing that " assisting subordinates in recognising their full potential, which is done partially through empowerment.". However, the follower-centric nature of servant leadership implies that the theory could promote many factors linked to various positive deviant behaviours. Table 37 demonstrates some of the



respondents' statements on the empowerment and support attributes that would help them constructively deviate from the organisational rules to satisfy customers.

*Table 37: Servant leadership - Empowerment*

Citation index	Theme	ID	Department	Statement
Empowerment	Cognitive and people-oriented	I6	Front office Employee	<i>“My supervisor is an incredibly motivating and encouraging manager. He always believed in my ability, always encouraged me, and always saw something special in me. Whenever I made mistakes, he never yelled at me, punished me, or even criticised my performance. Instead, he sat with me and explained why it was wrong and how to improve my performance. “</i>
Empowerment	Cognitive and people-oriented	I5	Front office Supervisor	<i>“I always empower them. I always tell them that if the guest is unhappy, give them a discount or something. Just make sure that the guests will leave the hotel happy”.</i>
Empowerment	Cognitive and people-oriented	I16	Food & beverage Employee	<i>“Empowerment. I think it is the most important thing to find in your supervisor... is empowerment. When you are in the low hierarchal level, like a waiter, host, or bartender, you are not allowed to do a lot of things. But when you are empowered and have the permission to go the extra mile, you would feel empowered and think that you are important, and your effort is appreciated. That also would make me proud and comfortable in the workplace”.</i>

Empowerment	Cognitive and people- oriented	I19	Housekeeping employee	<p>“Yes, my supervisor’s support was important, but also, I loved my job; I love to see people happy. I know it is a business, in the end, I am not allowed to do that, and it is not my decision, but for me, I try to make exceptions and coordinate that with my supervisor, and he knows that I care about the business and customers, so he is happy about that but within a limit”.</p>
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*Commitment to the growth of others* and *stewardship* were found to be amongst the most important leadership characteristics in enabling frontline employees to deviate from the hotel norms positively, with 46 different references related to the primary quality stewardship or serving the needs of others, and 45 various references addressed the people-oriented quality of *commitment to the growth of others*. The interview transcripts discovered that participants frequently used different terms in the discussion related to stewardship and commitments to the growth of others, as the sample statements in Table 38 outlines. Stewardship was addressed mainly by many participants using the words ‘guide’ (see Stewardship I2), ‘lead by example’ (see Stewardship I3) and ‘Show me how’ (see Stewardship I4), while the words ‘development’, ‘learn’ ‘training’ were used to express the commitment to the growth of others dimension.

Stewardship was addressed mainly by participants using the words ‘guide’ (see Stewardship I2), ‘lead by example’ (see Stewardship I3) and ‘Show me how’ (see Stewardship I4), while the words ‘development’, ‘learn’ and ‘training’ were often used to refer to a *commitment to the growth of others dimension*.

Table 38: Servant leadership - Commitments to the growth of others and stewardship

<i>Citation index</i>	<b>Theme</b>	<b>ID</b>	<b>Department</b>	<b>Statement</b>
<i>Stewardship</i>	Cognitive and people- oriented	<i>I2</i>	<i>Front Office Supervisor</i>	<i>“Well, our idea is that before we do training, I need to understand why that mistake has been made. If I did not explain or guide that employee, then I cannot blame my employee.”</i>
<i>Stewardship</i>	Cognitive and people- oriented	<i>I3</i>	<i>Front office Employee</i>	<i>I3: we have something called leading by example. This term means that we need to follow our supervisor’s lead; my supervisor does everything we do. He supports me directly because he is working with me, especially when I struggle or under pressure.</i>
<i>Stewardship</i>	Cognitive and people- oriented	<i>I14</i>	<i>Food &amp; beverage Employee</i>	<i>A positive leader will help me when I need it, makes me learn and gain more experience, knowledge, and how to deal with guests more and more.</i>
<i>Commitments to the growth of others</i>	People- Oriented	<i>I4</i>	<i>Front office Employee</i>	<i>“It is all about your manager. If you have a supportive manager or your manager made a development plan for you, then you are going to learn a lot. My previous front office manager gave me a chance to learn, and he gave me all the information I needed to understand what was happening around me.”</i>
<i>Commitments to the growth of others</i>	People- Oriented	<i>I2</i>	<i>Front Office Supervisor</i>	<i>“We usually provide newcomers with training and guidance to make sure that they will not fall into the common mistakes; if that was not the case, I must understand the situation first and listen to</i>

				<i>the employee who has made a mistake. I always tell my team to ask me questions whenever they want, and I am always supportive! Just like teaching a child how to swim. He put us in the sea and look at how we do it; then he shows us how it should be done.”</i>
<i>Commitments to the growth of others</i>	<i>People-Oriented</i>	<i>115</i>	<i>Food &amp; beverage Employee</i>	<i>“The top management cares about our skills as they train us every week and want us to learn and develop our skills, they always want to hear from us and test us in different ways, whereas the immediate supervisor makes us feel comfortable at work, make us try to do things alone first then lead us by example. I think the immediate supervisor helps more in creating such a climate.”</i>

When participants were asked to share their thoughts concerning the leadership qualities that were most important to frontline employees in enabling them or which had helped them to deviate from the hotels' policies, there was slight agreement among the respondent's answers, which indicated that the hotel frontline employees would like to have a leader who can guide and care about the growth and development as the main factors leading or which led to constructive deviance. For instance, R23 from the housekeeping department described those leadership qualities and stated:

*“A leader who must believe in me, gives me confidence, motivates me to **learn and do something new and extra**. So, I want him to give me a chance to **learn and build my confidence**; when I take a decision, I want him **to be there** and understand why I took it. But if I am working with an*

*unsupportive leader, I will be afraid to take any decision because I know they do not believe in me and any mistake will be held against me”.*

Similarly, R16, a frontline employee from the food and beverage department, stated, “*Personally, I want my supervisor to know my dreams and goals so I can follow his or her lead but nicely and with persuasion*” (R16, Food & beverage). Liden et al. (2014 p.6) recognised the significant impact of these qualities and argued that “servant leaders' desire to serve fosters a motivation to serve, which predisposes one toward servant leadership behaviours,” in which the desire of serving others *refers to stewardship and commitment to the growth* of others go beyond being concerned for employees’ orientation. Additionally, the impact of these leadership attributes on constructive deviance could be explained through self-determination theory. The desire to serve allows leaders to know their followers so that they can serve every follower’s needs. *Stewardship and the desire to serve* match “to an intrinsic motivation to engage in serving behaviours rather than a mere predisposition to be concerned over the well-being of others.” (Liden et al.,2014, p.6). In addition to that, the servant leaders' desire to serve allows leaders to know their followers in a way that they can serve every follower’s needs.

Another leadership attribute that has emerged from the data is *healing*. The people-oriented quality of healing is exclusive to servant leaders. It was found to be one of the essential traits that participants would like to see in their supervisor to deviate from the hotel’s norms constructively. Healing is purely related to servant leadership more than any other leadership style, with 41 references associated with *emotional healing*. *It stresses the opportunity for healing oneself and others to help make whole* (Greenleaf, 1998). The crucial role that healing quality plays in

motivating frontline employees is remarkable. As shown in Table 39, both supervisors and employees acknowledged the significant impact of this quality.

*Table 39: Servant Leadership – Healing*

Citation index	Theme	ID	Department	Statement
<i>Healing</i>	People-Oriented	I17	Front Office Employee	<i>“I am always keen to make my supervisor know my personal life because my personal life is related to my work life. How can I be creative if my manager does not know what is happening with me personally?”</i>
<i>Healing</i>	People-Oriented	I3	Front Office Supervisor	<i>“In some cases, I need to understand why they have made that mistake, and then I will start working on it. We are all human beings, and we all make mistakes.”</i>
<i>Healing</i>	People-Oriented	I12	Front Office Employee	<i>“Actually, for our FO manager here, it is all about being a real friend out of working hours, supportive during the working hours, sometimes even in the tough situations whatever happens stays in the house and within the department, they do not show it to other colleagues, they do not embrace you in front of other</i>

				<p><i>managers, so this is something we highly appreciate from our direct manager.”</i></p>
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Most servant leadership's leading researchers proposed the emotional healing attribute. They believed that the emotional healing process happens when leaders encourage others by showing care and a nurturing attitude (Eva et al., 2019; Greenleaf, 1998; Liden et al., 2014). The supervisor statement, for example (see healing, I3), supports the fact that frontline employees can go the extra mile with a leader who fosters the well-being of their emotions, as the proactive role of a servant leader in endorsing an employee's spiritual and emotional strength which could, as a result, create a trustful, supportive climate with and among followers (Greenleaf, 1977).

Likewise, the data showed that the *listening* quality is one of the central leadership factors for constructive deviance behaviours, with 23 different references from supervisors and employees. *Listening* is a vital servant leadership quality that combines both cognitive and people-oriented attributes of servant leaders. *Listening* refers to the leader's attitude of paying careful attention to others with demonstrating sincere interest (Greenleaf, 1977). According to the originator of the servant leadership theory, Greenleaf (1977), non-judgemental *listening*, free of negative criticism of others, could increase a leader's awareness of their followers' attitudes, thoughts, and views, which as a result, could constructively transform the employee's attitudes and behaviours

(Greenleaf et al., 2003; Setyaningrum et al., 2020; Spears, 2004). Table 40 outlines sample statements from both supervisory' and employees' perspectives regarding listening as a critical leadership quality that would encourage them to deviate constructively from the hotel norms.

*Table 40: Servant Leadership – Listening*

<i>Citation index</i>	<i>Theme</i>	<i>ID</i>	<i>Department</i>	<i>Statement</i>
<i>Listening</i>	Cognitive and people-oriented	R7	Front office Employee	<i>“When the supervisor is a good listener, honest and close to the team, we perform better and learn more and more. Actually, that is what I could not find in my previous job.”</i>
<i>Listening</i>	Cognitive and people-oriented	S2	Front line Supervisor	<i>“While, now at the Marriot hotel, our manager listens to our ideas, we create something, and all of us work as a team. Personally, I think customers are becoming different nowadays. When you decide alone, you would not be able to find out what exactly is happening.”</i>
<i>Listening</i>	Cognitive and people-oriented	R8	Housekeeping Employee	<i>“The relationship also matters. For example, if you fear your supervisor, you will not talk to them, you will be just silent, and you will not share anything with him. So, if you have a good listener and supportive supervisor, then the customer ratings will be improved.”</i>



While servant leaders seek to identify and shape the will of others, they should demonstrate commitment to receptive listening through their verbal and non-verbal communication (Spears, 2010). This should occur via the spoken word and by listening to their inner voice, as described by Gupta and Nambudiri (2022) “A Servant Leader grows by listening to others intently with frequent reflections (inner voice) of his or her own. Greenleaf posits that a non-servant who strives to become a servant can do so by the strenuous practice of listening, with the intent of helping the leaders to understand and subsequently fulfil the needs of the followers” (p. 20). Therefore, listening may stimulate an individual's willingness to express their voice and encourage them to speak to their desire (Gupta & Nambudiri, 2022; Zander & Zander, 2000). Additionally, listening, coupled with reflection, is vital for the development and growth of leadership as this signifies a two-way communication; thus, the silence required of leaders allows them to understand others' feelings effectively as well as encourage their speakers to feel valued and care for (Gupta & Nambudiri, 2022; Spears, 2004). This reflects the views of Kouzes and Posner (2002), who stated that "... listening is, in a sense, leaders [holding] up a mirror and [reflecting] back to their constituents what they say they most desire" (Kouzes & Posner, 2002, pp.148-149). In this sense, servant leaders can recognise and motivate followers by effectively listening to what they care about the most and acting accordingly. As such, listening and giving feedback are fundamental in developing, strengthening, and maturing a leader's relationships with and among their followers.

*Empathy* is an additional leadership attribute extracted from the data in terms of “accepting” and “understanding” others the way they are. Empathy is one of the people-oriented attributes that has been addressed in 20 different references from both supervisors' and employees' perspectives (see

sample statements in Table 36). This is similar to the exclusive people-oriented qualities of servant leaders (Gupta & Nambudiri, 2022; Greenleaf, 1998, 2002; Spears, 2004). The data showed that empathy was mentioned in the interviews by supervisors and employees (see Empathy I1 & i13). This leadership-related factor seemed to impact employees' constructive deviance by building a solid emotional connection with followers, which might boost their confidence and create a trustful healthy environment amongst the team. The importance of empathy in encouraging employees to deviate from the standards was spotted in multiple answers explaining the motives that led or are leading to constructive deviance behaviours. For instance, R16 from the food and beverage department stated:

*“What makes me deviate from the roles is my supervisor. Whenever I made mistakes, he never yielded to me or punished me or even criticised my performance. Instead, he sat with me and explained to me why it was wrong and how to improve my performance” (R16, F&B).*

Likewise, empathy as a leadership quality was addressed in explaining the motive behind the deviant behaviours conducted by participant 17, who believed that the empathy quality of his leader made him go above and beyond for the hotel. The respondent described that his leader:

*“...understands why I deviate from the roles because he already trained me and would know exactly when and why I would deviate” (R17, F&B).*

The above statements confirmed Greenleaf's (1970) arguments which stressed empathy as “the imaginative projection of one's own consciousness into another being” (p. 10). Servant leaders fight to lift people up and recognise that followers and leaders need each other for wholeness.

Moreover, lifting people up can only be completed by accepting what and who people are with empathy. In general, this people-oriented quality is highly context-specific to hospitality.

*Table 41: People-oriented - Empathy*

Citation index	Theme	ID	Department	Statement
<i>Empathy</i>	People-Oriented	I1	Front Office Supervisor	<i>In case an employee makes a mistake, I need to understand why he has made that mistake then I will start working on it. We are all human beings, and we all make mistakes.</i>
<i>Empathy</i>	People-Oriented	I12	Front Office Employee	<i>If it is a personal thing or an emergency or we have family or a friend suffering, and he needs to go out while there is a shortage of staff, he will, and it happened to me once when my supervisor covered me himself.</i>
<i>Empathy</i>	People-Oriented	I13	Guest Relation Employee	<i>Personally, I want my supervisor to persuade me, not to force me. I want him to know my dreams and goals. I can follow his or her orders but nicely and with persuasion. I do not want a leader who does not understand me well or trust me.</i>

<p><i>Empathy</i></p>	<p>People-Oriented</p>	<p>I15</p>	<p>Food &amp; beverage Employee</p>	<p><i>Yes, I agree with you; there is always a slight risk in doing that, but my supervisor is very supportive and understanding. He would understand why I deviate from the rules because he already trained me and would know exactly when and why I deviate.</i></p>
	<p>People-Oriented</p>			<p><i>“What makes me deviate from the rule is that my supervisor, whenever I made mistakes, he never yields at me or punished me or even criticise my performance. Instead, he sat with me and explained to me why it was wrong and how to improve my performance.</i></p>

Cognitive abilities - Awareness

Multiple cognitive qualities of servant leaders were proposed by Greenleaf (1979); these include *awareness, conceptualisation, and foresight*. According to Greenleaf (1970), *awareness* refers to the ability to accept and perceive realism. The servant leadership’s architect added that most individuals have a comparatively limited perceptual capability, whilst servant-leaders hold a high degree of awareness that enables them to view realities from different angles, allowing them to set priorities. The awareness attribute was mentioned in eight various references from a supervisory

(see sample statement Awareness S1) and employee perspective (see sample statement Awareness R13 and R15) as participants showed high appreciation to the supervisors who trust their acts and “knows why and when,” they go above and beyond. Supervisors believed in the crucial role of being open and able to accept reality, which would encourage employees to engage in positive acts.

*Table 42: Awareness*

<i>Citation index</i>	<i>Theme</i>	<i>Respondent</i>	<i>Department</i>	<i>Statement</i>
Awareness	<i>cognitive abilities</i>	<i>R13</i>	<i>Front office Employee</i>	<i>Sometimes I bend the rules for the customers. My supervisor knows that I am talented and reasonable, and he trusts us.</i>
Awareness	<i>cognitive abilities</i>	<i>S1</i>	<i>Front Office Supervisor</i>	<i>Okay, there is something very important to me. A good supervisor should understand and respect people's personal issues and problems when they have any without asking too many questions.</i>
Awareness	<i>cognitive abilities</i>	<i>R15</i>	<i>Food &amp; beverage Employee</i>	<i>“Yes, I agree with you. There is always a slight risk in doing that, but my supervisor is very supportive and understanding.</i>

				<p><i>He would understand why I deviate from the rules because he already trained me and would know exactly when and why I deviate.”</i></p>
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Similarly, conceptualisation was found to be an essential quality of a leader. This cognitive attribute was addressed by Greenleaf (1970), who believed that conceptualisation is one of the exceptional talents of leaders, and it relates to clarity of thinking, as it is essential for servant leaders to think clearly to build a better society. Greenleaf (1970) described ‘unclear thinking’ as the real enemy of societies and stated, “The real enemy is fuzzy thinking on the part of good, intelligent, vital people, and their failure to lead, and to follow servants as leaders” (p. 26). However, the conceptualisation attribute has emerged in the employees' interview data in seven references. The employees mentioned that they would like to have an intelligent, supportive leader who encourages followers to develop creative thinking and engage in constructive deviance behaviours (e.g., conceptualisation sample statements I6 and I3). The lack of conceptualisation appeared in one reference as the participants shared a past negative experience of working with a leader without conceptualisation talents.

*Table 43: Conceptualisation*

Citation index	Theme	ID	Department	Statement
<i>Conceptualisation</i>	cognitive abilities	I6	Front office Employee	<i>Because I noticed that most of the managers here in the middle east are tough and basically tell you to do</i>

				<p><i>whatever you are doing well without guiding you or showing you how to do things properly at the same time, without giving your ideas and suggestions and how you can better yourself and improve your performance. And that's what was special about my manager. He was very supportive, especially when it came to my university as I was working and studying at the same time and he was incredibly flexible, and he always gave me opportunities to ask questions, and he also gave us training sessions that were not only applied during our job but also outside in our day-to-day life.</i></p>
Conceptualisation	cognitive abilities	I3	Front Office Employee	<p><i>The supervisors provide a weekly training session where we act as a guest and a receptionist. This training makes us ready for any issue we might face, developing our skills and solving problems.</i></p>

Conceptualisation	cognitive abilities	I15	Housekeeping Employee	<p><i>Yes, one day, I was working with a supervisor, and he refused to give me a vacation four or three times; I really needed a break, and he did not accept it without any sensible reason, so I resigned.</i></p>
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Other cognitive qualities that emerged from the data are *foresight* and *intuition*. These qualities are closely connected, where the former relates to the leader’s power to make a rational evaluation of future events via synthesising past and present awareness, and *intuition* relates to the leader’s ability to make a rational judgment via synthesising limited or limited or incomplete information. Servant leaders can identify and distinguish patterns from available information both deliberately and instinctively (Greenleaf, 1970). Foresight has emerged in five references as outlined in the sample statements in Table 44. the participants referred to these qualities in terms of “planning,” “informed the team”, “clarify,” “makes us ready for anything.”. However, it is noteworthy that all cognitive abilities mentioned in the interviews share many similarities, and the exemplary statements can fit under awareness, foresight, and conceptualisations as they stress the articulated vision attribute of servant leaders. For instance, R15 and R23 addressed the cognitive qualities of servant leaders when asked about the factors that enabled them to bend the hotel policies for a customer in terms of ‘understandable’, ‘he understands why I deviated’, ‘would know exactly when and why’:



*“There is always a slight risk in doing that, but my supervisor is very supportive and understanding. He would understand why I deviate from the rules because he already trained me and would know exactly when and why I deviate” (R15, Frontline employee).*

*“When we take such kind of risk or decision against the policies, we know the scenario that is going to happen, my manager knows me well, and he will give me the same answer” (R23, Housekeeping).*

Likewise, a front office team leader shared her thoughts on the cognitive qualities from the managerial perspective as she stated:

*“We are dealing with people with different personalities and characters, we have a multi-cultural environment, and people have different attitudes, different needs, tastes and different perceptions. For instance, you might hate what I like, and I might hate what you love” (S2, Front office supervisor).*

*Table 44: Foresight*

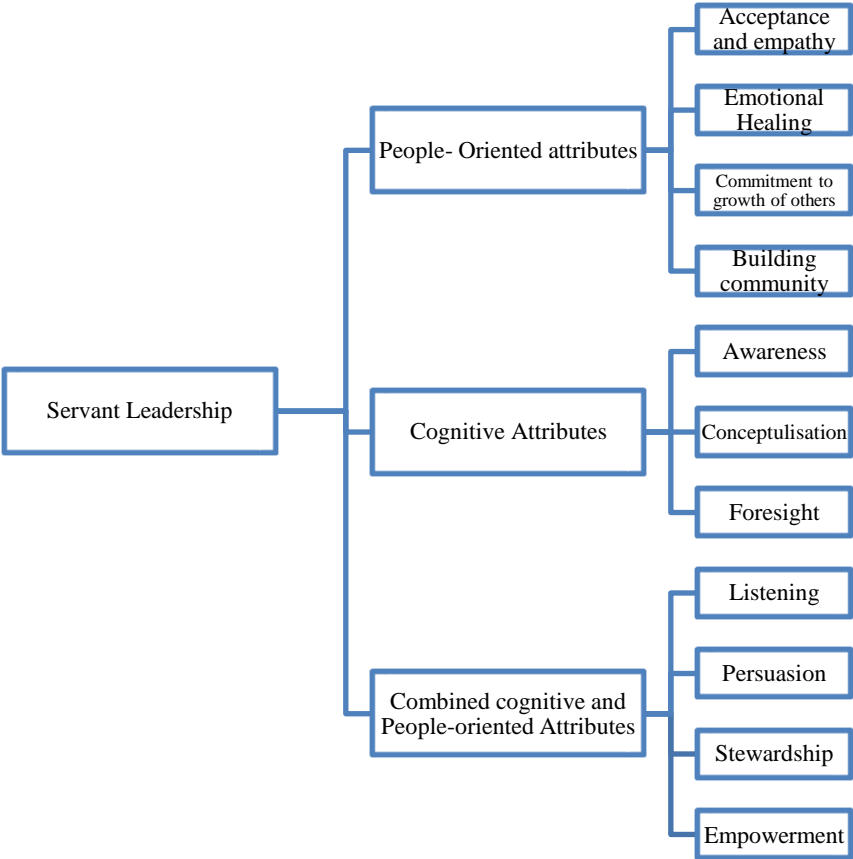
<i>Citation index</i>	Theme	ID	Department	<b>Statement</b>
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<i>Foresight</i>	Cognitive qualities	R8	Housekeeping	<i>Last month we had 100% occupancy for almost two weeks, so because of that, we have agreed on not giving any employee a day off, so we met the entire team and informed them that they could take their days off now or afterwards, and we tried to make them understand and clarified the situation we listen to them, and at the end we got the job done”.</i>
<i>Foresight</i>	Cognitive qualities	R3	Front office	<i>“One of the supervisors provides us with a weekly training session where we act as guests and receptionists. This training makes us ready for any issue we might face, developing our skills and solving problems.”</i>
<i>Foresight</i>	Cognitive qualities	R20	Front office	<i>Well, I take action, and then I inform my manager when he is available.</i>

In order to cluster the emergent leadership qualities that would directly or indirectly affect constructive deviance behaviours, Miles et al.’s (2014) clustering technique was employed on the servant leadership pattern-coded child nodes. Figure 5 demonstrates the most essential leadership qualities that emerged from the data, including the people-oriented, cognitive, and combined cognitive and people-oriented qualities. Yet, this study added to the servant leadership literature

by introducing the specific leadership qualities that would encourage hotel frontline employees to engage in constructive deviance activities. The development of clusters was made based on the understanding of literature and qualitative insights.

Figure 5 Servant leadership attributes



## Discussion

When employees were asked about which leadership qualities they would like to see in their leader in order to deviate from the norms and policies, the majority of the answers mentioned “empowering me” and “supportive leader”, which could be slightly general terms that are commonly shared with the majority of leadership styles and could be categorised under different themes within the study (e.g., psychological empowerment, leadership qualities). As the discussion continued, the participant mentioned the factors that would stop them or would have prevented them from conducting constructive deviance behaviours. Most of the answers addressed this:

*“The one who does not take care of us, negative and always complain about my work, never appreciates my good work and effort. I have worked with a supervisor who was not supportive, did not teach us well, and when we give him creative ideas, he takes personal credit out for them. He never said ‘We’; he was saying ‘I’ instead” (R7, F&B).*

*“Last year, I worked with three managers, and one of them did not trust us as a team, and he wanted us to work like robots following the standards, which made our job very difficult. But now, under the current supportive leadership, everything has changed” (S4, Front office).*

*“My previous boss who used to ask us to do work without explanations as he was scared of us taking his position and everything was a secret, and our manager never listened to us. He was always right, and there was no possibility to participate or speak, there was only one line between the manager and the client, and the customer satisfaction level was not good at all; I changed my previous job because it was impossible to participate in the decision making. My*

*ideas have never been accepted, and it was impossible to stay there as I felt that no one cared about my opinion and ideas” (S2, Front office).*

*“My previous manager always wants to show off and be in the front. He was taking all the credit and used to say ‘I’ instead of ‘We’. He did not put my best interests first and did not care about anybody” (R13, Guest relations).*

*“I do believe that if you love your supervisor, then you will work hard and come up with a great result to make him happy. Let me tell you the differences between my current and previous job. In my previous job, my supervisor was very selfish; he did not trust us, he was following the roles and procedures, and I stayed there for almost four years and he blamed us all the time. On the other hand, I am now working in a four-star hotel with a very good supervisor, and I feel comfortable. I was working in a fancy five-star hotel before, and I prefer the four-star one” (R17, Front office).*

*“I do not want to see a supervisor who does not teach us, support or guide us. Also, I do not want to see a supervisor who does not empower us and does all the job by him or herself” (R24, Housekeeping).*

As the sample statements highlight the leadership factors that prevented employees from constructive deviance behaviours, it became apparent that the participants mainly referred to many of the people-oriented attributes of servant leaders. For instance, the *commitment to the growth of others* and *servicing the needs of others* were spotted in S2’s statement about a previous experience with a leader who did not show these qualities and stated:

*“My previous boss who used to ask us to do work without **explanations** as he was scared of us to take his position and everything was a secret” ( S2, Front office).*

Similarly, R13, a frontline staff member from the guest's relations department, also mentioned that there was no point in going the extra mile and engaging in constructive deviance due to the lack of these leadership qualities; according to the respondent, the lack of these qualities may even cause damage to the hotel's reputation and customer satisfaction. R13 pointed out:

*“My previous manager always wanted to show off and be in the front. He took all the credit and used to say ‘I’ instead of ‘We’. He did not put my best interests first and did not care about anybody. I left the job because of him. I **wanted to be free**. I wanted to be **appreciated** and feel that **I was doing** something for the company” (R13, Front office)*

As can be viewed in the statement, the leadership qualities mentioned seemed to be a primary factor leading to both psychological empowerment as well as constructive deviance (e.g., Appreciation: ‘did not put my best interest first’; Impact: ‘I want to feel that I am doing something’; Meaning: ‘he did not care’; Freedom: ‘wanted to be free’).

#### **4.2.2.2 Reflections by the Researcher**

The answers provided insight into which leadership qualities were most important to frontline employees, enabling them to deviate from organisational rules and policies. All servant leadership qualities (e.g., the people-oriented, cognitive abilities and those combinations of cognitive and

people-oriented attributes) emerged from the data and seemed to be necessary for hotel frontline employees whether working in the food and beverage, housekeeping, front office or guest relations departments. For instance, the similarity of the respondent answers can be viewed in R16 from the Food & Beverage, R23 from housekeeping, and R6 from the front office department, who have responded to the qualities that they would like to see in the leader in order to go out of the way to help the guests:

*“Personally, I want my supervisor to be supportive and to persuade me, not to force me. I want him to know my dreams and goals. I can follow his or her orders but nicely and with persuasion. I do not want a leader who does not understand me well or trust me” (R16, F&B).*

*“He/She must believe in me, give me confidence, motivate me to learn and do something new and extra. So, I want him to give me a chance to learn and build my confidence. When I make decisions, I want him to be there and understand why I took them. But if I am working with an unsupportive leader, I will be afraid to take any decision because I know the leader does not believe in me and any mistake will be held against me, and that will affect our job” (R23, Housekeeping).*

*“My supervisor, he was an incredibly motivating and encouraging manager. He always believed in my ability, always encouraged me, and always saw something special in me. Whenever I made mistakes, he never yielded to me or punished me or even criticised my performance. Instead, he sat with me and explained to me why it was wrong and how to improve my performance” (R6, Front office).*

Similarly, in other interviews from all mentioned departments, there was agreement among most of the respondents as their answers shared common factors that could lead them to constructive

deviance, such as “empowerment”, “trust”, “support”, “faith”, “flexibility”, and “growth and development”. While the participants from the front office also shared opinions, the data revealed that front-office employees mentioned the people-centred attributes of servant leadership more than other departments, with 129 references directly related to “empathy”, “healing”, “commitment to growth and development” & “building community”.

#### **4.2.2.3 Implications for the Quantitative Research**

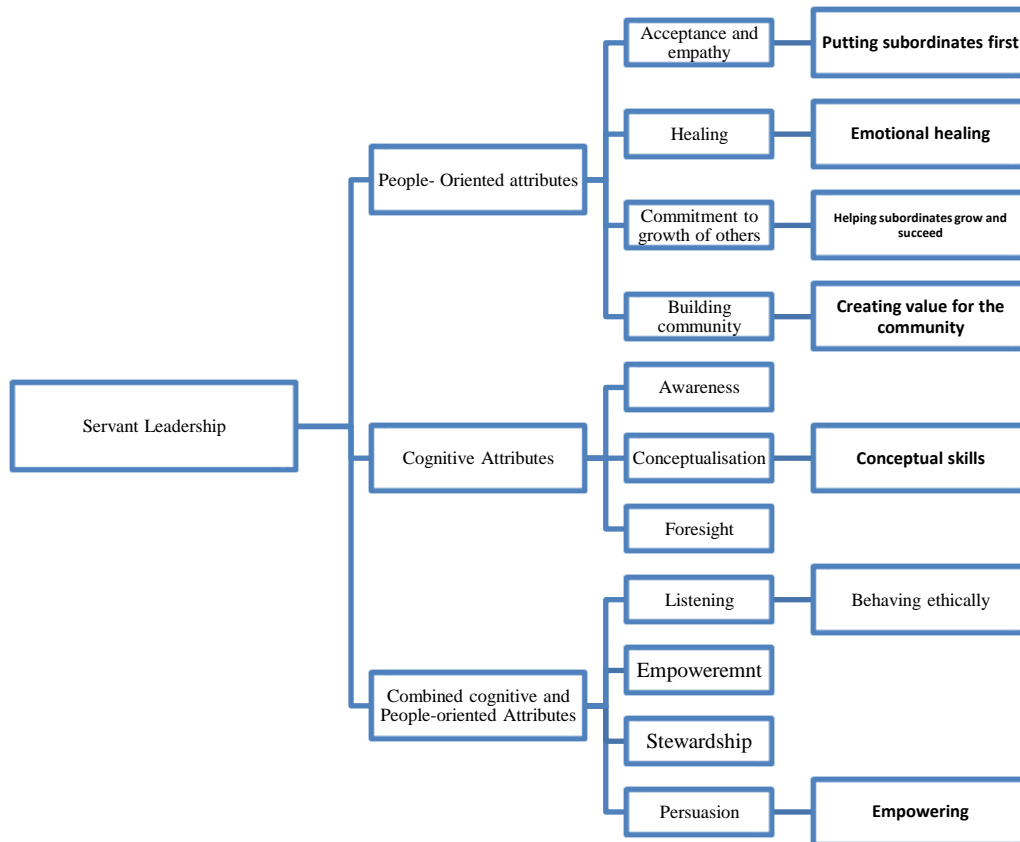
There are various implications for the subsequent quantitative study regarding the leadership variables to include in the conceptual model. Firstly, some of the respondents' answers regarding leadership qualities were excluded from the study as the participants referred to general attributes found in most leadership theories. Besides, many respondents stressed the negative qualities that led to destructive deviance behaviours in their past rather than constructive ones; hence, the negative leadership qualities and destructive deviance behaviours were excluded to ensure the practical relevancy of the study. The card game unveiled that servant leadership was applicable, and the conceptual model should involve only the servant leadership qualities that would help frontline employees to positively deviate from the hotel norms for the sake of the hotel and its customers.

Moreover, since several scholars suggested that there are many similarities between servant leadership and other leadership styles (e.g. transformational, authentic, ethical leadership), it is crucial to select a servant leadership-specific scale rather than a general leadership scale measuring multiple leaderships (e.g. Multifactor Leadership Questionnaire MLQ) when quantitatively assessing the construct within the hotel's context, since the data indicated that the people-oriented attributes tend to have a significant direct and indirect impact on constructive deviance behaviours.



As a sequence, a multidimensional servant leadership scale covering the traits that emerged from the data, including people-oriented, cognitive, and both cognitive and people-oriented attributes of servant leaders, is required. Figure 6 illustrates the dimensions that should be considered for the development of the conceptual framework as well as quantitatively measures the choice of relevant servant leadership qualities that might, directly or indirectly, impact frontline employee’s psychological empowerment and constructive behaviours based on the categorical themes that have emerged from the data.

*Figure 6 Servant leadership dimensions for the quantitative phase.*



### **4.2.3 Critical Theme: Psychological Empowerment**

Since psychological empowerment is a predictor variable for constructive deviance behaviours (Mertens & Recker, 2020; Vadera et al., 2013), it was essential to acknowledge the following:

- The general valence of psychological empowerment (i.e., the positive and negative psychological factors that could impact constructive deviance behaviours and the effectiveness of servant leadership on employees).
- Whether psychological empowerment mediates the relationship between servant leadership and hotels' frontline employees' constructive deviance behaviours.

The following section outlines the content analysis results in detail.

#### **4.2.3.1 Content Analysis Results**

A general tendency towards the positive impact of psychological empowerment on constructive deviance behaviours could be found when analysing psychological empowerment within the hotel sector. The content analysis discovered 104 statements related to psychological empowerment as predicted psychological factors leading to constructive deviance acts.

These statements were analysed during the second cycle coding pattern with the help of the factoring, clustering, and counting approach, suggested by Miles et al. (2014), to obtain meaning from the data. The main factors that the literature recommends for assessing psychological

empowerment were used, clustered into four main categorical factors; Self-determination, Competence, Meaning, and Impact (Brière et al., 2020; Spreitzer & Doneson, 2005; Vadera et al., 2013).

The analytical process began with a list of codes representing general psychological empowerment factors (i.e., 'empowerment', 'trust', 'authority', 'support', 'faith', "flexibility", 'confidence', "skills development"). As the analysis continued, the initial codes were categorised under the proposed categorical themes in which the relationship between psychological empowerment and constructive deviance could be assessed.

The data revealed that *competence* was addressed in multiple interviews as a psychological factor that can empower frontline employees to deviate from the hotel's policies constructively. Competence, which is also termed 'self-efficacy' (Spreitzer & Doneson, 2005), refers to the feeling of personal mastery and capability to perform a task successfully (Bandura, 1986). Competence within psychological empowerment has been defined as "analogous to agency beliefs, personal mastery, or effort-performance expectancy" (Spreitzer, 1995, p. 1443). The hospitality literature has widely explained the importance of competence in empowering employees psychologically. It has been suggested that empowered employees tend to have a significant level of competence and, as a result, can accomplish their tasks effectively (Brière et al., 2020; Spreitzer, 1995). The participants' statements that addressed competence as a motivational tool for constructive deviance agree with the organisation's behaviours and hospitality studies. The data revealed different statements associated with competence, making it one of the main psychological empowerment factors impacting constructive deviance behaviours. As the sample statements illustrate in Table 40, competence was addressed as a factor that could affect frontline employees' performance constructively, mainly by building confident, trustful

relationships with followers that allow them to believe in their skills and abilities to do whatever is needed to serve customers freely (see statement 3).

Table 45: Psychological Empowerment - Competence

<i>Citation index</i>	Theme	ID	Department	Statement
<i>Competence</i>	PSYE	R5	Front office	<i>“First of all, he is an incredibly motivating and encouraging manager. He always <b>believed in my ability</b>, always encouraged me and <b>always saw something special in me</b>. Whenever I did mistakes, he never yielded at me or punished me or even criticised my performance.”</i>
<i>Competence</i>	PSYE	R3	Guest relations	<i>“<b>I was the decision-maker, and I took it by myself</b>. What I did is that I wrote an official email to the management telling them about the complaint, and I had the support from my direct manager and the upper management”.</i>
<i>Competence</i>	PSYE	R6	F&B	<i>“I think I was psychologically safe, and he empowered and encouraged me. When I started work in the hotel, I remember that I was not <b>motivated or confident</b>, but he</i>

				<p><i>helped build that confidence in me and empower me. Moreover, to show me that I can be whatever I want whenever I want”.</i></p>
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In addition, the terms “confident”, “skills”, “I can take a decision” were clustered under this theme as previous studies assumed that employees with a high level of self-esteem, confidence, and ability in doing the tasks are more likely to have a high level of psychological empowerment and increased involvement (Spreitzer, 1995). It has also been argued that competent employees tend to perceive empowerment more than incompetent individuals, as they develop some sort of responsibilities and, as a result, become competent to make decisions and deviate from the organisational rules (Brière et al., 2020).

The analysis of the psychological factors leading to constructive deviance behaviours revealed that self-determination was one addressed in many forms. Self-determination relates to employees’ sense of choice in commencing and regulating their actions (Spreitzer, 1995). During the second coding circle, there was a general agreement among the respondents in stressing the critical role of self-determination in empowering them to deviate from the organisational roles using different terms such as “freedom”, “authority”, “choice”, with 35 different references from both employees and supervisors. The data is in line with the findings of many studies that have suggested that self-determined employees tend to be involved in many positive behaviours (Brière et al., 2020; Mertens & Recker, 2020; Sharma & Singh, 2018; Vadera, Pratt & Mishra, 2013); self-

determination indicates the view of autonomy in the initiation and continuance processes and behaviours and “The satisfaction of the need for autonomy refers to the experience of having choices and of initiating action oneself (Brière et al., 2020, p. 67; Zakaria, 2011),

which could explain the mechanism by suggesting that when employees have the ability to ascertain the way and the time in doing the tasks, they tend to develop a feeling of a causal authority and responsibility towards their actions, and hence, engage in constructive deviance behaviours (Ergeneli et al., 2007; Zhang et al., 2021). For example, R21, a guest relation employee, had indicated a high level of self-determination when stated:

*“Yes, I can take decisions on my own, now I can solve problems, I can help others, and I can lead others. I am more experienced now, and my manager trusts me even more than before” (R21, guest relations).*

Self-determination emerged in the data as consistent with the academic literature, frequently associated with empowerment, which requires confidence, freedom, and authority as critical resources of both intrinsic and extrinsic motivations, significantly enhancing the level of psychological empowerment as described in the self-determination theory (see Self-determination theory section). Additionally, empowerment has been frequently associated with authority and freedom in the literature. It was proposed early by Cogner and Kanungo (1988) that the possession of authority over the organisational resources would enhance the individual’s level of psychological empowerment. In addition, self-determination could be a democratic design that offers authority to the lowest level of the originations through psychological empowerment (Ahearne et al., 2005; Zhang et al., 2021).

Table 46 illustrates some of the statements that could be related to self-determination as psychological factors leading to constructive deviance behaviours across the sample.

Table 46: Self-determination

Citation index	Theme	ID	Department	Statement
Self-determination	PSYE	S2	Front office supervisor	<i>“For sure, when you have authority and trust from your supervisor, your performance will be improved”.</i>
Self-determination	PSYE	R20	Front office	<i>“You know when you are empowered and have some authority to do something, you will feel psychologically safe, and this is what I felt.”</i>
Self-determination	PSYE	R18	Guest relations	<i>“Authority, I want my supervisor to give me authority and freedom. Full authority and responsibility would make me go extra mile to make our guests happy”.</i>
Self-determination	PSYE	R17	Front office	<i>“First of all, the supervisor must understand that we are dealing with humans, and they don’t think in the same way. He needs to understand that sometimes we need to go out of the way because of a reason. He should give me more freedom to take decisions in difficult situations, to be appreciative when I am trying to help the guests. I also</i>

				<p><i>think if someone started from scratch, he or she would definitely know how we feel, but the problem is with some managers who finished their studies and started managing us without enough experience.”</i></p>
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An additional factor that emerged from the data is *Meaning*. The data indicated that meaning has a potentially positive effect on constructive deviance behaviours. That co-exists with the available literature in addressing the importance of meaning in empowering employees in the workplace. According to Spreitzer (1995), meaning refers to the "value of a work goal or purpose, judged in relation to an individual's own ideals or standards" (p. 1443). It entails a match between the work role and the individual's values, beliefs and behaviours. Within the second coding cycle, *meaning* was stressed in 27 references from employees and supervisors. The term implies the intrinsic caring of an individual about a given task; as a sample statement shows in Table 47. the participants referred to meaning as a motivational tool that helps in empowering them to deviate from the rule in terms of "appreciation", "care", "meaningful". The data also revealed that a lack of meaning could have a negative impact on the employee's performance. For instance, the importance of meaning as a psychological factor was spotted when the participants were asked to explain the reasons that prevented them from constructive deviance behaviours:

*“I wanted to be free. I wanted to be appreciated, and I want to feel that I am doing something for the company.” (R13, Guest relations)*



*“You would feel empowered and think that you are important and your effort is appreciated. That also would make me proud and comfortable in the workplace” (R16, F&B).*

*“Personally, yes, I believe that I am important just, for one thing, I can see it when I return to my office. The employees come to me with many questions, and the director feels less stressed as he knows how much I love my job (S2, front office).*

*“Yes, when you cannot make a decision, then you are not an important person. Even the guests or other colleagues will not listen to you properly” (R12, guest relations).*

Moreover, several statements included terms such as “why bother” as “no one cares” when there is “no appreciation” and “no future” were found in the data, indicating a tendency amongst frontline hotel employees to engage in constructive deviance behaviours when they have a meaningful job.

*Table 47: Psychological empowerment - Meaning*

Citation index	Theme	ID	Department	Statement
Meaning	PSYE	I2	Front office	<i>“I changed my previous job because it was impossible to participate in the decision making. My ideas had never been accepted and it was impossible to stay there as I felt that no one cared about my opinion and ideas”.</i>

<i>Meaning</i>	PSYE	I13	Guest relations	<i>“Yes, that makes my job more meaningful, and that would reflect on the guests. I will be more confident, and I will feel like I have more freedom. When my current supervisor hired me, he believed in me, and he knows that I have some skills and talents.”</i>
<i>Meaning</i>	PSYE	I15	Food & Beverage	<i>“It depends on the situation, but I would feel like “why bother” when there is no appreciation from the company or when there is no future or benefits of going the extra mile, especially if I had done so before and got nothing in return.”</i>

Alongside the abovementioned categorical themes, *Impact* has emerged from the data as an additional factor within psychological empowerment. Impact has been identified in the literature in various ways; Spreitzer (1995) defined impact as the degree to which employees are able to feel the influence of strategic and administrative results within organisations. It has been referred to impact as “the degree to which behaviour is seen as ‘making a difference in terms of accomplishing the purpose of the task, that is, producing the intended effects in one ‘s task environment” and that “the potential for success outweighs the risk of failure, and the potential to have a real impact gives people reason to take risks in the first place” (Mertens & Recker, 2020, p. 3; Zakaria, 2011 p. 46).

During the second cycle's coding, the *impact* category was found to have 11 references; the participants referred to impact directly in many statements and also used different terms such as “appreciation” and “result”. The participant answers revealed that employees who engaged in constructive deviance behaviours tend to have a positive impact on the job and work environment, as employees are more likely to take responsibility above and beyond the immediate job description, such as constructive deviance behaviours (Mertens & Recker, 2020; Yukl, 2002). The direct and indirect effect of the categorical theme can be seen in R12 and R21, with statements that have addressed this categorical theme as a motivational tool leading to positive outcomes differently. R21, from the guest relations, indirectly linked impact with the constructive deviance behaviours, while R12 addressed impact as a critical psychological factor that helps him to go beyond the immediate job description and hence, engage in constructive deviance behaviours:

*“You do not feel like an agent who has no impact. When you call the housekeeping or F&B department, and they listen to you and act immediately when you ask them to hurry up, that also motivates me” (R12, Front office).*

*“Yes, I feel more comfortable, I feel that I want to give more in my job, and I feel that I am a part of this company, and actually, I give more when I have support from my manager or the place that I work at” (R21, Guest relations).*

Another example was proposed by R15, who believed that impact has psychologically empowered the participant to be creative and go beyond the immediate job description:

*“Yes, for sure, I was motivated and felt psychologically safe. My supervisor saw how much I wanted to learn and believed in me. Let me tell you a story. One day, I proposed to introduce a new drink to the menu, so I made it and informed my immediate supervisor about my idea. So he took me to the general manager's office, and he let different managers try the drink and agreed to add it to the menu. The general manager thanked me in front of everybody and rewarded me” (R15, F&B).*

This can be explained by suggesting that when the hotel employees believe they can make a significant difference to the job and the hotel climate, they might feel that the tasks have consequences beyond the immediate job description and are therefore involved in constructive deviance behaviours. The positive effect of impact on employees' positive deviance was pointed out by many scholars, including Mertens and Recker (2020), Ghosh and Shum (2019), Sharma and Singh, (2018) and Vadera et al. (2013), suggesting that impact within psychological empowerment is interpreted as a strengthening factor, allowing the person to behave in constructively deviant ways. According to Mertens and Recker (2020), “an employee who feels competent, motivated by her or his work, and self-determined will choose the best path to achieve a result, rather than the normative path”, and those employees “will believe that the potential for success outweighs the risk of failure, and the potential to have a real impact gives people reason to take risks in the first place” (p. 3). This is in line with respondent 12's statement, who explained the reasons for constructive deviant behaviours by stating:

*“You feel happy somehow by doing things and making your guests satisfied, and you feel you like you are the one who makes his life easier” (R12, Front office).*

#### **4.2.3.2 Reflection by the researcher**

The psychological empowerment factors that emerged from the data seemed to connect servant leadership with constructive deviance through the people-oriented qualities (healing, empathy, and growth and development), Cognitive abilities (awareness and conceptualisation), and the combination of cognitive and people-oriented attributes (listening, persuasion, and stewardship). The data revealed a strong connection between each of the servant leadership categorical themes and psychological empowerment, as many of the respondents referred to their leader as the main supplier of psychological empowerment. Indeed, this is similar to the former work revealing an association between psychological needs satisfaction and intrinsic motivation with transformational and authentic leadership, which commonly share some dimensions with servant leadership (Brière et al., 2020; Yavuz, 2020).

In servant leadership, followers are stimulated through challenges to current conditions/procedures and assumptions, through a focus on employee development, and through the transmission of an engaging vision. For instance, research across 46 firms in Korea involving 290 workers and supervisors was conducted, and the findings show a positive association between transformational leadership and the creative performance of followers, with partial mediation of this relation by intrinsic motivation through intellectually stimulating their followers, which is a commonly shared quality between servant and transformational leadership (Vadera et al., 2013). Psychological empowerment here is perceived as a critical factor, allowing the person to behave in constructively deviant ways; as described, “if an individual perceives his or her job as meaningful and is self-driven that person will strive to do the job well and be willing to risk greatness” further,

“individuals who feel competent and in control, will also be likely to use that control to carry out their jobs as they see fit, even when norms dictate a way of working that does not align with their views” (Mertens & Recker, 2020, p. 3).

A vast majority of the respondents referred to their leader as the primary provider of psychological empowerment. Indeed, some of the supervisors’ responses further confirmed that a combination of psychological and leadership factors is needed to encourage and motivate the employees effectively so they engage in desirable outcomes beyond their job description. For instance, respondent 23, a housekeeping supervisor, believes that both factors complement each other. He further explained the relationship between these by stating:

*“If there is a **supportive environment**, then the entire company will benefit from that. If something happened and one of our team made a mistake or gave a discount for the guests, or something has been damaged or lost, then the **director should be supportive**, and everybody will be happy”* (S23, housekeeping).

*“A leader that can push us to be **more knowledgeable** about the job boosts **my confidence** and helps me **to develop my skills**”* (R22, housekeeping).

As can be seen in the above statements, the supervisors believed that a “supportive environment” and “supportive leaders” are required to make the employees go above and beyond within the hotel context. Furthermore, when the respondents shared some negative factors that had stopped them from constructive deviance, the respondent's answers showed that constructive deviance behaviours are mainly done by the employees who felt psychologically empowered by their leader:

*“Last year, I worked with three managers, and one of them did not trust us as a team, and he wanted us to work like robots following the standards, which made our job very difficult. But now, under my current leadership, they support us, and everything has changed” (S4, Front office).*

*“In my previous job, our manager never listened to us. He was always right, and there was no possibility to participate or speak. There was only one line between the manager and the client, and the customer satisfaction level was not good at all. I changed my previous job because participating in decision-making was impossible. My ideas had never been accepted, and it was impossible to stay there as I felt that no one cared about my opinion and ideas” (S2, front office).*

*“He was more than supportive. In the case I just mentioned, he contacted the guest and the guest paid for his consumption. On the other hand, I have another supervisor who works on a different shift. He was not supportive and refused to contact the guest as he believed that it was my mistake, and I should have handled it by myself” (R7, Front office).*

*“I do believe that if you love your supervisor, then you will work hard and come up with a great result to make him happy. Let me tell you the differences between my current and previous job. In my previous job, my supervisor was very selfish; he did not trust us, and he was following the roles and procedures. And I stayed there for almost four years*

*and blamed us all the time. On the other hand, I am now working in a four-star hotel with a very good supervisor, and I feel comfortable. I have previously worked in a fancy five-star hotel, and I prefer the four-star one” (R17, Front office).*

*“Yeah, I will not do it or even do anything similar again. That was one of the reasons that made me leave that hotel” (R3, front office).*

Furthermore, during the coding process, many of the codes assigned to the leadership qualities related directly or indirectly to psychological empowerment’s components, such as self-determination factors (e.g., motivation, authority, and freedom), competence (confidence, skills, I can make a decision), impact (e.g., appreciation, promotion, result), meaning (e.g., appreciation, care, meaningful). The relationship between the categorical themes of servant leadership and constructive deviance, as well as the psychological and leadership factors related to the emergent behaviours generated from the data, are presented in the following subsection (see critical theme: relationships).

#### **4.2.3.3 Implications for the Quantitative phase**

The findings helped the researcher to draw some implications for the quantitative phase of the study. Firstly, the evaluation of psychological empowerment should be conducted with frontline employees in all departments using a measurement scale that covers all the psychological empowerment components that might lead to constructive deviance behaviours (e.g., Competence,



Impact, Self-determination and Meaning). Secondly, psychological empowerment should be operationalised as complementary variables that may positively impact the relationship between servant leadership and constructive deviance because participants tend to rely on the leadership and its practices as a leading source for psychological empowerment. Hence, the quantitative study should examine the direct and indirect impact of psychological empowerment on constructive deviance in large sample size, including all the hotel departments that participated in the study.

#### **4.2.4 Critical Theme: Relationships**

Since the qualitative phase of the present exploratory sequential mixed methods study aimed to understand the relationship between servant leadership and constructive deviance behaviours, the initial content analysis suggested that psychological empowerment could have a positive mediating mechanism that underlies the relationship between servant leadership and constructive deviance behaviours. Nevertheless, the study was restricted to five and four-star rating hotels, and consequently, the identification of the hotel brand appeared to be an additional factor that could potentially impact constructive deviance behaviours and is worth examining. Hence, a content analysis was conducted with the following intentions:

- To acquire a qualitative understanding of the relationship between servant leadership and constructive deviance behaviours by exploring the potential psychological impact of competence, impact, self-determination, and meaning mediating the relationship between servant leadership and constructive deviance.

- To investigate the mechanisms by which brand identification strengthens the impact of psychological empowerment on constructive deviance.

The following subsection outlines the content analysis findings of this critical theme.

#### **4.2.4.1 The Mediating Role of Psychological Empowerment**

As discussed earlier, frontline employees frequently denoted that the factors associated with their leadership were the reasons behind the constructive deviance behaviours. The potential impact of psychological empowerment on the positive behaviours that hotels' frontline employees deviated from the hotels' norms or policies for, more precisely, the binding effect of competence, meaning, self-determination and impact in building a healthy psychological empowerment status that could strengthen the impact of servant leadership and constructive deviance were recognised.

Frontline employees referred to the factors associated with their leadership when asked about the conditions that have helped them to conduct constructive deviance, and then, additional factors were mentioned that could be categorised as psychological factors that seemed to be a critical driver for constructive deviance. For instance, when R16 was asked to note what were the conditions or factors that helped him to decide to deviate from rules and satisfy the customer, the first answer was:

*“**Empowerment** is the most important factor, especially for frontline employees like waiters or hosts. That would make you feel like you are **important, can make decisions, propose creative ideas** and can bend the rules. If you make us feel like we cannot do*

*anything, there would be no productivity, and in fact, I have seen that before” (R16, F&B).*

As the discussion continued, they added:

*“I need to feel empowered before taking any step to go out of my way; you need that kind of confidence from your supervisor to feel safe. When you know that there is someone behind you, you would definitely feel safe because they are going to be there for you” (R16, F&B).*

They indicated that psychological empowerment is a state shaped by the leadership factors that the literature concluded in a large number of leadership studies as a potential mediating variable leading to many desirable outcomes can be classified under the umbrella of constructive deviance behaviours. For instance, a study was conducted with 171 employees across two manufacturing plants, and the authors reported that one of the factors associated with workers being more creative was support from supervisors rather than a controlling approach.

On the other hand, the controlling behaviour of some supervision in which close monitoring, continuing pressure, and excluding decision-making has negatively impacted employees' performance and behaviours. These employees were thus not free to carry out their job tasks and suffered from this type of supervision. In this sense, Respondent 6 reflected very extensively on this relationship. The respondent believes that employees may not engage in constructive deviance even when the leader is supportive, as other factors could encourage them to do so. Instead, has suggested that leadership combined with other psychological empowerment-related elements (competence, authority) are homogeneously crucial for constructive deviance. R6 stated:

*“The hospitality is built on proper interaction between the employee and the guests. If we do not have **empowerment** to make decisions correctly, or **empowerment to handle a complaint** or to have the **authority** to give certain privileges to the guest, then I believe it is going to affect the customer satisfaction at the end.”*

When R6 continued the reflection, “empowerment” was addressed as an equivalently vital source for her engagements with constructive deviance behaviours:

*“Two kinds of empowerment: the first empowerment is assisting me **in believing in myself and in knowing that I am a very well-trained, professional employee and that I can achieve whatever I want to do to get promoted, so that comes on a personal level.** The other kind of empowerment that comes with **authority is** when the manager gives me the empowerment to make decisions on the spot without coming back to my manager”.*

However, the statement above suggested that the psychological empowerment-related factors, along with one of servant leadership's people-oriented qualities (*empowering subordinates*), encouraged her to participate in constructive deviance acts, which could be a mediating role of psychological empowerment between servant leadership and constructive deviance, such as competence, authority, meaning and self-determination. This was addressed by Brière et al. (2020), Vadera et al. (2013) and Yavuz (2020), suggestions that psychological empowerment has a positive impact on the relationship between servant and transformational leadership and constructive deviance, which R6 explained by adding:

*“I think it is actually three factors. I cannot prioritize any of them. My manager gave me this empowerment because he was empowered by the upper management. I was able to*

*make good use of that empowerment because I felt psychologically safe and empowered, so I cannot tell you just one of those factors as all of them are equally effective and equally contributed to the decision-making process” (R6, front office).*

The viewpoint that servant leadership could positively impact psychological empowerment and, consequently, psychological empowerment could positively impact an employee’s performance is shared by many participants; for instance, R16, from the F&B department, addressed the psychological empowerment categorical themes (impact, choice, and competence) in one statement in describing the factors leading to the constructive deviance behaviours he made:

*“...that makes my job **more meaningful**, and that would **reflect** on the guests. I will be more **confident** and feel like I have more **freedom**. When my current supervisor hired me, he believed in me and knows I have **some skills and talents**” (R1, F&B).*

Similarly, R6 believed that psychological empowerment-related factors made her go above and beyond for the guests, regardless of the hotel leadership:

*“Every time, there is always a slight risk if you want to bend the roles. At the end of the day, our job is to satisfy the guest and have a satisfied guest. Even if there was a slight risk and I was **psychologically empowered**, then I am willing to take **that risk**” (R6, front office).*

This is in R1, R18, R20, and R21, which also see a link between leadership and psychological empowerment, leading subsequently to constructive deviance. As with R6 and R16, they also see a connection between the leadership and other factors that would psychologically empower them

(e.g., meaning, freedom, authority, competence) to constructively deviate from the hotel’s policies.

Table 48 shows the primary and secondary factors that enabled frontline employees to bend the hotel norms based on the participants' insights.

*Table 48: Primary and Secondary factors leading to constructive deviance behaviours*

Interview	constructive deviance behaviours	primary factors	Secondary factor
Interview 1	Prosocial Rule-breaking	People-oriented attributes	Meaning, Impact
Interview 2	Counter-Role behaviour	Combined people-oriented and cognitive abilities	Self-determination
Interview 3	Prosocial-Rule Breaking	People-oriented attributes	Competence
Interview 4	Creative performance	Competence	People-oriented attributes
Interview 5	Extra-role behaviour	Self-determination & Competence	Combined people-oriented and cognitive abilities
Interview 6	Taking charge/ Creative problem solving	Self-determination & Competence	Combined people-oriented and cognitive abilities
Interview 7	Issue selling	Impact	People-oriented

Interview 8	Counter-Role behaviour	Combined people-oriented and cognitive abilities	Self-determination
Interview 9	Extra Role behaviour	Self-determination & Competence	People-oriented
Interview 10	Counter-Role behaviour	Combined people-oriented and cognitive abilities	Competence
Interview 11	Prosocial-Rule breaking	People-oriented attributes	Competence
Interview 12	Issue selling	Impact	Combined people-oriented and cognitive abilities
Interview 13	Extra-role behaviour	Self-determination & Competence	Combined people-oriented and cognitive abilities
Interview 14	Extra-role behaviour	Self-determination & Competence	Combined people-oriented and cognitive abilities
Interview 15	Counter-Role behaviour	Combined people-oriented and cognitive abilities	Competence
Interview 16	Taking charge	Meaning	People-oriented

Interview 17	Creative performance	Competence	Combined people-oriented and cognitive abilities
Interview 18	Counter-Role behaviour	Combined people-oriented and cognitive abilities	People-oriented
Interview 19	Taking charge	Self-determination	Combined people-oriented and cognitive abilities
Interview 20	Prosocial behaviours	Cognitive abilities	People-oriented
Interview 21	Extra-role behaviour	Self-determination & Competence	Combined people-oriented and cognitive abilities
Interview 22	Issue selling	Impact	Combined people-oriented and cognitive abilities
Interview 23	Creative problem solving	Competence	People-oriented
Interview 24	Extra-role behaviour	Self-determination & Competence	Combined people-oriented and cognitive abilities
Interview 25	Prosocial behaviours	Cognitive abilities	Competence



As demonstrated in Table 48, many respondents believed that the leadership factors, especially the people-oriented qualities of servant leaders, built a foundation for the psychological empowerment factors which, as a result, encouraged them to deviate from the roles. Respondent 6, a former receptionist who was promoted and became a front office supervisor in charge of different subdepartments, including the reception, operators, and concierge services, supported the argument as she believed that people-oriented qualities of the leader should be prioritised to build a healthy environment for psychological empowerment to take place. R6 explained her motives for engaging in multiple constructive deviance behaviours by stating:

*"I think it was my direct manager. I felt safe in making my decision, even if the upper management had disagreements on specific things that I had done, I knew that my manager had my back. And he always supports me and explains why I took that decision. And also, he knows that my judgment was rational, fair, and realistic. So, he knows that I do not take such an action without being sure that it was necessarily needed" (R6, Front office).*

Indeed, the participant suggested that the exclusive qualities of servant leadership were mainly the reasons behind her psychological empowerment and added:

*"My direct supervisor assists me in believing in myself and in knowing that I am a very well-trained, professional employee that can achieve whatever I want to do to get promoted, so that comes on a personal level, followed by the empowerment that comes with authority, or when the manager is giving me the freedom to take a decision on spot without coming back to my manager".*

Similarly, R23 from the housekeeping department believed that psychological empowerment could not make an impact on his performance without a leader who:

*“...must believe in me, gives me confidence, motivate me to learn and do something new and extra. So, I want him to give me a chance to learn and build my confidence; when I take a decision, I want him to be there and understand why I took it. But if I am working with an unsupportive leader, I will be afraid to take any decision because I know he does not believe in me and any mistake will be held against me, which will affect our job” (R23, housekeeping).*

R17 from the food and beverage department also believed that psychological empowerment could only be acquired from leadership, as he worked in different hotels and argued that the people-centred qualities of servant leadership led to his psychological empowerment status:

*“My supervisor told me from the beginning to do whatever I want in a professional way. He encouraged me to help our guests in any way, talk to them, go out with them, and invite them for a drink if they wish. I was not allowed to do that in my previous hotel, and you know my leader gave me some authority, which made me trust him. He pushed me to talk to the guests, understand what they exactly wanted, and tell us their requirements so we could meet the general manager and offer it to other guests. That empowered me and made me feel like we are friends because he made me comfortable from the beginning” (R17, F&B).*

R13, a frontline from the guest relations department, also believes that psychological empowerment cannot be the sole factor in encouraging her to go the extra mile and engage in constructive deviance; according to the participant, the absence of the leadership factors can even be destructive rather than ineffective as she pointed out:

*“My previous manager always wanted to show off and be in the front. He took all the credit and used to say ‘I’ instead of ‘We’. He did not put my best interest and did not care about anybody. I left the job because of him. I **wanted to be free**. I wanted to be **appreciated**, and I want to feel that **I am doing** something to the company.” (R13, Guest relation)*

Based on the above argument, it can be suggested that psychological empowerment has a potential direct and indirect positive impact on hotel frontline employees’ constructive deviance, as the findings suggested that frontline employees will be more willing to deviate from the rules constructively when they are competent, self-determined, and believed that their job has a meaning and impact. Additionally, the data indicated that psychological empowerment has a potential mediating mechanism that underlies the positive relationships between servant leadership and constructive deviance, and after the relationship between the primary and secondary factors that led to various constructive deviance behaviours were examined, the analysis suggests that psychological empowerment is overall one of the main conditions which helps frontline employees go beyond their basic job role to help the customers. Hence, it can be argued that psychological empowerment mediates the positive relationship between servant leadership and frontline employees’ constructive behaviour.

### *Reflections by the Researcher*

The findings disclosed that psychological empowerment is an important factor in constructive deviance. The insights obtained via the exploratory sequential study propose a positive relationship between servant leadership, psychological empowerment, and constructive deviance, based on the premise that the qualities of servant leaders are built on psychological empowerment factors through impact, competence, meaning and self-determination. This argument is in line with Mertens and Recker (2020) and Vader et al. (2013), who claim that the factors identified here as influencing constructive deviance via psychological empowerment are as follows: characteristics of the individual worker, including self-determination and impact; and characteristics of supervisors, including leadership style.

Psychological empowerment is employed here following Spreitzer (1995) as representing a wide range of factors that support the person in various ways and enable them to pursue constructively deviant behaviours. It is also suggested that servant leaders create an attitude to risk-taking which could be associated with the likelihood of engaging in constructive deviance, and this is supported by many authors and confirmed by former studies that linked risk-taking willingness with radical creativity as well as a positive association between a tendency to take risks and decisions favouring prosocial rule-breaking (Brière et al., 2020; Madjar et al., 2011; Morrison, 2006; Vel et al. 2019). It is suggested here that the dimension of empowerment within servant leadership also associates with constructive deviance. This dimension integrates both cognition-based and people-oriented characteristics, emphasising how the individual can identify the opportunity for change and take related action that contributes to change.

Individuals who are empowered tend to be optimistic about their capacity to lead and to change effectively and are less likely to be put off by an atmosphere of retaliation. They may perceive themselves as having competence and self-determination, which are critical aspects of psychological empowerment, which may lead to increased constructive deviance.

Additionally, the content analysis result indicated that psychological empowerment is an essential but insufficient factor for constructive deviance. This could be because empowerment and healing dimensions are central to servant leadership. That was spotted in several frontline employees' statements who would engage in constructive deviance behaviours because of the leadership factors alone:

*“What makes me deviate from the rules is that my supervisor, whenever I made mistakes, never yielded or punished me or even criticised my performance. Instead, he sat with me and explained to me why it was wrong and how to improve my performance” (R16, F&B).*

#### **4.2.4.2 On the relationship between psychological empowerment and constructive deviance – the impact of brand identification on constructive deviance.**

The impact of the brand and its policies in building a robust and sustainable relationship with customers has been widely explored. The encouragement and the professional standards in providing consistent services around the globe has been discovered under the umbrella of “branding” or “brand identification”. Throughout the interviews, the identification with the brand

was noticed as another potential factor that could strengthen the relationships between the main emerged themes (servant leadership and psychological empowerment) and constructive deviance, as some participants mentioned the hotel name as an identification tool that encouraged them to deviate from the standards constructively to satisfy loyal customers. Consequently, it was crucial to examine further the impact of brand identification on the relationship between servant leadership, psychological empowerment, and constructive deviance. Participants were asked whether being associated with a big brand would help them make decisions and bend the hotel norms to satisfy the customer for the sake of the brand. S5, a front-office supervisor who worked in multiple international hotel chains, reflected very extensively on the impact of the brand in terms of constructive deviance. S5 concluded that even when psychological empowerment and the brand's identification are high, employees might not deviate from the hotel norms as other factors could be associated with each brand that can limit constructive deviance behaviours. Instead, he believes that leadership is the primary source for deviating from the standards. At the same time, the association with the brand can be an additional motivational factor that would help employees to go above and beyond for the customers on some occasions:

*“The brand plays a good role in this. It depends on the brand because you cannot say no to a guest, whatever the guest is asking for in some brands. If the guest asks for something at 3:00 am, we are going to make it for him” (S5, Front office manager).*

S5 believed that working in a five-star hotel, being associated with such a big brand, does sometimes help employees be brave and bend the norms to not let the guest down by this prominent

brand. He explained his answer by comparing his experiences in two different well-known hotel chains he worked for and stated:

*“Well, we have this philosophy in the brand I am working with right now. It says, “whatever & whenever”, so whatever the guest wants and whenever the guest needs something, we have to do it for them.”*

When the participant carried on his reflection, he pointed out that the brand helps and ‘gives you a push’ to deviate from the policies, but he would prioritise leadership over a hotel brand or chain:

*“People do not pick a company but a leader. It does not matter where you are; if you are in a position where you learn something new, and you give something, you are able to give and deliver more. If you are not doing something new, then it is a routine.”*

Interestingly, the perspective that identification with the hotel brand can only be a secondary indirect factor for constructive deviance is shared by many participants as they state that brand identification can enhance the employee’s confidence and encourage them more to go out of the way to help the guests, but only when the leadership is supportive and psychological empowerment is high as shown in the following answers:

*“The brand name is important when it reflects leadership. I was telling you about the big brand I worked for before, but I would generally go with the leadership. The brand helps in that, but I think leadership is more important. The brand itself supports you, and the*

*management always shows support, so you can think out of the way without being afraid of failure or criticism” (R16, F&B).*

*”The brand name and career are secondary reasons. I just wanted to work again with this person because I learned day by day this work and you can become a manager if you follow someone who wants to teach you something” (S2, Front office).*

*“The brand helps us to grow more because working with big international brands will open many opportunities and vacancies for us in the future. The brand is important, but again with a supportive leader, you can be more motivated and knowledgeable, so my answer goes to the leader over the brand” (R22, housekeeping).*

*“The brand helps. A big brand gives us training. It makes us ready for all situations. The brand name is important, but the supervisor support is more important” (R13, Guest relations).*

*“Big brand names have professional policies and procedures and care a lot about their name or image. That makes me do the job with more confidence. Yet, my direct supervisor’s support is more important to me than the brand because my supervisor is the one who can make my life difficult and the one who promotes me and raises me” (R5, Front office).*

*“...but in certain cases or small cases, I wouldn’t bother myself to make decisions. The brand is making me more motivated” (R12, Front office).*



*“Actually, I care about my supervisor more than the company name or the brand. I usually ask about the leader and the staff; if they are not happy or there is miscommunication between them, I wouldn’t go to that job. So I am thinking about the leader more than anything. I want him or her to be supportive, having good communication with us, allowing me to go out of the way when needed and to trust me”* (R17, F&B).

*“I have worked in different big brands, but I need a supportive leader who can teach, guide, and show me what to do and what to avoid. So even if I am working in a big brand with a leader that is not supporting or helping me, I will leave (R23, housekeeping).*

*The atmosphere within the team I am working with. Feeling that you are at home, feeling comfortable with the team you are working with, knowing that there is trust, teamwork, and cooperation and having a very safe and healthy relationship with my supervisor. Because those are the people I have direct contact with and spent most of my day with, these two are equally important. About the brand name, I think it doesn’t affect me directly (R6, Front office).*

*“Performance-wise I don’t think the brand affects me. If you work anywhere, you should perform well, and if they value you and give you benefits, you will be loyal. If it’s bad management, you will not perform well, even if it is in a big brand or any other hotel... I am going to tell you a story that happened to me before. When I left the previous hotel, I*

*did two interviews with two global chain hotels on the same day, and my choice was based on the management and leadership, as I was informed that the leadership in the new chain was better than the other one. So my direct supervisor is the main issue. Because if you are working in an international company without a supportive leader, you will never learn and improve yourself ” (R4, Front office).*

*“I prefer having a supportive leader over the brand name or working in a five-star hotel. I had already worked in a five-star hotel before but didn't feel motivated. I stayed there for four years with them. But Now I feel safe and happy even though I work in a four-star hotel and they treat me very well and always push me to keep up the good work” (R9, Front office).*

*I gained confidence from both leadership and the brand. But I would generally say that leadership plays a significant role in creating this climate. A Brand name will help elevate as it is so difficult to put a name like XYZ at risk. Brand names gained their reputation over years of success and hard work if we didn't work accurately on the brand name. Will lose the credibility and good reputation in now time” (R25, Front office).*

It is clear from the above statements that most of the participants pointed out in the interviews that their identification with the brand helps constructive deviance behaviours, but only subsequently as servant leadership and psychological empowerment perceived under such leadership were noted to be the primary drivers of constructive deviance. Thus, it could be inferred that brand identification plays a moderating role in the relationship between psychological empowerment and

constructive deviance that helps to further enhance the effects of servant leadership and subsequent psychological empowerment on constructive deviance behaviours. This would be in line with many authors who concluded a positive moderation impact of brand identification on the effects of leadership on employees' positive outcomes (Lv et al., 2022; Mostafa, 2018; Trybou et al., 2013; Wang et al., 2017).

### **Reflections by the Researcher**

A detailed analysis of the factors stated by frontline employees which would persuade them to bend the hotel rules in terms of different constructive deviant behaviours revealed five different mechanisms. First and foremost was through servant leadership, in terms of people-oriented qualities, with 41 different references related to the *emotional healing* attribute, 45 references related to the *commitment to the growth and development of others*, and 20 references for the quality of *empathy*. The *cognitive* qualities of servant leaders accounted for 18 references in terms of awareness, conceptualization, and foresight. The combined cognitive and people-oriented aspects were found to be addressed directly in 97 references linked with *stewardship*, *listening*, *persuasion*, and *empowerment* attributed to servant leadership. Psychological empowerment factors was the second, with a total of 130 direct references, including sub-nodes referring to *empowerment*, *competence*, *self-determination*, *meaning*, and *impact*. For instance, authority, trust, and guidance were perceived as empowerment tools that helped fulfil the psychological empowerment factors and consequently only engage in constructive deviance behaviours when psychologically empowered. Moreover, identification with a hotel brand would indirectly influence frontline employees' constructive deviance behaviours.

The next in-depth analysis was conducted amongst all references from the primary transcripts on the factors concerning psychological empowerment (see critical theme Psychological Empowerment). Outlined in Table 48 is the relationship between psychological empowerment and different constructive deviance behaviours. The reference was marked with a cross when each reference was made to a constructive deviance behaviour and a psychological factor mentioned with it. The emergent findings suggest that psychological empowerment positively affects constructive deviance behaviours. Additionally, the data showed that within 25 analysed references, there is an indication of a connection between constructive deviance behaviours and competence (25 references), self-determination (16 references), meaning (6), and impact (6), indicating that competence and self-determination are the most decisive psychological empowerment factors that potentially mediate the relationship between servant leadership and constructive deviance.

Indeed the participants' statements showed positive opinions regarding the hotel brand, which the hospitality and marketing literature have established to be a helpful factor that could lead to several desirable outcomes (Cinnioğlu & Turan, 2020; Chughtai, 2016; Lv et al., 2022). The findings suggest that brand identification is not a necessary factor for constructive deviance but can be a supportive condition depending on the hotel brand and its message, and several leadership studies have identified that followers' brand identification could moderate leadership effectiveness (Lv et al., 2022; Mostafa, 2018; Trybou et al., 2013; Wang et al., 2017). This suggests that individuals who identify strongly with the brand tend to think and act on its behalf because they view it as part of their self-concept; so, they defend it and may engage in extra-role behaviours to do so.

The exploratory study provided insights into a positive relationship between servant leadership and constructive deviant behaviours based on the premise that constructive deviant behaviours are

more likely to be practised by psychologically empowered individuals who perceived servant leadership. It is suggested that if servant leaders psychologically empower employees, brand identification may positively impact their behaviours.

Thus, the qualitative study's findings indicate that the relationship between servant leadership and constructive deviance would be mediated through psychological empowerment and moderated by brand identification. Servant leadership is considered a people-oriented leadership style that focuses on the follower's well-being by addressing the psychological factors that would enable them to feel safe to take risks and be involved in constructive deviance to satisfy customers.

### ***Implications for the Quantitative Study***

The implications of this research for the quantitative study are that the conceptual framework should integrate psychological empowerment (as a leading mediator between servant leadership and constructive deviance) and brand identification (as a moderator between psychological empowerment and constructive deviance behaviours) in the relationship between servant leadership and constructive deviance.

### **4.2.5 Limitations and future directions**

Despite its advantages, there were a few limitations regarding the sampling approach. The first limitation is about generalising the findings using a non-probability sampling approach with a small sample size. However, the qualitative phase of this exploratory sequential mixed-method study did not intend to generalise the result; instead, the qualitative study was designed to emphasise the sample's adequacy, as recommended by Creswell (2008). Moreover, theoretical

sampling within the non-probability sampling method has been advised for exploratory purposes (Richards and Morse, 2007). Secondly, there was only one country involved in this study. This is because of the characteristics and accessibilities in tertiary hospitality. Exploring the model in other countries would strengthen the findings. Thirdly, there could have been a sampling bias that occurred during data collection with frontline employees who started working at the hotels at the time of evaluation, as they might answer inversely when they knew that the data was being collected in the hotel they were working in at the time. This limitation was reduced through a careful designation of the interview guideline and random elements in interviewee sampling. It was required to clarify that the study was in the frame of a doctoral project, and the researcher encouraged an open and honest discussion. Moreover, the researcher selected participants carefully to ensure that the participation was voluntary and participants could withdraw from the study at any time.

#### **4.2.6 Conclusion and Implications for the Quantitative Research**

The qualitative phase of the current exploratory sequential mixed methods research showed that the servant leadership model applies in the Jordan hotel sector. It has the potential to increase customer satisfaction and employee performance effectively. Through semi-structured interviews with 25 frontline employees and supervisors working in four-and five-star hotel in Jordan, and based on the self-determination theory, the result of the present qualitative study suggests that servant leadership impacts employees' constructive device behaviours positively through the mediation role of psychological empowerment. This qualitative phase's findings helped the researcher understand the concept of servant leadership, the factors that shape the phenomenon,

and the conditions that might impact employees' constructive deviance and customer satisfaction. The results also built a foundation for the researcher to go further with the investigation through a developed survey instrument that would emphasize other aspects of the phenomenon such as transformational leadership, relational identification, and brand identification.

This qualitative research study aimed to explore the impact of servant leadership on hotel frontline employees' constructive deviance and to examine the mediation mechanism of psychological empowerment between servant leadership and constructive deviance, as well as the moderation mechanism of brand identification between psychological empowerment and constructive deviance.

The investigation involved four main themes: servant leadership, constructive deviance, psychological empowerment, and relationships. First, the different types of positive deviance behaviours that participants were able to perform were explored, and a qualitative understanding of the different attributes of servant leadership that meant participants were willing to deviate from the hotel's norms was explored. The leadership attributes were clustered into people-oriented qualities, cognitive qualities, and combined, both people-oriented and cognitive qualities. The qualitative phase of the current exploratory sequential mixed methods research showed that the servant leadership model is applicable in the hotel sector in Jordan. It has the potential to effectively increase customer satisfaction and employee performance. Through the poll-card game with 98 participants along with semi-structured interviews with 25 frontline employees and supervisors working in four-and five-star hotels in Jordan, and based on self-determination theory, the result of the present qualitative study suggested that servant leadership impacts employees' constructive deviant behaviours positively through the mediation role of psychological empowerment. This qualitative phase's findings helped the researcher understand the servant

leadership concept, the factors that shape the phenomenon, and the conditions that might impact employees' constructive deviance and customer satisfaction. The results also built a foundation for the researcher to further the investigation through a developed survey instrument that would emphasize other aspects of the phenomenon, such as psychological empowerment and brand identification.



## **Chapter 5. Theoretical Underpinning and Conceptual Framework**

Like in all disciplines, scholars have proposed different theories for the hospitality and hotel sector. Each view has advantages and drawbacks. Consequently, this chapter aims to distinguish fitting theories to unify and guide the study's conceptual framework.

### **5.1 Theoretical Underpinning**

The servant leadership philosophy was introduced by Greenleaf (1970), and was based on serving the needs of others and grooming followers to create future servant leaders. The attribute of followers' emulation of their servant leader's behaviours has been distinguished as a central quality of servant leadership. In contrast to other leaderships, such as transformational and ethical leadership approaches, the followers tend to willingly impersonate their leader's behaviours when they feel identified with them, while Greenleaf's (1970) approach focuses mainly on building a serving culture based on role modelling and leading by example to create servant leaders. Social identity, social exchange and learning theories (Tajfel, 1972; Tajfel & Turner, 1986) highlight that prioritising the needs of others over their own needs could indirectly enhance followers' attitudes and behaviours toward building a serving climate among the followers within the organisation, which has been confirmed by Liden et al. (2014) in their study, revealing a significant indirect impact of servant leadership practices on turnover intention, creativity, and orientation toward serving others among followers. They believed that those servant leaders could reinforce followers' practices by leading and role modelling consciously or unintentionally, based on the assumption that individuals derive their self-esteem and identity from their group membership,

which could motivate them to engage in behaviours that benefit their group, including the organization they work for (Leijerholt et al., 2020; Lin et al., 2022; Zorlu et al., 2019).

Other theories have been used to connect and explain the mechanisms through which servant leadership wields its influence on employees' constructive deviance across various sectors, including social learning theory (Linuesa-Langreo et al., 2018; Luu, 2017), Blau's (1964) social exchange theory (Bouzari & Karatepe, 2017; Eva et al. 2019; Ouyang et al., 2022; Vadera et al., 2013), leader-member exchange (Lv et al., 2022; Liu et al., 2020; Tierney et al., 2002), social-cognitive theory (Zhang et al., 2020), social information-processing theory (Naseer et al., 2020) and self-expansion theory (Mao et al., 2019). Likewise, the self-determination theory has effectively exploited the various human motivation theories for examining and predicting human behaviour (Brière et al., 2020; Deci & Ryan, 1985; Deci et al., 2017; Kim et al., 2020).

The theory of self-determination describes how individuals can regulate their own behaviour and develop their full potential by suggesting that people have innate psychological need for competence, autonomy, and relatedness, which are essential for well-being and healthy development (see Vansteenkiste et al., 2010). The theory proposes that employees have the propensity to fulfil their basic needs, and that "understanding of human motivation requires a consideration of innate psychological needs for competence, autonomy, and relatedness" (Ryan & Deci, 2000, p. 227). The theory could explain employees' motives in relation to constructive deviance behaviour by positing that when these needs are met, individuals are more likely to engage in activities voluntarily and experience a sense of fulfilment, while when they are thwarted, individuals are less likely to be engaged and may experience negative outcomes (Brière et al., 2020; Deci & Ryan, 1985; Deci et al., 2017).

Cohen and Ehrlich (2019) point out that the quality of an individual's motivation plays a crucial role in many constructive deviant behaviours and note "employees that have higher levels of autonomous motivation are led by both intrinsic motivation and the types of extrinsic motivation they have identified with an activity's value and ideally will have integrated it into their sense of self. When employees are autonomously motivated, they experience volition or a self-endorsement of their actions, as is the case with constructive deviance" (p. 4).

In the same vein, social identity theory explains how an individual's sense of self is shaped by their membership in a particular group or social category, suggesting that individuals derive a significant part of their identity from the groups they belong to, and tend to favour their own group over others. The theory proposes that group membership provides an individual with a social identity, which influences their attitudes and behaviour towards themselves and others. According to social identity theory, social and organisational groups influence the extrinsic values of individuals and the values, as a result, develop the intrinsic importance of these individuals (Brown, 2000; Leijerholt et al., 2020; Qiu et al., 2022; Zorlu et al., 2019).

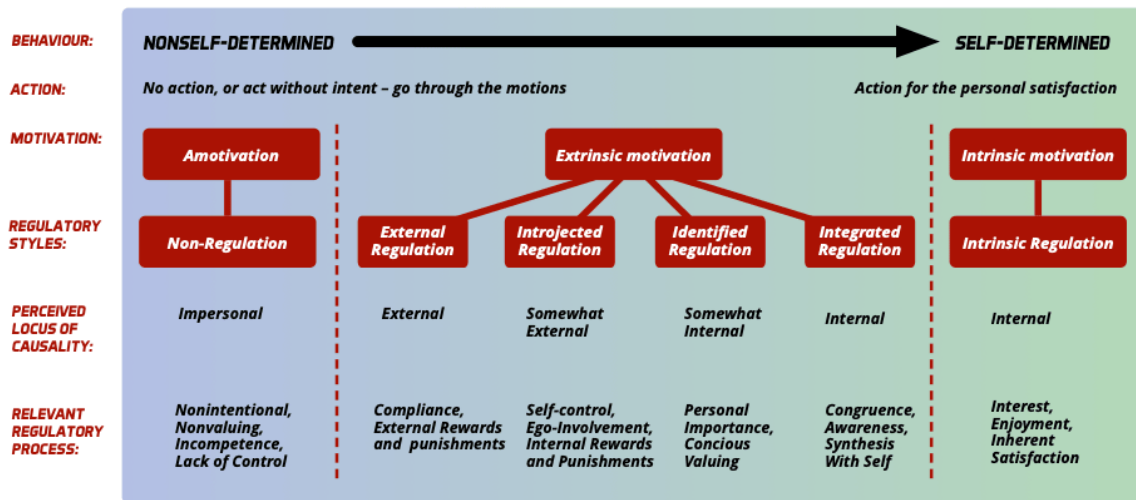
Based on this argument, the conceptual framework of this study was extracted from Self-determination Theory (SDT) and Social Identity Theory (SIT) due to their power to explain individuals' motives and behaviours, especially within service organisations. Even though there are some minor criticisms of the theories (see Brown, 2000), the theories were recommended by many leading leadership scholars in the hospitality and hotel sector (Bouzari & Karatepe, 2017, 2019; Gosh & Khatri, 2017; Lv et al., 2022; Kim et al. 2020). Hence, the following subsection discusses the adopted theories of Self-determination by Deci and Ryan (2000) and Social identity proposed by Tajfel and Turner (1979) in more depth.

### 5.1.1 Self-determination Theory

Deci and Ryan (2000) proposed the self-determination theory as a theory of human functioning and motivations. The theory assumes that individuals' personalities and behaviours are shaped via two kinds of motivations, intrinsic and extrinsic (Deci & Ryan, 2008). The view received attention from Edward Deci and Richard Ryan in the early 70s in their works on human motivations and has expanded since then. *Intrinsic motivations* refer to internal motives that inspire individuals to act in a certain way (e.g., core values, morality, attitude). *Extrinsic motivations* are the external resources of rewards that drive individuals to act in specific ways.

Based on the theory, as each individual has unique goals, desires and needs, different motives are required to meet these needs in order to be considered self-determined. As a result, Deci and Ryan (2000) proposed a band scale of motivations (see Figure 7) that indicates the level of self-determination based on intrinsic and extrinsic motivations, ranging from non-self-determined to self-determined.

Figure 7 Self-Determination Continuum



Source Adopted from (Deci & Ryan, 2000)

The theoretical continuum demonstrated in Figure 7 represents three different motivations: 1- Amotivation, where the individuals are entirely non-autonomous and struggling to fulfil any of their needs (Non-regulation); 2- Extrinsic motivation, which includes *external regulations* where the motivation is altogether external (rewards and punishment), *introjected regulation* in which the motivations are external but guided by some internal factors (e.g. self-control, internal rewards or punishments), *identified regulation* assumes that the motivation is relatively internal and driven by the individual's conscious values, and *integrated regulation* where the individual's self-awareness entirely drives the motivations and behaviours. Finally, 3 - Intrinsic motivation suggests that individuals are fully motivated and self-determined by intrinsic regulation, including enjoyment, interest, and inherent satisfaction (Deci & Ryan, 2000).

Self-determination theory is chosen as an underpinning theory for this thesis due to its ability to predict and explain employees' motives, intentions and behaviours within organisations. The theory is well regarded in the internal marketing literature and has been widely linked in leadership studies (Brière et al., 2020; Qaiser & Mohamad, 2021; Yavas, Jha, & Babakus, 2015). It has been

tested in the hotel context to assess employee performance (Bouzari & Karatepe, 2017; Kim et al., 2020). Moreover, Internal marketing can be viewed through the lens of Self-Determination Theory as well, which posits that individuals have innate psychological needs for a) Autonomy: where Internal marketing practices that allow employees to have control over their work, such as giving them a sense of ownership and decision-making power, can increase their motivation and engagement. b) Competence: Internal marketing practices that provide employees with the necessary skills, resources, and support to perform their job effectively can increase their motivation and engagement. c) Relatedness: Internal marketing practices that create a sense of belonging, connection, and support among employees can increase their motivation and engagement. The theory asserts that a significant level of autonomous motivation may be acquired amongst those individuals through specific social and environmental forces (Deci & Ryan, 2000; Gilal et al., 2019; Qaiser & Mohamad, 2021).

Prior literature suggests that desirable outcomes such as constructive deviant behaviours could be best acquired when leaders effectively empower their followers psychologically within the workplace (Brière et al., 2020; Galperin, 2012; Vadera et al., 2013), with various empirical studies revealing that leadership, in general, has a significant impact on employees' motivations and is associated with the way they behave (Mertens & Recker, 2019; Vadera et al., 2013; Yavuz, 2020). Servant leadership, in which the leadership is highly visible, can meaningfully alter followers' motivations and change their behaviours (Afsar et al., 2018; Brière et al., 2020; Eva et al. 2019; Zou et al., 2015).

However, the theory was not an exception from criticism, as it has been earlier criticised for lacking in developmental focus, considering that the organisational standards and policies can effectively shape the employees' behaviours, as they were set to guide employees towards achieving the

organisational goals based on its vision and mission (Arthur, 1994). This was confirmed by Ramus and Steger (2000), who argued that employees tend to change their behaviours when receiving signals from the organisational policies. Still, the organisational signals may only be received by the employees under leadership that can positively modify the standards and norms within the organisation and sequentially inspire followers to change behaviours constructively (Brownell, 2010; Liden et al., 2008; Zou et al., 2015).

Given the Self-determination Theory, it can be argued that if individuals perceive their servant leadership positively, they may fulfil the intrinsic and extrinsic motivations towards self-determination and therefore behave positively toward the organisation and its well-being (Vadera et al., 2013). From this triangle, it is suggested that servant leadership could build employees' constructive deviance behaviours through the agency of psychological empowerment. Plus, it can be proposed that a high level of self-determination (e.g., both intrinsic and extrinsic motivation) alongside a high psychological empowerment level (e.g., impact, meaning, competence, and self-determination) significantly increases the willingness to take risk and engage in constructive deviant behaviours.

### **5.1.2 Social Identity theory**

This study aims to explore the factors that would affect frontline employees' constructive deviance within the hotel industry. Hence, the question arises as to how brand identification could moderate the relationship between psychological empowerment and constructive deviant behaviours. In order to theoretically underpin those relationships. Social identity theory (SIT), developed by Tajfel and Turner (1979), captures the potential effects of brand identification. Social Identity

theory has been widely used as a theoretical base within internal marketing, and both concepts are related in that they both focus on the psychological and social dynamics of groups and organisations, as it is posited that individuals define their sense of self in part by the groups to which they belong, and that this sense of group membership shapes their attitudes, behaviours, and perceptions. Internal marketing can be seen as a way to shape and manage employees' social identities within the organisation, providing opportunities for professional development and growth, and recognising and rewarding employees for their contributions. (Khaled & Hadi, 2021; Qiu et al., 2022).

It has also been suggested that such individuals tend to respond more to leader behaviours. When employees already have high identification with the organisation, the effectiveness of leader behaviours in enhancing employees' adaptability may be attenuated. Employees are willing to adjust to fit into the organisation system when they view themselves as members. In contrast, negative identification with the brand would decrease the level of psychological empowerment, as it is difficult for employees who do not identify themselves with the brand to go the extra mile as the meaning, impact, and self-determination components may be absent in their work (Lv et al., 2022; Mostafa, 2018; Wang et al. 2017).

Recent findings from empirical studies revealed that the association between psychological empowerment and the different constructive deviant behaviours are not as straightforward as it appears; a moderation mechanism plays a critical role in identifying this link more evidently. For instance, servant leadership has been emphasised as the main predictor of constructive deviant behaviours (Chiniara & Bentein, 2018; Donia et al., 2016; Lugosi, 2019; Zhao et al., 2016; Wang et al., 2017; Newman et al., 2018). Chughtai (2016) has discovered that identification mediates the effect of servant leadership on employee voice and negative feedback-seeking behaviours.



Additionally, studies have found that identification with the workplace plays a crucial moderating role in an employee's positive behaviours, including customer-directed extra-role behaviour (Lv et al., 2022; Mostafa, 2018, Trybou et al., 2013; Wang et al., 2017). Consequently, the adopted theories guide the development of the conceptual framework, which will be presented in the following section.

## **5.2 Conceptual Framework**

After explaining the inclusion of selected constructs in the conceptual framework, the development of the framework is planned by beginning with defining the essence of each construct, followed by a description of the theoretical underpinning for the proposed relationship between chosen latent variables. The relationship between the latent constructs, provided from previous empirical studies (references are made to the literature review section), is then explored. Ultimately, findings from the qualitative phase of this study are reflected on, and the hypotheses for the proposed relationships between variables are outlined in the subsections below.

### **5.2.1 Outcome Variables: Constructive deviance behaviours**

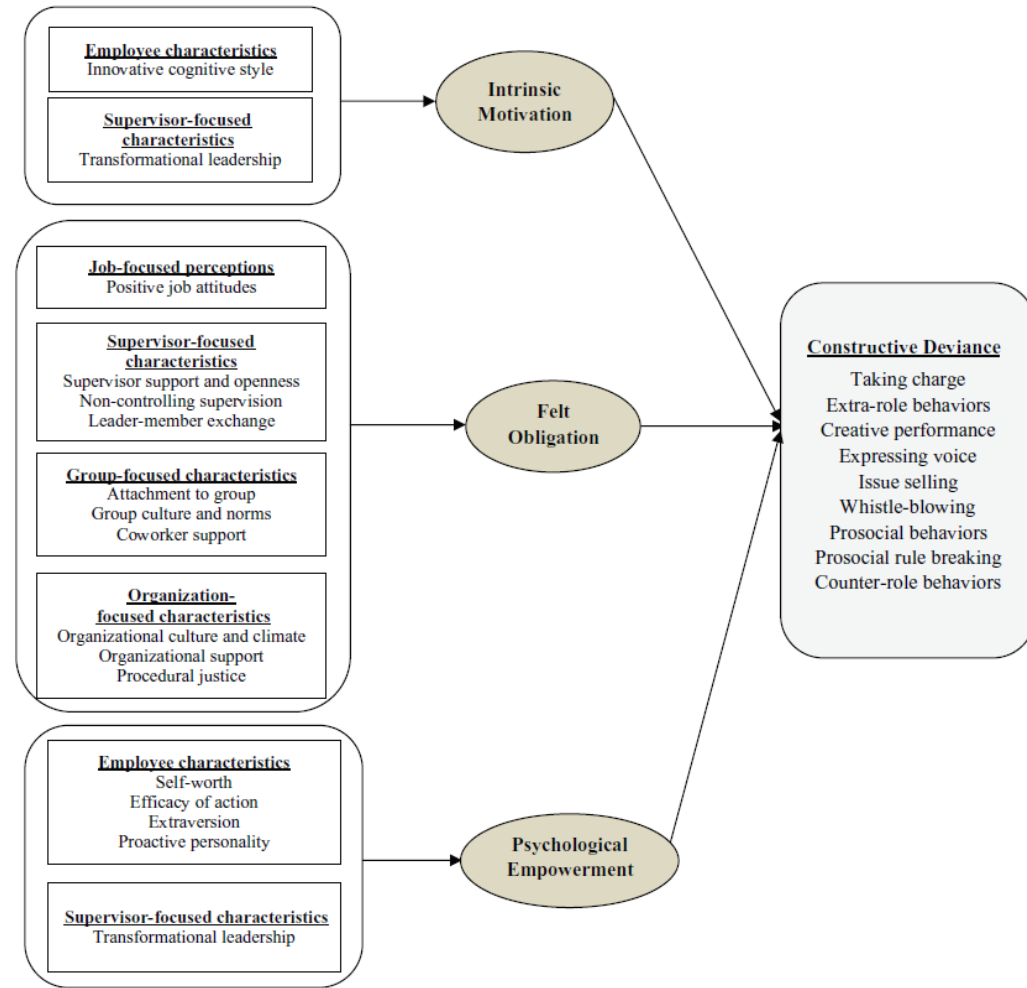
Constructive deviance is defined as behaviours that diverge from the organisation's norms for the sake of the organisation, and conform to hyper-norms to improve its well-being. This study distinguishes between various types of constructive deviance behaviours, including prosocial rule-

breaking: taking charge, customer-directed extra-role behaviour, counter-role behaviours, prosocial behaviours, expressing voice, whistleblowing, issue selling, and creative performance.

Due to the fact that constructive deviant behaviours gained considerable attention recently with limited insight into the motivational processes underlying these behaviours (Tekman & Kaptangil, 2022), existing research leaves unanswered questions regarding how and why constructive deviance behaviours are developed. That is, empirical research investigating deviant behaviours has mainly focused on destructive deviant behaviours conducted with negative motives, such as unethical or antisocial behaviour, sabotage behaviour or material abuse (Azim et al., 2020; Fan et al., 2022; Fazel-e-Hasan et al., 2019), and more research has been recommended to promote a more moral way of thinking, in order to decrease destructive deviance among employees (Gong et al., 2021; Sharma, 2021; Gong et al., 2020; Ghosh & Shum, 2019; Tekman & Kaptangil, 2022).

Among the limited studies which have attempted to examine the factors and the antecedents leading to constructive deviance in a comprehensive or integral model, Vadera, Pratt and Mishra (2013) offer a conceptual framework which puts constructive deviance behaviours in a nomological framework and addresses the drivers of constructive deviant behaviours. As illustrated in Figure 8, their study highlighted the role of leadership and psychological empowerment and felt obligation as drivers to constructive deviance behaviours.

Figure 8 An Emergent Model of Constructive Deviance



Source 3: Vadera, Pratt and Mishra (2013)

Other studies have investigated the specific effect and antecedents of different constructive deviance behaviours autonomously, such as whistleblowing (Jain, 2020; Miceli & Near, 1988), organisational citizenship behaviour (Garg & Saxena, 2020; Newman et al., 2015), taking charge (Garg & Saxena, 2020; McAllister et a., 2007), and creativity, innovation and customer directed extra-role behaviour (Chien et al., 2021; Gumusluoglu & Ilsev, 2009; Sharma & Chillakuri, 2022). However, the vast majority of these positive behaviours have mainly been investigated separately,

not as an integrated variable combining multiple positive behaviours that can be covered under a sole construct of constructive deviance behaviours.

Studies that examine the antecedents of constructive deviance from the perspective of internal marketing highlighted how internal marketing practices and strategies could influence employees' behaviour and lead to constructive deviance. Cohen and Ehrlich (2019), for instance, believe that constructive deviant behaviours have the potential to enhance work effectiveness, service quality and performance. Equally, Gong et al. (2020) proposed that constructive deviance has a significant correlation with the good and interests of organisations or customers. Moreover, Tekman and Kaptangil (2022) pointed out that “constructive deviant behaviours, which can also be regarded as an internal source of creativity for learning and change, are capable of contributing to the wellbeing of organisations by way of developing innovative processes, products, and services, and are thus considered a source of positive organizational change” (p . 60).

These studies provided valuable insights into how to effectively implement internal marketing strategies to foster constructive deviance and positive outcomes by emphasising the significant role of internal marketing in promoting and facilitating constructive deviance, and how different internal marketing practices and strategies can impact employees' behaviours and attitudes towards constructive deviance (Tekman & Kaptangil, 2022; Galperin, 2012).

In this sense, promoting constructive deviance behaviours could contribute to positive organizational change, and developing a servant leadership model could be a potential path by which the challenges associated with the hotel sector are addressed in order to improve their operation and enhance their competitive advantages. This applies particularly within the Jordanian hotel sector where only a small number of studies have looked at the applicability and the influence of servant leadership and its relationship with constructive deviant behaviours from an internal

marketing perspective in a single study. Subsequently, this conceptual framework foresees servant leadership and internal marketing as related concepts that focus on the development and motivation of individuals and teams, and prioritising the followers' needs (Amoako et al., 2022; Brière et al., 2020; Jawabreh, 2020; Wieseke et al. 2009).

Both servant leadership and internal marketing are effective approaches that can create a positive work environment and motivate employees, which leads to improved performance and customer satisfaction. Servant leaders who practise internal marketing are more likely to create a positive work culture, clear communication, and opportunities for employee development and growth, aligning the company's values and mission with those of employees and creating a sense of identification and loyalty (Leijerholt et al., 2021; Lin et al., 2022; Zorlu et al., 2019). Hence, it is suggested that servant leadership and internal marketing are both important concepts that can contribute to the success of an organisation by creating a positive work environment and motivating employees. A leader who practices both can promote constructive deviance by creating a more engaged and committed workforce, which leads to improved performance and customer satisfaction. The following section will discuss servant leadership as a predictor construct in more depth.

### **5.2.2 Predictor Variable: Servant Leadership**

Servant leadership is a leadership philosophy in which the leader's main focus is on serving the needs of their team or organization. The idea is that by putting the needs of others first, the leader will be better able to inspire and motivate the team to work towards common goals. This approach to leadership is characterised by a focus on collaboration, empathy, and a willingness to serve as a facilitator or coach rather than traditional management (Brière et al., 2020; Eva et al., 2019). Internal marketing, on the other hand, is the practice of treating employees as internal customers

and focusing on their needs, wants, and expectations in the same way that external customers' needs are addressed. Assuming that by treating employees well and creating a positive work environment, they will be more motivated and engaged, which will lead to improved performance and customer satisfaction (Akbari et al., 2017; Vel et al., 2019; Wu et al., 2021).

Servant leadership is selected as the predictor construct because conceptual frameworks suggest that leadership can be one of the main predictor variables for various desirable outcomes, including constructive deviance behaviours (Brière et al., 2020; Chiniara & Bentein, 2018; Eva et al., 2019; Gong et al., 2021). This study defines servant leadership as an independent construct that emphasises the followers' needs over the leader's own needs. One of servant leadership's main tenets is the desire to serve others, including grooming followers to become future servant leaders. The follower's imitation of the leader's behaviour has been recognised as one of the critical attributes of servant leaders. In contrast to other leadership philosophies (e.g., transformational and ethical leadership), including the imitation of leaders' behaviours, the cultivation of servant leadership amongst followers is central to the concept of servant leadership (Greenleaf, 1970; Hu et al., 2023; Liden et al., 2014).

A significant association between constructive deviance and leadership has been established (see section 2.3.5 Leadership and constructive deviance), and numerous studies revealed that servant leadership, in particular, evokes employees' positive behaviours (Cui et al., 2022; Eva et al., 2019; Mertens & Recker, 2019), especially in the hospitality and hotel sector (Gong et al., 2022; Lv et al., 2022; Bavik, 2019), where “the influence of servant leadership on frontline employees has become one of the most concerned research clusters” (Hu et al., 2023, p. 18).

The majority of existing knowledge has generally highlighted how the quality of the relationship between servant leadership and organisational members could reduce negative behaviours and how

such an approach could positively profile subordinates' attitudes and behaviours and contribute to a wide variety of desirable outcomes in areas within, or closely related to, constructive deviance. Examples of these outcomes are employees' extra-role and helping behaviours (Ozturk et al., 2021), rule-breaking, pro-social behaviour, whistleblowing (Chiniara & Bentein, 2018; Newman et al., 2018), creative and innovative behaviours (Li et al., 2021; Ruiz-Palomino & Zoghbi-Manrique-de-Lara, 2020), employees' performance, job commitment and engagement (Bavik, 2020; Ozturk et al., 2021; Kaya & Karatepe, 2020), in addition to OCB, which commonly shares multiple aspects with constructive deviance and has been examined extensively (Arici et al., 2021; Elche et al., 2020; Hu et al., 2023).

In a recent study, Hu et al. (2023) investigated the impact of servant leadership on pro-customer deviance behaviours using a sample of 439 hotel frontline employees, and found that servant leadership had a significant positive and direct effect on frontline employees' pro-customer deviance behaviours. Their findings imply that servant leadership would encourage employees' engagement in pro-customer deviance behaviours "to carry out innovative work, which tolerates employees' deviant behaviors to a certain extent and showing a stronger pro-customer tendency" (p. 126). Contradictorily, a significant direct impact between servant leadership and deviant behaviours has been documented through recent studies revealing that servant leadership has a significant impact on employees' deviant behaviours, implying that servant leadership reduces destructive deviance behaviours among five-star hotel employees (Emilisa & Kusumaditra, 2021), which has been supported by Ozturk et al., (2021) who also found that servant leadership significantly reduces employees absenteeism.

However, the findings of these studies could have been contradictory due to ignoring or not taking into account the constructive elements of some deviant behaviours, which Hu et al. (2023)

highlighted and called for further clarification concerning the direct effect of servant leadership on constructive deviance, since deviant behaviour in general, according to the authors, “has a dual nature of altruism and deviation from the organizational norms, which is different from purely negative deviating behaviour in the hospitality industry” (p. 126). This supports HuertasValdivia et al. (2022) and Lv et al. (2022), who recognised the practical fundamentality of leadership in shaping and influencing employees' deviant behaviours, not only for their ability to set and manage organisational policies but also for being the primary provider of information, learning and imitation.

While HuertasValdivia et al. (2022) and Lv et al. (2022) believed that studies acknowledging how and which leadership style effectively impacts constructive deviance behaviours are limited and require more clarification, a similar argument could be found in recent research carried out by Li et al. (2021), where a positive direct effect of servant leadership on employees' service innovative behaviour has been reported, using a sample of 1021 service workers and their immediate supervisors from 54 different hotels. Li et al. (2021) believed that employees are more inclined to discover a more effective service method and pursue innovative ways to better serve the customers under the influence of servant leadership, signifying that servant leadership fosters creative and innovative behaviours, as well as strengthens the sense of serving and customer orientation among hotel staff, even if that requires deviating positively from the hotel norms and policies as in the case of constructive deviance behaviours.

This supports the arguments of Jung and Yoo (2019), who claimed that the practice of servant leadership could evoke employees' constructive deviance behaviours, in which employees subjected to servant leadership may even bend and deviate from the rules to meet customers' needs, predominantly when organisational norms and customer needs conflict with each other, and in



agreement with Hu et al.'s (2023) findings which also emphasised constructive deviance as a sort of service involving innovative and ethical behaviours. They stated that "If the organizational rules are prevented from better meeting customer needs, SL may think meeting the standards is morally wrong and fuelling employees to deviate from norms as the morally right way" (p. 119).

Moreover, the marketing literature has also addressed servant leadership, emphasising the approach as a key driver of marketing performance and found to foster marketeers' creativity (Eva et al., 2019; Zarei et al., 2022), primarily since marketing is based on serving the needs of customers and clients which is also fundamental in servant leadership. For instance, a recent critical review on servant leadership in marketing conducted by Zarei, Supphellen and Bagozzi (2022) examined the impact of servant leadership on employees' creativity within the marketing context, and the result revealed that servant leadership positively and significantly impacted both team creativity and individual creativity, suggesting that the effect of servant leadership on creativity is superior (or inferior).

Additionally, Zarei, Supphellen and Bagozzi (2022) pointed out, "It is a reasonable conjecture that the attitudes and behaviours of servant leaders will transfer to the followers and to the culture of marketing functions of the organization and thus influence marketing outcomes, possibly to a larger extent than other styles of leadership" (p. 172). The authors believed that the direct impact of servant leadership performance could be significant, as it can lead to improved employee engagement, better collaboration, higher levels of trust and loyalty, and a greater focus on customer needs, as the hospitality literature has proven through recent studies that servant leadership directly relates to employees' customer-oriented and extra-role behaviour (Li et al., 2021; Ozturk et al., 2021), and rule-breaking (Ghosh & Shum, 2019; Qiu et al., 2020), in addition to constructive deviant behaviours (Briere et al., 2020; Hu et al., 2022). Likewise, the findings of the qualitative

study demonstrated these observations and revealed that servant leadership is a necessary variable but not the sole condition. Therefore, and based on the qualitative study's findings, it is suggested that servant leadership is a key predictor that could directly influence constructive deviance; hence, the following hypothesis is proposed in this study:

*H1. Servant leadership has a direct positive impact on hotel frontline employees' constructive deviance behaviours.*

### **5.2.3 The Mediating Role of Psychological Empowerment**

When considering the drivers of constructive deviance behaviours, a critical question arises: which employees are capable of and willing to engage in constructive deviance? Within the adapted self-determination theory, psychological empowerment is conceptualised as a mediation construct that encourages individuals, increases confidence, or offers security. Based on prior studies, it is suggested that servant leadership can empower employees and increase their motivation and engagement in accomplishing their tasks, stemming from the inherent enjoyment or self-interest they take in it (Ryan & Deci, 2000).

Research supporting this key mechanism for constructive deviance tends to report that psychologically empowered individuals are more risk-taking, play with concepts and resources and develop new pathways of cognition, and these factors may be required for constructive deviance. The psychological empowerment level can be increased through contextual characteristics in addition to other factors within individuals that servant leadership, with its humanitarian qualities, can identify and address in order to increase their follower's psychological

empowerment, hence, encouraging them further to go the extra mile in doing their tasks (Newman et al., 2018).

Recent findings from empirical studies demonstrated that the links between servant leadership and the various constructive deviance behaviours discussed earlier in the literature review chapter are not as direct and straightforward as they may appear. A reflection made in studies examining the associations between servant leadership and constructive deviance behaviours revealed limited empirical evidence regarding the factors and antecedents of psychological empowerment. Generally speaking, a positive relationship between different leadership approaches and psychological empowerment was reported in various studies (Mertens & Recker, 2020; Sharma & Chillakuri, 2022; Sharma & Singh, 2018; Pascual-Fernández et al., 2020).

For instance, a positive relationship between transformational leadership and psychological empowerment has been reported (Gui et al., 2020; Vadera et al., 2013), and psychological empowerment has also been found to significantly mediate the relationship between empowering leadership behaviours and constructive deviance (Mertens & Recker, 2020). A significant mediating role in the link between empowering leadership and various positive outcomes has been reported, including followers' creativity, in-role behaviours, affiliative extra-role behaviours, organisational commitment and job engagement (Hoang et al., 2021; Huertas-Valdivia et al., 2019; Zhang & Bartol, 2010). Likewise, the positive mediation relationships between psychological empowerment, constructive deviance, as well as leadership were highlighted and concluded in various former studies (Avey, 2014; Sharma & Singh, 2018; McMurray et al., 2010; Rego et al., 2012).

Informed by the self-determination theory, many empirical studies examined the mechanism of psychological empowerment in the link between leadership and other constructive deviance related

behaviours in nomological frameworks, indicating that psychological empowerment has as an investment in constructive deviance, and leadership and psychological empowerment have become key benchmarking measures (as discussed in 1.1 and 1.1.2 contexts of the study section), particularly within the hospitality and hotel settings (Hoang et al., 2021; Huertas-Valdivia et al., 2019; Mertens & Recker, 2020; Grant & Berry, 2011),

While these studies highlighted the process of instilling and enhancing employees' psychological empowerment-associated outcomes by satisfying their needs of autonomy, competence and relatedness, Mertens and Recker (2020) explained the linkage between psychological empowerment and constructive deviance by suggesting that psychologically empowered employees tend to deviate and bend the norms to accomplish their tasks in the best and soonest conceivable way; as such, “if an individual perceives his or her job as meaningful and is self-driven (two elements of psychological empowerment), that person will strive to do the job well and be willing to ‘risk greatness’ “ (p . 3).

Although psychological empowerment was empirically assessed in many organisational frameworks as a mediator variable leading to constructive deviance and other related outcomes (Hoang et al., 2021; Huertas-Valdivia et al., 2019; Mertens & Recker, 2020; Vadera et al., 2013), still, the mediation role of psychological empowerment in the relationship between servant leadership and integrated constructive deviance behaviour has not been empirically examined within the context of hotel frontline employees and precisely, the Jordanian context.

Indeed, servant leadership is considered to be a critical predictor of psychological empowerment, and the existing literature demonstrates that constructive-deviance-related behaviours are increasing among psychologically empowered individuals (Gumusluoglu & Ilsev, 2009; Mertens & Recker, 2020; Vadera et al., 2013). Prior studies verified that psychological empowerment

increases employees' creative performance, prosocial and risk propensity (Huertas-Valdivia et al., 2019; Weinstein & Ryan, 2010; Zhang & Bartol, 2010). Despite these findings, empirical studies examining the influence of servant leadership on psychological empowerment and constructive deviance behaviours are still limited.

This was unexpected, as servant leaders intend to ensure that their followers are capable of fulfilling the job requirement since they offer followers freedom, choice, and motivation to present a different viewpoint. For example, Newman et al. (2017) reported that psychologically empowered employees are more likely to be more proactive, positively respond to servant leadership, and engage in desired behaviours such as OCB in a study that included a total of 446 supervisor-subordinate *dyads* from 30 teams in China.

Moreover, empirical research demonstrating the links between servant leadership and the various outcomes, as discussed earlier, is not as direct as it first appears; it could be mainly the role of a mediating mechanism in defining these links more clearly, since servant leadership is seen as the central predictor of constructive deviance. However, studies linking servant leadership and various positive deviant behaviours are relatively limited, and a model that involved a further relevant mediator would be a better predictor (Brière et al., 2020; Eva et al., 2019; Kumar, 2018; Newman et al., 2017). Thus, developing a conceptual model to include these variables and additional relevant moderators may potentially explain these relationships.

To summarise, as the self-determination theory suggests, the satisfaction of employees' innate psychological needs is a necessary but insufficient condition for well-being and optimal functioning. Therefore, internal marketing should be integrated with other management and organizational leadership aspects. Drawing on the theory, servant leadership, with its focus on fulfilling the individual needs for autonomy, competence, and relatedness will increase the level

of employees' psychological empowerment by enabling them to "possess the skills and abilities to influence the environment, have important responsibilities and freedom to manage the challenging situations and display connections to the organisation or the group, as well as a sense of belongingness" (Bouzari & Karatepe, 2019, p. 2182). Accordingly, it is proposed that when servant leadership fosters frontline employees' psychological empowerment needs, they will have the competence and confidence in their abilities to deviate from the organisational rules and policies constructively.

The qualitative findings of the current study supported these remarks, suggesting that servant leadership and its unique qualities could be essential but less effective on its own, as the qualitative study findings revealed that servant leadership is a main construct for constructive deviance. Yet, psychological factors such as psychological empowerment were also predominantly crucial for conducting the actual acts accompanied by brand identification.

By concluding that servant leadership can be more effective with psychological empowerment and from the lens of self-determination theory, the indirect impacts of servant leadership on constructive deviant behaviours can be better explained throughout the mediation and moderation mechanisms which will be presented in the hypotheses developments below.

*H2: Servant leadership positively impacts hotel frontline employees' psychological empowerment.*

*H3: Psychological empowerment mediates the relationship between servant leadership and constructive deviance.*

#### **5.2.4 Psychological empowerment (PSYE) and Brand identification (BI)**

As hotel brands can be a crucial source of employees' identity, the social identity theory (SID) of Tajfel and Turner (1979) proposes that the identification is related to the individual experiences within a hotel or organisational brand. The theory posits that people who identify with a social group may develop a sense of self-identity and belonging to that group in which individuals may view themselves as part to the social world. This can be derived from the perceived membership of any social group, and fulfilling the physiological empowerment needs may endorse the identification of the hotel brand which as a result could motivate them further to engage in deviant behaviours that support the organisation (Meal & Ashford, 1992).

Empirical studies indicate that a high level of identification could encourage employees to make extra effort to advance their workplace's interests, such as involving more in-role, customer directed extra-role behaviours, and OCB; therefore, when employees satisfy their psychological empowerment needs, the identical social processes could be promoted and communicate relevant information to individuals' social identity (Kong et al., 2018; Ngo et al., 2020).

Wieseke et al. (2009) and Ashforth et al.'s (2008) review articles highlighted employees' identification with the hotel as the basic motive for employees to identify themselves with the hotel they work for as a self-enhancement factor that would promote their worthwhile feelings and make them regard their hotel positively. Thus, involvement in proactive behaviours enhances the image of the hotel or the brand they work for, and results in self-enhancement. Constructive deviance behaviours can be implemented by identified employees who view the image of the hotel or its brand as part of their self-enhancement (Meal & Ashford, 1992). This occurs notably within the

hotel sector, where hotel brands and images rely strongly on the vocal advocacy of the employees (Kong et al., 2018; Mangold et al., 1999).

For instance, it is suggested that when employees feel valued, respected, autonomous, and included in the workplace, they strengthen or develop a significant relationship with the organisation and its brand, and a higher level of identification has been found to positively impact employees prosocial rule-breaking as a form of constructive deviance (Chiniara & Bentein, 2016; Irshad et al., 2021). Similarly, in the marketing literature, Barros-Arrieta and García-Cali (2020), Gammoh et al. (2018) and Ngo et al. (2020) believe that brand identification significantly promotes positive behaviours, implying that when employees are identified with the brand, they tend to develop a feeling of personal attachment, which encourages them to present superior performance in-role and extra-role, which supports the suggestions of other scholars who established that a high level of identification with the brand or the organisation positively influences employees' motivation to engage in several positive behaviours, in-role and extra-role (Lee et al., 2019; Löhndorf & Diamantopoulos, 2014; Wentzel et al., 2014).

In the same vein, Renjini D (2020) considered brand identification a critical variable in encouraging employees to portray high customer orientation behaviours. According to the author, the effect of brand identification plays a significant part in internal marketing: "Successful branding in the external market can thus be considered to start from internal branding where employees identify with the brand and feel committed to the brand" (p. 2304). This has been empirically validated by Lv et al. (2022) in a recent study examining the influence of servant leadership on supervisor-subordinates' *guanxi* among 323 hotel employees, and concluded that organisational identification has a significant moderation impact in the mediated relationship through psychological safety. Lv et al. (2022) rationalised the significance of brand identification



in encouraging employees' positive behaviours by asserting that solid identification would make employees more prone to assist their organisation in succeeding. According to the authors, employees' involvement in the organization and its brand's environment undoubtedly influences their psychological perceptions and behaviours. The authors added, "Given that organizational identification mirrors subordinates' perception of the hotel in which they are employed, it is reasonable to use organizational identification as a moderating variable in this investigation" (p. 2).

This is consistent with the qualitative study's findings which showed that while psychological empowerment perceived under servant leadership is the primary source for deviating from the standards, at the same time, the association with the brand can be an additional motivational factor that would help psychologically empowered employees to go above and beyond for the customers on some occasions (see 4.2.5.2: on the relationship between psychological empowerment and constructive deviance section). Various authors in both the fields of hotels and marketing have also supported this (Barros-Arrieta & García-Cali, 2020; Boukis et al. 2017; Lee et al. 2019).

Accordingly, and based on Social Identity Theory, this study suggests the following hypothesis:

*H4: Brand Identification moderates the positive relationship between psychological empowerment and hotel frontline employees' constructive deviance behaviours.*

### **5.2.3 Conceptual Framework**

Based on self-determination theory (Deci & Ryan, 2000) and social identity theory (Tajfel, 1979), this study aims to develop and test a conceptual framework presented in Figure 9, to assess and address the proposed research gaps in the literature in order to make theoretical and practical contributions. By exploring the mechanisms by which servant leadership influences constructive deviance behaviours among frontline employees, this study accounts for the previously established influence of servant leadership on frontline employees' positive outcomes (e.g. Lv et al., 2022; Liden, 2016; Van Dierendonck, 2011; Zarei et al., 2022), and sheds light on an underlying psychological mechanism to deepen the understanding of how, why, and when servant leaders inspire hotel frontline employees' constructive deviance.

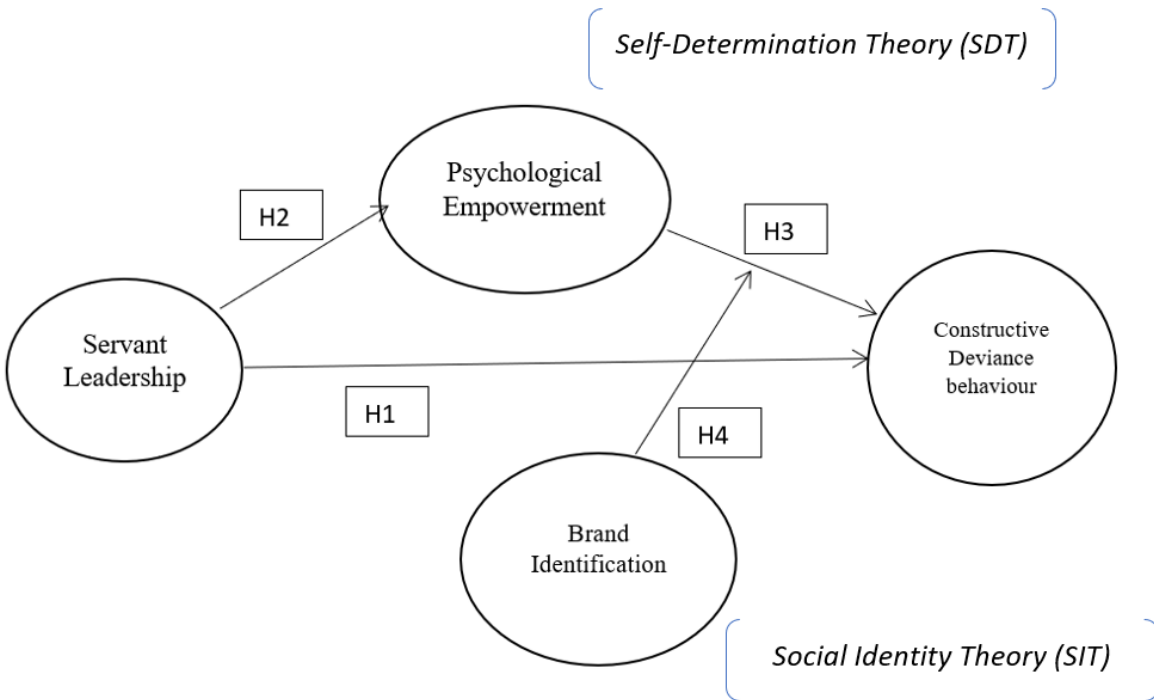
Moreover, social identity theory will be used to better understand how brand identification moderates the relationship between psychological empowerment and constructive deviance among frontline employees. By examining employees' constructive deviance behaviours in relation to servant leadership, psychological empowerment, and brand identification in a single study, the study aims to develop a broad understanding of the mediation role of psychological empowerment in the relationship between servant leadership and constructive deviance from an internal marketing standpoint (Zarei et al., 2022).

Secondly, by assessing the moderation role of brand identification between psychological empowerment and constructive deviance, this study seeks to develop a rational explanation of the conditions that could encourage hotel frontline employees' constructive deviance behaviours. This study is expected to develop a conceptual model that would provide a better understanding of how

each quality of servant leadership matters in psychologically empowering and consequently encouraging frontline employees to engage in constructive deviant behaviours. Practically, the study is more likely to help hospitality leaders to understand how to motivate and psychologically empower frontline employees to go above and beyond their job description for the sake of the customer and the organisation, which could facilitate numerous desired outcomes in the workplace. Furthermore, this study would help hotel managers, and more precisely, the frontline departmental supervisors who deal directly with the customers, to understand how hotel practices that promote servant leadership may affect frontline employees' psychological empowerment and, subsequently, constructive deviance behaviours. Furthermore, this study intends to provide departmental supervisors with a comprehensive understanding of the contextual factors under which the mechanism of servant leadership is likely to be more effective for stimulating frontline employees' constructive deviant behaviours.

In summary, the following conceptual framework proposes to deepen the understanding of the key mechanisms by which servant leadership influences constructive deviance among frontline employees. Based on self-determination theory, this study will look at how psychological empowerment mediates the relationship between servant leadership and the outcome variable. Moreover, social identity theory will be used to explain how brand identification moderates the relationship between psychological empowerment and constructive deviance among frontline employees.

Figure 9 Conceptual Framework



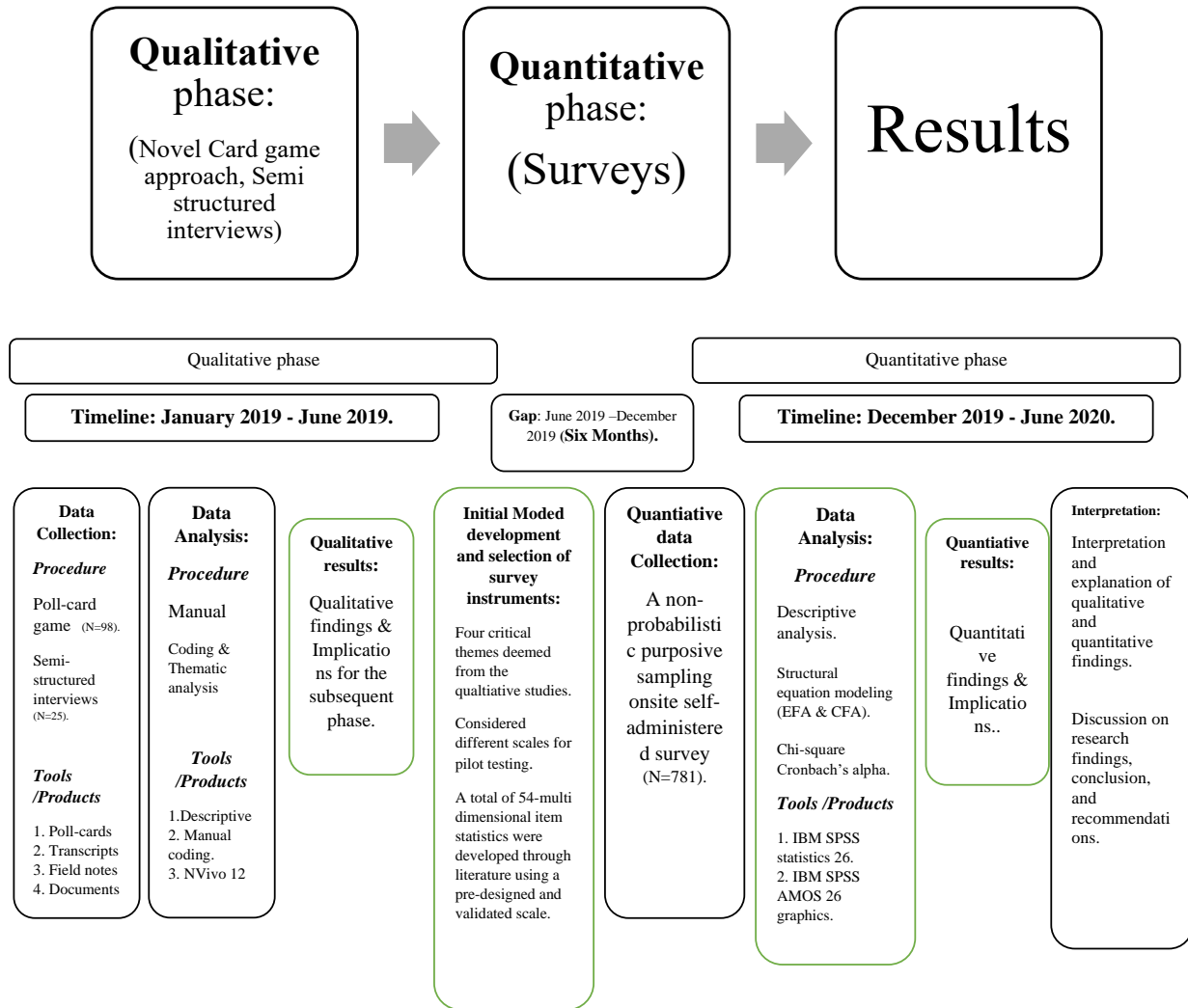
Self-determination theory (Deci & Ryan, 2000; SDT); social identity theory (Tajfel & Turner, 1979; SIT).

## **Chapter 6. Quantitative Study**

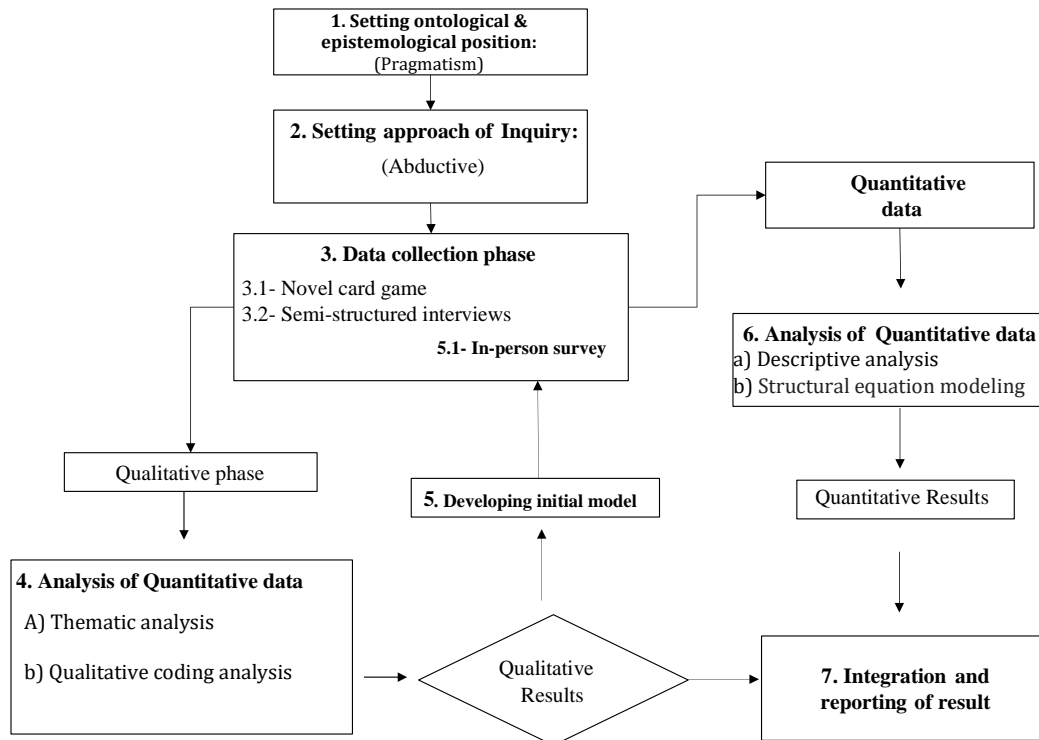
### **6.1 Quantitative Study**

As previously discussed in the methodology section (see Chapter 3), the quantitative study marks the second phase in the present exploratory sequential mixed methods research project, as shown in the study, intended to examine the impact that psychological empowerment (PSYE) and brand identification (BI) had on the relationship between servant leadership (SLEAD) and frontline employees' constructive deviance behaviours (CDEV). The relationship between the study's variables was tested using the servant leadership construct as independent variable, and constructive deviance as a dependent variable. In addition, psychological empowerment and brand identification acted as a mediator and a moderator variable, respectively, in order to establish the mechanism in which PSYE signifies the relationship between SLEAD and CDEV. Thus, this chapter will detail the quantitative phase of this study, including the objectives, design, data collection procedure, data analysis, and findings.

Figure 10 Exploratory sequential mixed methods methodology



Source Author



### 6.1.1 Quantitative research objectives

Although the primary objective of the quantitative study was to empirically evaluate the relationship between servant leadership, psychological empowerment, brand identification and constructive deviance amongst frontline employees in the hotel industry, the precise objectives were:

1. To validate the latent constructs' reflective measures: SLEAD, PSYE, and CDEV.
2. To examine the conceptual framework's hypothesis with accurate data.
3. To test the mediation effects of psychological empowerment between SLEAD and CDEV.
4. To test the moderating effects of brand identification between PSYE and CDEV among frontline employees.

The following section demonstrates the approach taken to achieve the objectives mentioned above. The following subsections will present the adopted research design, data collection procedures, and analysis in more depth.

### **6.1.2 Quantitative Research Design**

The research design refers to the primary strategy that researchers use to connect a study's different aspects logically and coherently (Trochim & Donnelly, 2008). The research design allows researchers to address the problem under investigation and forms the 'blueprint' for data collection, measurement, and analysis (Kirshenblatt-Gimblett, 2006). According to Malhotra (2012), research design could be classified as 'exploratory' or 'conclusive'. The exploratory research design was utilised in the qualitative study in order to gain a deeper insight into a new or under-researched problem (see Chapter 3). An exploratory research design was adopted in the study even though it is intended to test structured and formal hypotheses, as the conceptual framework proposes. This approach supports a pragmatism worldview and has been recommended by many authors (see Chapter 3).

Furthermore, pragmatism can provide researchers with an appropriate method to assess the relationships between the variables based on both subjective and objective theories (Creswell, 2014; Bryman, 2016). As the name implies, pragmatism is employed in order to generate findings that are effectively helpful in reaching conclusions, as well as in practical decision-making. This design requires well-defined research objectives and data that could guide researchers to quantify and verify the findings of exploratory studies as it applies to the present research (Dudovskiy, 2018).



Whether to confirm or reject the proposed hypotheses will depend on the associations between the variables (Brayman, 2016; Sloan, 2020). Consequently, this study employed survey methods in collecting cross-sectional time-lagged data from a target population to explore the relationship between the study variables and make a rational judgment about the whole population. The survey instruments of the variables in this study were self-administered and can be reviewed in the Appendix A5.

### **6.1.3 Framework of the study**

The hypotheses of the study were assessed in the hospitality context, namely, hotel settings, as the sector is a large one and has experienced significant changes in the industry and its operating environment. Examining the direct and indirect impact on frontline employees' constructive deviant behaviour is highly crucial and limited within the hospitality setting; therefore, it was essential to select the sample properly. Hence, the sampling procedure that has been used will be outlined in more depth in the following section.

### **6.1.4 Sampling Procedure**

'Sampling' refers to the process of selecting a small subgroup of individuals from the target population. According to Van Der Hoven (2016), sampling helps researchers understand the general behaviours around phenomena within the population. For this study, the participant selection decision was made based on many criteria to best address the research objectives. The methods used during the sampling process sought to present an accurate view of the target

population. However, this study intended to examine the constructive deviance construct amongst frontline employees, making it a more relevant construct when interacting with customers. Hence, it was crucial to survey frontline employees in five/four-star hotels based on the following criteria:

1. Working in the hospitality sector, dealing directly with customers as frontline employees.
2. Working in four or five-star hotels in Jordan and able to read, speak, and communicate in English.
3. Job description entails matters related to customer service and customer problem-solving as a frontline employee.

The data was obtained from employees and supervisors with at least one year of experience in five or four-star hotels located in Jordan. The aim was not only to make a rational judgment about how employees perceived SLEAD and how it impacted their deviance behaviours, but also due to better accessibility to the target population as well, as it was relatively hard for employees to assess their supervisors and for supervisors to evaluate their team members' performance without employment experience, especially given that previous studies showed that employees are likely to overrate their own performance (Netemeyer et al., 2005).

Accordingly, the survey was administered in English to be consistent with this study's qualitative phase and ensure that all participants had read and understood the survey questions without using the back-translation technique. The study was restricted to frontline employees working in different 4-star and 5-star rated hotels only, in which a good command of English is one of the job requirements, and time-lagged, multisource data was gathered to avoid any common method bias-

related problems, as suggested by Podsakoff, MacKenzie and Podsakoff (2012) and Netemeyer et al. (2005).

#### **6.1.4.1 Sample units**

A non-probabilistic purposive sample consisting of frontline customer-service employees working in 4 or 5-star hotels across Jordan was adopted for the study. There are approximately 20,918 hotel employees in more than six hundred hotels across the country (Ministry of Tourism & Antiquities, 2018). However, the sample was limited to 4 and 5-star hotel employees serving and dealing directly with customers across the front office, housekeeping, food and beverage, and guest relations departments. Full-time employees with a minimum experience of six months were preferred over part-time, taskforce, and casual workers to ensure that employability perceptions were predominantly based on the experiences acquired through the hotel and its leadership. To sum up, the sampling units in the study were selected for their ability to make an informed judgment about how frontline employees perceived servant leadership and engaged in constructive deviance behaviours from actual employability.

#### **6.1.4.2 Units of analysis**

Built on the above specifications, the exact units of analysis in this study were:

- Food and beverage frontline employees deal with customers directly, including waiters, hostesses, coordinators, and food preparation staff.
- Front office employees, including receptionists, guest relations, concierge, and security staff.

- Housekeeping employees include cleaners, health clubs, spas, and recreation teams.

#### **6.1.4.3 Sample limitation**

Although the sampling choice was made based on rational reasoning, the primary limitation of the sample is that it was restricted to 4 and 5-star rating hotels from a single country only. Other limitations are addressed in the discussion section (see Chapter 7).

#### **6.1.5 Data collection**

The following subsection describes the data collection procedures, including the questionnaire's design, measurement, control variables, pre-testing, and the data collection process in more detail.

##### **6.1.5.1 Design of the questionnaire**

A self-administered on-site questionnaire was selected as the most suitable design for the questionnaire in the present mixed methods study. A self-completion design seemed ideal for many reasons. Firstly, it helps the researcher to simplify and explain the survey questions and ensure consistency in delivering the same form of questions to all respondents. Secondly, the self-administered design is swifter to administer and allows the researcher to ask and explain a more comprehensive set of questions, especially when answering sensitive questions such as those on leadership and constructive deviance, as well as giving respondents the freedom to fill in the survey at a convenient time and speed without pressure. Moreover, this design allows all respondents to

fill the survey questions offline, with no need for electronic devices or internet connection, plus it enables the data collection from the location where the respondents working (Bryman & Bell, 2007; Bryman & Bell, 2011; Creswell, 2013).

On the other hand, self-administered questionnaires have certain drawbacks. Bryman and Bell (2011) suggested that this design could limit the interviewer from avoiding asking many questions that are not salient to the participants. Other limitations of the self-administered questionnaire include the problems associated with question order effects where some respondents might view the questionnaire as a whole set of questions and, as a result, answer the questions in the wrong order. Furthermore, it is relatively hard to guarantee that the target population has received and filled in the survey in this approach. However, the limitations of the self-administered questionnaire were assessed and identified during the qualitative phase process. Distinct follow-up techniques were employed to address the limitations, maximise the response rate and minimise missing data (see 6.1.5.5 Data collection procedures section).

### **6.1.5.2 Measurements**

Participants in this study completed an onsite survey consisting of five instruments adapted from previous studies in two waves with a four-week time lag, accounting for the problems associated with common method bias (CMB) suggested by Podsakoff et al. (2003). The independent variable (SLEAD), the outcome (CDEV) and the mediator variable (PSYE) were measured at time 1, and the moderator and dependent variables again at time 2. The measures were designed to evaluate the applied latent constructs, with only minor amendments made to ensure the questionnaire fitted the research context. The survey began with an informed consent letter stating the research

objectives and participants' rights (see Appendix A.4 & A.5). After the participants agreed to take part in the study, brief demographic questions were answered.

#### **6.1.5.2.1 Servant leadership measures**

Since establishing the servant leadership theory, numerous researchers have tried to develop a valid instrument based on the conceptual framework provided by Greenleaf (1977). Laub (1999), for instance, proposed the Organizational Leadership Assessment Scale (OLA), and Wong and Page (2000) suggested the Servant Leadership Profile Scale. Also, different servant leadership survey questionnaires were presented by Ehrhart (2004), Barbuto and Wheeler (2006), and Dierendonck et al. (2011). Other scholars, such as Bocarnea and Dennis (2005) and Sendjaya et al. (2008), provided the Servant Leadership Behavior Scale. Similarly, Dierendonck and Nuijten (2011) suggested the Servant Leadership Survey, in addition to the Servant Leadership Assessment measure developed by Liden et al. (2008), which has been utilised in the present study. The Servant Leadership assessment scale developed by Liden, Wayne, Zhao Henderson (2008) seems to be one of the most prominent instruments, being widely used and recommended in the existing literature (Chughtai, 2016; Koyuncu et al., 2014; Schwepker & Schultz, 2015; Tang, Kwan, Zhang & Zhu, 2015; Zou, Tian & Liu, 2015; Ling, Lin & Wu, 2016; Wang, Jiang, Liu & Ma, 2017; Donia, Raja, Panaccio & Wang, 2016; Chiniara & Bentein, 2018; Lapointe & Vandenberghe, 2015; Lapointe & Vandenberghe, 2015; Liden, Wayne, Liao & Meuser, 2014).

At time point 1, frontline employees assessed their immediate supervisor leadership behaviour using the 28-item, 7-dimensional Servant Leadership Assessment measure developed by Liden, Wayne, Zhao, and Henderson (2008) on a 7-point Likert-type scale ranging from Strongly Disagree (1) to Strongly Agree (7). The multi-item scale was used to avoid the limitations

associated with single-item measures, as described by Gerbing and Anderson (1998) and Frech (2017). Sample items from the scale include: "I would seek help from my manager if I had a personal problem" (*Emotional healing dimension*); "My supervisor seems to care more about my success than his/her own success" (*Putting subordinates first dimension*); "My supervisor emphasises the importance of giving back to the community" (*Creating value for the community*); "My manager gives me the freedom to handle difficult situations in the way that I feel is best" (*Empowering subordinates*); "My manager can tell if something work-related is going wrong" (*Conceptual skills*); "My manager would not compromise ethical principles in order to achieve success" (*Behaving ethically*); "My manager makes my career development a priority" (*Helping subordinates grow and succeed*).

#### **6.1.5.2.2 Psychological Empowerment**

At time 1, psychological empowerment was measured using a 12-item scale developed and validated by Spreitzer (1995; 1996). Spreitzer's scale has been widely used in more than fifty publications in different settings, including hospitality and service sectors (He, Murrmann, & Perdue, 2010; Roseman, Mathe-Soulek & Krawczyk, 2017; Liden et al., 2008; Page & Wong, 2000; Russell & Stone, 2002; van Dierendonck 2011; van Dierendonck & Nuijten 2011; and Newman, Schwarz, Cooper & Sendjaya, 2015). The 12-item reduced version was measured on a 7-point Likert-type scale ranging from Strongly Disagree (1) to Strongly Agree (7). The following statements are Spreitzer's (1995) adopted scale items: "The work I do is very important to me"; "My job activities are personally meaningful to me"; "The work I do is meaningful to me" (*Meaning dimension*), "I am confident about my ability to do my job"; "I am self-assured about my capabilities to perform my work activities"; "I have mastered the skills necessary for my

job" (*Competence*), "I have significant autonomy in determining how I do my job"; "I can decide on my own how to go about doing my work."; "I have considerable opportunity for independence and freedom in how I do my job" (*Self-Determination*), "My impact on what happens in my department is large"; "I have a great deal of control over what happens in my department"; "I have significant influence over what happens in my department" (*Meaning*). The Cronbach's alpha of 0.942 is above the threshold level of 0.7, according to Hair et al., (2006).

#### **6.1.5.2.3 Brand Identification**

At time 2, brand identification was measured using a well-established six-item scale validated and developed by Mael and Ashforth (1992), similar to Chan, Chow, Loi and Xu (2017). Minor amendments were made to fit the research contexts. The adopted items of the instrument were: "When someone criticises my hotel brand, it feels like a personal insult"; "Successes of my hotel brand feel like my successes"; "It hurts me personally when my hotel brand is criticised in the media"; "When someone praises my hotel brand, it feels like a personal compliment"; and "I am very interested in what others think about my hotel brand". The Cronbach's alpha was 0.941.

#### **6.1.5.2.4 Constructive deviance**

At time 2, organisational constructive deviance was measured using five items from the Challenging Organisational Constructive Deviance measure developed and validated by Gelbrine (2002, 2012); Dahling & Gutworth, (2017); Yıldız, et al (2015). The employees indicated how often they had engaged in each of the following behaviours in the last six months using a seven-point rating scale ranging from 1 (Never) to 7 (Daily): "Sought to bend or break the rules in order to perform your job"; "Violated company procedures in order to solve customer's problem";



"Departed from organisational procedures to solve a customer's problem"; and "Bent a rule to satisfy a customer's needs". The Cronbach's alpha was 0.925.

### **6.1.5.3 Control variables**

In order to acquire additional explanation for the findings as well as enhance the latent path analysis's internal reliability, it has been suggested by Becker (2005) to include statistical control variables, which would also impact the level of the significant and estimated effects between the variables unless these variables are entirely unrelated. The control variables appropriate to be included in the present study were age, gender, and years of experience. These statistical variables can be included since these variables are considered biasing rather than substantive variables (Spector et al., 2000). However, the inclusion of the control variable was limited to these variables that were meant to be correlated to the dependent variable (CDEV) as it has been suggested by Becker (2005), who also pointed out that the deficiency of correlation might decrease power.

In addition to this, the control variable's inclusion was made based on available theories and empirical findings in the existing literature. The 'years of experience' variable was contained in the preliminary path analysis to statistically observe the impact of experience on the dependent variable (Carlson et al., 2010).

### **6.1.5.4 Pilot study and final questionnaire**

Advance testing was conducted for the questionnaire based on interview protocols among a group of seven guest-relations frontline employees working for a 5-star hotel; the pilot study involved six frontline employees and their immediate supervisor from the guest relations department. The

participants fulfilled the inclusion criteria for the sample. The researcher handed each participant a questionnaire individually and invited comment on the questions as the individual worked through the survey. The findings of this pre-testing process and their effects on the final questionnaire design have been discussed. Overall, none of the items was removed from the servant leadership questions list to form the final list presented in the subsection on measurements. The items related to interpersonal constructive deviance within the challenging constructive deviance scale were found to lead to confusion amongst respondents. Because the present study aimed to assess the organisational constructive deviance behaviours rather than interpersonal deviance behaviours, the items were excluded from the final questionnaire, leaving five items representing constructive deviance behaviours. In addition, an introduction was added to the beginning of each section of the survey to increase understanding of the meanings within each section. The wording was also altered on all the scales to fit within the context of the study. After the modifications, the final version of the questionnaire can be reviewed in Appendix A.5 (*See sections A, B, C & D*).

### **6.1.5.5 Data collection, time, process, and procedures**

Quantitative data collection took place between December 2019 and June 2020. Two separate self-completion questionnaires were handed to the participants after approval from the departmental manager with a three to four weeks gap duration between times 1 and 2. The majority of participants completed Time 1 surveys between December 2019 and February 2020, and Time 2 surveys were mainly filled and returned between February 2020 and June 2020. The respondents returned the completed surveys back to their immediate supervisors for collection in closed envelopes to keep the respondents' answers confidential. This method was preferred over other techniques (such as online surveys) because self-administered surveys tend to perform better, especially when long sensitive questions are asked (such as the 28-items measuring servant leadership and 12-items measuring psychological empowerment sections). In addition, hard copy surveys enabled the researcher to gain feedback and capture verbal and nonverbal signs from the participants or/and their immediate supervisors regarding the survey design, its items, their sequence, and the language used in the questionnaire. It is also essential to note that face-to-face surveys enabled the researcher to track non-respondents' follow-ups and gain control over the process by ensuring that participants remained focused on filling in the survey without distractions that can occur with other methods (e.g. online survey).

## **6.2 Data analysis**

The following sections demonstrate the results of the data preparation procedures as preparatory steps for data analysis, including data screening, missing data evaluation, outliers, skewness, and kurtosis.

### **6.2.1 Descriptive Analysis**

The descriptive and distributional characteristics of the reflective measures were assessed. The latent construct SLEAD contained 28 observed items in seven dimensions. PSYE encompassed 12 items; the moderation constructs BI held five items and five items of organisational constructive deviance construct. All constructs were examined next for the normality of distribution through the Kurtosis and Skewness test and a geographical histogram to obtain a general view of the distribution. Whilst some researchers use the Kolmogorov-Smirnoff test (K.S. test) to check the normality of distribution statistically (Hair et al., 2006; West et al., 1995), others opposed relying on statistical tests of the normality of distribution (including the K.S. test) as they can be extremely susceptible to minor deviation from normality (Sharma, 1996) and the normally distributed data within social sciences do not usually exist (Bentler & Chou, 1987). Therefore, the Kurtosis and Skewness test was further performed to gain a numerical understanding of distributions (Hair et al., 2006; Gaskin, 2017; Sloan, 2020). The means, standard deviation, skewness, and kurtosis values are demonstrated in Table 49.

Table 49: Descriptive analysis

Variable	Kurtosis	Skewness	SD	Mean
SL1	.983	-1.248	1.615	5.36
SL2	.821	-1.128	1.486	5.34
SL3	1.021	-1.119	1.418	5.31
SL4	1.126	-1.170	1.437	5.32
SL5	.764	-.693	1.260	4.98
SL6	.863	-.667	1.250	4.98
SL7	.907	-.657	1.234	4.98
SL8	.953	-.786	1.263	5.02
SL9	2.380	-1.352	1.267	5.39
SL10	1.837	-1.186	1.259	5.41
SL11	1.574	-1.049	1.241	5.37
SL12	1.632	-1.198	1.272	5.45
SL13	1.612	-1.253	1.406	5.33
SL14	1.192	-1.080	1.365	5.27
SL15	1.318	-1.087	1.323	5.31
SL16	1.069	-1.002	1.333	5.26
SL17	.931	-1.016	1.432	5.08
SL18	1.799	-1.152	1.342	5.26
SL19	2.135	-1.326	1.337	5.32
SL20	1.618	-1.200	1.377	5.25
SL21	-.407	-.447	1.536	4.08
SL22	-.326	-.355	1.490	4.03
SL23	-.235	-.382	1.519	4.07
SL24	1.640	-1.205	1.378	5.33
SL25	2.246	-1.428	1.377	5.46
SL26	2.172	-1.385	1.374	5.45
SL27	1.847	-1.321	1.388	5.39
SL28	.011	-.591	1.526	4.66
PE1	2.354	-1.390	1.258	5.55
PE2	3.000	-1.393	1.209	5.58
PE3	3.185	-1.437	1.206	5.58
PE4	1.824	-1.149	1.219	5.45
PE5	1.759	-1.105	1.169	5.39
PE6	2.135	-1.183	1.205	5.35
PE7	1.337	-1.024	1.238	5.32
PE8	1.598	-1.092	1.247	5.22
PE9	1.316	-1.034	1.288	5.26
PE10	1.368	-1.022	1.263	5.26
PE11	1.268	-.946	1.259	5.21
PE12	1.275	-1.010	1.300	5.18
BI1	1.312	-1.231	1.410	5.42
BI2	1.857	-1.195	1.305	5.44
BI3	1.715	-1.219	1.330	5.45
BI4	2.374	-1.330	1.286	5.50
BI5	1.883	-1.239	1.352	5.35
T2CD	.375	.192	1.116	3.44
T2CD2	.572	.243	1.062	3.25
T2CD3	.374	.279	1.074	3.21
T2CD4	.968	.375	1.062	3.32
T2CD5	.287	.123	1.067	3.24

As can be noticed from Table 49, the values of the servant leadership scale items were within the acceptable range of skewness and kurtosis (West, Finch & Curran, 1995; Pallant, 2013). Mild kurtosis values were observed in the psychological empowerment items (PE1, PE2) with kurtosis values of 3 & 3.18. According to West, Finch and Curran (1995), the variables that have Skewness and Kurtosis values ranged from range of 3 and 21 respectively can be considered severely non-normal in the relevant field of research. Moreover, the negative values indicate that the clustering of distribution toward the high end or the right side of the scale and positive skewness values suggest that the clustering of distribution occurs towards the centre with thin tails (Pallant, 2013; Sloan, 2020). The kurtosis values of PE1 and PE2 ranged from 'benign' to 3.18. which does not violate strict rules of normality, it remains within the acceptable range suggested by Sposito et al (1983), who proposed 3.3 as the upper threshold for normality.

#### **6.2.1.1 Data Preparation and Examination**

The IBM Statistical Package for the Social Science 26 (SPSS) was used to screen, validate, and establish the mean scores for the measured factors. The proportion of missing values from the dataset was lower than 5%. Therefore, missing values were imputed, along with outlier values and unengaged responses, using mode values through descriptive statistical analyses.

### 6.2.1.2. Characteristics of the sample

A total of 998 questionnaires were distributed during the two waves of the study, which resulted in 800 completed questionnaires. Of this total of 800 questionnaires, 780 responses were valid cases (response rate= 77.8%), which is above the minimum requirements (150 valid case) for SEM as suggested by Anderson and Gerbing (1988). The final sample was composed of 780 frontline employees from seventeen 4 and 5 star hotels in Jordan. Respondents were asked to provide their employee identification number or names, department, age, and years of experience, along with their immediate supervisor's IDs to ensure that all respondents were within the target population. The average age of the sample was 27.8 years (SD =5.066); 75.5% of the respondents were in the age group of 18-30; 24.5% of the respondents were in the age group of 30-45 with an average experience of two years and nine months (SD =2.071). 68% of the respondents were male, and 32% were female. 31.5% of the respondents worked in the food and beverage department (246 responses), 256 respondents were from the front office (32.8%), 191 responded from housekeeping (24.5%), and 11.1% of the sample were from the guest relation department (87 responses). The demographics of the participants are shown in Table 45.

*Table 50: Participant Demographics (N = 780)*

Variable	Frequencies	Percentage
Gender		
<b>Male</b>	523	67.1
<b>Female</b>	257	32.9
Age		
<b>18-24</b>	196	25.1
<b>25-34</b>	510	64.9
<b>35-44</b>	76	9.9
<b>More than 44</b>	1	.1
Hotel rate		
<b>5*</b>	648	83.1
<b>4*</b>	132	16.9
Department		

<b>Front Office</b>	256	23.8
<b>Housekeeping</b>	191	24.5
<b>Food &amp; beverage</b>	246	31.5
<b>Guest relations</b>	87	11.2
Experience		
<b>6 – 12 months</b>	184	23.6
<b>1-2 years</b>	247	31.7
<b>2-3 years</b>	132	15.8
<b>More than 3 years</b>	217	28.9

### **6.2.2 Analysis of Multi-Item Reflective Measures**

The multi-items reflective measures were analysed throughout various steps. Firstly, all multi-scale items were tested via exploratory factors analysis and reliability test in order to recognise the poorly performing cases. In order to further purify and eliminate redundant and non-reflective measures, a CFA, unidimensionality and validity analysis was made as recommended by Lee and Hooley (2005). These steps guided the researcher to assess the structural model's development in Chapter 5 and will be presented and discussed in the following subsection.

### **6.2.2 Exploratory Factor Analysis procedures**

Factor analysis comprises a range of statistically based processes aiming to identify sets of measures/ observed factors which have shared variance-covariance features defining theoretical factors or constructs (Schumacker & Lomax, 2010). Fabrigar and Wegener (2010) stated that researchers use factor analysis principally to evaluate whether a variable set can form a measure or range of measures for a construct or constructs. Fabrigar and Wegener (2010) added that an exploratory, as opposed to confirmatory factor analysis, can be applied initially to reach a more



in-depth picture of the action of substantive measures, evaluating the extent to which the data is in line with the assumptions of the conceptual modelling (Fabrigar & Wegener, 2012).

Exploratory factor analysis is designed to clarify the nature of common factors amongst the set of measures. This showed how the measured items were related to the factors throughout assessing the estimated direction and strength of the measures' influence (i.e., the factor loadings). The EFA objectives were to purify and examine the level of correlations between the factors and ensure that all items were loading correctly under their related factors. Moreover, the analysis helped the researcher to distinguish the items required to be observed in the subsequent Confirmatory Factors Analysis and eliminate poorly loaded ones (Gerbing & Anderson, 1988; Churchill, 1979).

The exploratory factors analysis was conducted in two stages. Firstly, each variable was tested for its suitability for EFA, and then each construct within the conceptual model was added to be tested afterwards.

### **Data's appropriacy for Exploratory Factor Analysis**

The suitability of the selected variables for exploratory factor analysis was assessed through two tests: the Kaiser Meyer Olkin (KMO), and Bartlett's Sphericity test. The Bartlett's Sphericity test is used to examine the homogeneity and correlation's presence among the variables, statistically (Hair et al., 2006; Sharma, 1996). The result from Bartlett's Sphericity test discloses whether the variable's correlation matrix is orthogonal or not. A significant result indicates that the variables are intercorrelated and suitable for factoring (Frech, 2017; Sharma, 1996). The limitation of Bartlett's test is its sensitivity to sampling size (Sharma 1996; Hair et al. 2006), making it unsuitable as the only measure of EFA suitability.

As a result, the Kaiser-Meyer-Olkin (KMO) test was performed as a second additional test to measure whether the samples are adequate for the analysis. The KMO test index defines variables level of homogeneity from a scale ranging from zero to one (Sharma, 1996), although the KMO measure is not tested statistically. A provided value of 0.5 or over indicates that the data is suitable for factoring, a value beyond 0.8 suggests that the data is suitable for factor or component analysis, and a value lower than 0.5 means that further actions must be taken to rectify this (Sharma, 1996).

#### *Selection of the Factor Extraction Approach*

After assessing the data suitability for EFA, there are three further issues to be decided before running the analysis:

1. Selection of an appropriate technique for factor extraction, from the principal axis and principal component approaches,
2. Selection of an appropriate rotation technique for transforming provisional factors, consequently forming new, more accessible to interpret factors.
3. Setting the thresholds for factor score calculation.

A number of methods of factor extraction are available from a mathematical paradigm, such as principal axis, maximum likelihood, principal component, image analysis, MinRes, alpha factor analysis, canonical analysis, and other similar extraction methods (Hair et al., 2006). The results of the various methods are not significantly different from each other, with the possible exception of the difference seen in principal factor analysis, whether based on a correlation matrix as with principal component analysis or from principal axis factoring, using an estimated communalities correlation matrix for the main diagonal (Cattell, 1988). In contrast, the extracted principal

component method accounts for the variables' total variance, whereas the principal axis factoring extraction method accounts for the covariation across the variables (Cattell, 1988; Frech, 2017).

While the two principal factor methods (axis factoring and principal component) were performed for data exploration, the reported result in the present study was extracted from the principal component approach, as the available literature showed that the principal component extraction method had been used most frequently by many researchers in social sciences and other related areas (Kanyama, Njuho & Malela-Majika, 2018; Wang and Staver, 2001), and also, it was recommended to be employed for the purpose of Structural Equational Modelling (Cattell, 1988; Widaman, 1993; Barbuto and Wheeler, 2006).

#### *Selection of Factor Rotation Approach*

The rotations of the factors could be oblique (in which correlations amongst factors exist) and orthogonal (when the factors are uncorrelated) (Coan, 1959). Although oblique rotation could be more superior from the theoretical perspective, orthogonal rotation (particularly VARIMAX) is most widespread in marketing research (Lee and Hooley, 2005; Frech, 2017). The exploratory factor analysis was performed through the principal component factor with orthogonal rotation (VARIMAX) for the constructs, aiming to distinguish the lowest number of factors accounting for the common variance of the variables set for each construct (Backhaus et al., 2013).

#### *Assessment of Factor Loadings*

The assessment of the factor loadings can be varied, depending on many factors. For instance, Hair et al. (2006) believed that the sample size plays a crucial role in examining the extracted factor loadings. They proposed different thresholds for practical significance based on the sample size.

Stevens (1992) believed that a loading of 0.4 could be applied for illustrative purposes regardless of the sample size. However, some researchers go further in proposing strict thresholds accounting for reliability (Field, 2005; Comrey & Lee, 1992). For example, Field (2005), following Guadagnoli and Velicer's (1988) recommendations, believed that a reliable factor requires a minimum of 4 loadings of 0.6 or above at any sampling size. However, Tabachnick and Fidell (2007) agree with Comrey and Lee's (1992) claims that thresholds should be stricter, being set at 0.71 for excellent, and 0.63, 0.55, 0.45 and 0.32 respectively, for very good, good, fair, and poor when frequency distribution differs between items.

*Table 51: Table of Factor Loadings for Practical Significance*

Loadings of the factor	Required sample size for significance
0.30	350
0.35	250
0.40	200
0.45	150
0.50	120
0.55	100
0.60	85
0.65	70
0.70	60
0.75	50

*Source 4(Hair et al., 2006, p. 128)*

While a minimum loading of 0.4 has greater stringency than the traditional minimum loadings of 0.3, which has been commonly applied (Spector, 1992), this study aimed to set a significant factor loading of 0.6 as a lower bound, and those items near the 0.4 cut-off point were recorded and given particular focus in the confirmatory factor analysis.

The factor loadings of the final observed variables with Varimax rotation method are presented in Table 52. As can be noticed from the output result, all observed variables were clustered on their factors with a minimum loading of 0.604, which was greater than the minimum loadings level suggested by Hair et al. (2006). The Cronbach's alpha of the constructs ranged between 0.925 to 0.957, which is higher than the recommended threshold level of 0.7 (Hair et al. 2006), indicating possible internal reliability.

Table 52: Exploratory Factor Analysis

Rotated Component Matrix				
	Component			
	SLEAD	PSYE	BI	CDEV
<i>Emotional healing ( SL1)</i>	.739			
<i>Emotional healing (SL2)</i>	.826			
<i>Emotional healing (SL3)</i>	.832			
<i>Emotional healing (SL14)</i>	.822			
<i>Value for the community (SL5)</i>	.849			
<i>Value for the community (SL6)</i>	.838			
<i>Value for the community (SL7)</i>	.833			
<i>Value for the community (SL8)</i>	.825			
<i>Conceptual skills (SI9)</i>	.768			
<i>Conceptual skills (SL10)</i>	.745			
<i>Conceptual skills (SL11)</i>	.719			
<i>Conceptual skills (SL12)</i>	.757			
<i>Subordinates growth (SI17)</i>	.661			
<i>Subordinates growth (SL18)</i>	.747			
<i>Subordinates growth (SI19)</i>	.746			
<i>Subordinates growth (SI20)</i>	.706			
<i>Subordinates growth (SI21)</i>	.621			
<i>Subordinates growth (SI22)</i>	.657			
<i>Putting subordinates first SI23</i>	.644			
<i>Putting subordinates first SL24</i>	.741			

<i>Putting subordinates first (SL25)</i>	.770			
<i>Behaving ethically (SL26)</i>	.746			
<i>Behaving ethically (SL27)</i>	.762			
<i>Behaving ethically (SL28)</i>	.604			
<i>Psychological Empowerment 4</i>		.773		
<i>Psychological Empowerment 5</i>		.800		
<i>Psychological Empowerment 6</i>		.822		
<i>Psychological Empowerment 7</i>		.886		
<i>Psychological Empowerment 8</i>		.896		
<i>Psychological Empowerment 9</i>		.906		
<i>Psychological Empowerment 10</i>		.896		
<i>Psychological Empowerment 11</i>		.883		
<i>Psychological Empowerment 12</i>		.886		
<i>Brand Identification (BI 1)</i>			.711	
<i>Brand Identification (BI 2)</i>			.730	
<i>Brand Identification (BI3)</i>			.721	
<i>Brand Identification (BI 4)</i>			.695	
<i>Brand Identification (BI 5)</i>			.691	
<i>Constructive Deviance (Cdev1)</i>				.857
<i>Constructive Deviance (Cdev1)</i>				.861
<i>Constructive Deviance (Cdev1)</i>				.875
<i>Constructive Deviance (Cdev1)</i>				.864
<i>Constructive Deviance (Cdev1)</i>				.824
<b>Extraction Method: Principal Component Analysis. Varimax with Kaiser Normalization.a. Rotation converged in 5 iterations. KMO = 0.959; Bartlett's Test of Sphericity Approx. X<sup>2</sup> = 42148.139; df = 903; sig. 0.000</b>				

#### 6.3.4.1.6 Assessment of Internal Consistency

Internal consistency can be measured through Cronbach's alpha. Cronbach's alpha is a coefficient of reliability measure that has been defined as "a function of the number of test items and the

average inter-correlation of these test items" (Frech, 2017, p 128). Cronbach's alpha is a non-statistical test that examines the way a set of items are closely related as a group, and a high value does not indicate a dimensionality problem. Alternatively, other analysis such as exploratory factor analysis can be conducted to examine the dimensionality of a scale (Frech, 2017)

#### **6.3.4.2 EFA and Reliability Assessment Results**

Internal consistency assessment and exploratory factor analysis were employed for all reflective measures. An independent EFA was conducted on all items that were meant to load conceptually on one factor. The related items for the constructs of SLEAD, PSYE, BI, and CDEV were assessed. The results of the analysis will be demonstrated in the following subsection.

##### *Servant Leadership*

Principal Component Analysis was performed on the 28-items scale with Varimax with Kaiser, representing the seven-dimensional Servant Leadership construct. The KMO test confirmed the appropriateness of the sample for the analysis with a KMO value of =0.959, suggesting variables homogeneity (Frech, 2017; Hutchesson & Sofroniou, 1999). The Eigenvalues analysis was further analysed over a single Kaiser criterion, which accounted for 77.86% of the total variance.

During the EFA, all the items that were meant to measure SLEAD, construct were clustered on the same factor with an exception for the *Empowering subordinate* dimension, which loaded onto a second ordered construct. The factor loading of the remaining six servant leadership dimensional items ranged between 0.604 and 0.849, which were above the minimum value of 0.4 (Hair et al. 2006). Besides, the Cronbach's alpha value after removing the problematic items (*Empowering*

*subordinate dimension*) was 0.975, which exceeded the minimum level of 0.7, indicating probable adequate internal reliability, as eliminating any more items would not increase the internal reliability of the measure based on the recommendations of Hair et al. (2006),

Table 53: EFA and internal reliability analysis: SLEAD

Factor	KMO and Bartlett's test	Factor Loadings > 0.6		Cronbach's Alpha	% of Variance	
	<b>KMO &gt; 0.5; BT sig &lt; 0.05;</b>			> 0.7		
<b>Servant Leadership</b> <b>KMO: 0.975 Bartlett's test: x2: 29582.208638 df:</b> <b>378.000000</b> <b>sig.: .000</b>		<i>Emotional (SL1)</i>	.739	.958	45.67	
		<i>Emotional (SL2)</i>	.826			
		<i>Emotional (SL3)</i>	.832			
			<i>Emotional (SL14)</i>	.822	.962	
		<i>Community (SL5)</i>	.849			
		<i>Community (SL6)</i>	.838			
			<i>Community (SL7)</i>	.833	.951	
		<i>Community (SL8)</i>	.825			
		<i>Conceptual (SL9)</i>	.768			
			<i>Conceptual (SL10)</i>	.745	.949	
		<i>Conceptual (SL11)</i>	.719			
		<i>Conceptual (SL12)</i>	.757			
			<i>Growth (SL17)</i>	.661	.957	
		<i>Growth (SL18)</i>	.747			
		<i>Growth (SL19)</i>	.746			
			<i>Growth (SL20)</i>	.706	.930	
		<i>sub Ist (SL21)</i>	.621			
		<i>sub Ist (SL22)</i>	.657			
			<i>sub Isi Ist (SL23)</i>	.644		
			<i>sub I<sup>st</sup> (SL24)</i>	.741		
			<i>Ethical (SL25)</i>	.770		



	<i>Ethical (SL26)</i>	.746		
	<i>Ethically (SL27)</i>	.762		
	<i>Ethically (SL28)</i>	.604		

*Psychological Empowerment*

As for the Psychological Empowerment construct, the multi-item scale was tested using Principal Component Analysis together with Varimax rotation with Kaiser Normalization. The factor analysis confirmed a one-factor solution for nine items with factor loadings ranging between 0.77 and 0.903, except for PE1, PE2, and PE3 items. These items showed a slightly high kurtosis value (higher than 3.00) and cross-loaded at 0.355, 0.375, 0.356, respectively. Hence, these items were excluded from the analysis. After eliminating PE1, PE2, and PE3 from the analysis, the Cronbach's alpha value improved from 0.942 to 0.964, indicating probable adequate internal reliability (Hair et al. 2006). In addition to that, the KMO and Bartlett's Test endorsed the sample suitability for the analysis with a value of 0.962, suggesting homogeneous variables (Hutchesson & Sofroniou, 1999).

*Table 54: EFA and internal reliability analysis: PSYE*

Factor	KMO and Bartlett's test	Factor Loadings > 0.6		Cronbach's Alpha	% of Variance
	KMO > 0.5; BT sig < 0.05;			> 0.7	
Psychological Empowerment	KMO: 0.975 Bartlett's test: x2: 29582.208638 df: 378.000000 sig.: .000	PE4 PE5 PE6 PE7 PE8 PE9 PE10 PE11 PE12	.773 .800 .822 .886 .896 .906 .896 .883 .886	0.962	13.673%

Similarly, Principal Component Analysis with Varimax rotation with Kaiser Normalization was conducted for Brand Identification and Constructive Deviance constructs. The result of the factor analysis showed a one-factor solution for each construct, and the factor loadings ranged between 0.691 and 0.875, which were above the cut-off level of 0.4 (Hair et al. 2006). Moreover, the Cronbach Alpha values of the constructs were higher than 0.7, and all Eigenvalues were found to be greater than Kaiser's criterion of one. The EFA and internal reliability analysis results are illustrated in Table 55 and Table 56.

*Table 55: EFA and internal reliability analysis: BI*

Factor	KMO and Bartlett's test	Factor Loadings > 0.6		Cronbach's Alpha	% of Variance
KMO > 0.5; BT sig < 0.05;				> 0.7	
Brand Identification	KMO: 0.975 Bartlett's test: x2: 29582.208638 df: 378.000000 sig.: .000	BI 1 BI 2 BI 3 BI 4 BI 5	.711 .730 .721 .695 .691	0.940	7.793%

*Table 56: EFA and internal reliability analysis: CDEV*

Factor	KMO and Bartlett's test	Factor Loadings > 0.6		Cronbach's Alpha	% of Variance
KMO > 0.5; BT sig < 0.05; Eigenvalue > 1				> 0.7	
Constructive Deviance	KMO: 0.975 Bartlett's test: x2: 29582.208638 df: 378.000000 sig.: .000	CD 1 CD 2 CD 3 CD 4 CD 5	.857 .861 .875 .864 .824	0.925	4.14%

## **Assessing Validity**

While it has been suggested that assessing the unidimensionality is critical for validity concerns (Churchill, 1979), a comprehensive assessment of a measure's validity requires considering the accuracy with which measures track variation within a construct (Lee & Lings, 2008). However, the following subsection highlights and addresses the most prominent validity assessments, which include content, convergent, and discriminant validity (Hair et al., 2006)

### **Content Validity**

Content validity is also referred to as 'face validity', and it describes "the extent to which a test appears to measure what it is intended to measure" (Johnson, 2013, p. 1). Content validity is an assessment process examining if the measures reflect the construct's content in questions (Bryman and Bell, 2011; Frech, 2017). This study ensured content validity by applying scales previously validated through other studies and using a qualitative study to refine the meaning of each construct, along with a comprehensive pre-testing stage.

### *Convergent Validity*

Convergent validity refers to the process of evaluating the positive correlations between measures within the same construct (Malhotra, 2012). A sufficient convergent validity for a multi-items scale can be acquired by meeting the following conditions suggested by Steenkamp and van Trijp (1991):

- Weak condition: when the coefficients of the factor are statistically significant.
- Stronger condition: when the respected latent constructs have factor loadings of 0.05 or above of the factor.
- Strong condition: when the conditions as mentioned above are evaluated with an acceptable measurement overall model fit.

Various methods are commonly used for establishing convergent validity and reliability. The Average Variance Extracted (AVE) is one of the most prominent and strictest approaches of measuring convergent validity. AVE examines the amount of variance generated from a latent construct in reference to the total variance extracted due to measurement error. The Average Variance Extracted measure was explained by Fornell and Larcker (1981, p. 46) in an equation illustrated as follows:

*Equation 1 Average Variance Extracted*

$$AVE = \frac{\sum \lambda_i^2}{\sum \lambda_i^2 + \sum_i \text{var}(\epsilon_i)}$$

*Source 5: Fornell and Larcker (1981, p. 46)*

Whereas the loading of the standardised factor for (i) on factor (y) is represented in ( $\lambda$ ), and the variance of ( $\epsilon$ ) is represented with VAR, a value of 0.50 and higher is considered acceptable, according to Bagozzi and Yi (1988).

Additionally, it has been pointed out that the average variance extracted (AVE) can be used as an indicator for convergent reliability along with the composite reliability measure (CR). The composite reliability (also called 'construct reliability') is a test equivalent to Cronbach's alpha used to assess the internal consistency in scale items (Netemeyer, 2003). While Cronbach's alpha presumes equivalent reliabilities amongst the items, the composite scores values of CR do not assume equal reliabilities across the items, enabling acceptable reliability regardless of reliability scores of individual scale items. The composite reliability has been expressed by Fornell and Larcker (1981, p. 45) in the following equation:

*Equation 2: Composite Reliability*

$$CR = \frac{(\sum \lambda_i)^2}{(\sum \lambda_i)^2 + (\sum \epsilon_i)}$$

*Source 6: Fornell and Larcker (1981, p. 45)*

In the CR equation, ( $\lambda$ ) stands for the standardised factor loading of the item (i), and ( $\epsilon$ ) represents the error variance for item (i). Bagozzi and Yi (1988) suggested an acceptable value of 0.60 or higher for composite reliability. In contrast to AVE, Malhotra and Dash (2011 p.702) claimed that "AVE is a more conservative measure than CR. On the basis of CR alone, the researcher may conclude that the convergent validity of the construct is adequate, even though more than 50% of the variance is due to error". However, the convergent validity in the present study was assessed

by using validated measurement scales that have been widely used and tested in previous research. In addition to that, the factor loadings and the overall model fit were assessed carefully to ensure the convergent validity of the multi-item measures.

*Discriminate validity*

Discriminate validity involves assessing how far measures that are expected to be different from other constructs show non-correlation with these constructs (Malhotra, 2012). Thus, the variance within an observed item should be attributable in a larger proportion to its associated latent constructs than to measurement errors or to non-associated latent constructs belonging to the conceptual model (Farrell, 2010). One well-used method of establishing discriminant validity is the Maximum Shared Variance measure (MSV) (Malhotra & Dash, 2011). MSV refers to the highest squared correlation coefficient between latent measures. Here, the AVE for every latent construct individually is compared to between-shared variance or squared correlations of the constructs. Discriminant validity is achieved when the AVE values of the latent constructs are greater than the shared variance for the remaining latent constructs. Based on this, as well as the recommendations of Hu and Bentler (1999), the validity and reliability of the final model were evaluated; as Table 57 shows, the CR, MSV, and AVE values for the final model were achieved with no validity concerns.

*Table 57: Validity and Reliability analysis*

	<b>CR</b>	<b>AVE</b>	<b>MSV</b>	<b>MaxR(H)</b>	<b>SLEAD</b>	<b>PSYE</b>	<b>BI</b>	<b>CDEV</b>
<b>SLEAD</b>	0.933	0.702	0.599	0.951	<b>0.838</b>			

<b>PSYE</b>	0.961	0.757	0.122	0.972	0.349***	<b>0.870</b>		
<b>BI</b>	0.942	0.765	0.599	0.952	0.774***	0.278***	<b>0.875</b>	
<b>CDEV</b>	0.925	0.712	0.078	0.927	0.279***	0.268***	0.201***	<b>0.844</b>
Thresholds values: CR > 0.7, AVE > 0.5, MSV < AVE								
Significance of Correlations: * p < 0.050, ** p < 0.010, *** p < 0.001								

Source 7: Hu & Bentler (1999)

### 6.2.3 Confirmatory Factor Analysis Procedure

While Exploratory Factor Analysis is considered a helpful approach in the scale construction process, it has been suggested that confirmatory factor analysis, with its flexibility in assumptions, can be a more effective validation method than EFA, Cronbach's alpha, and other established scale validation methods (Bagozzi, Yi & Philipps, 1991).

The use of CFA in the present study is justified in the following ways. First, the variable loadings in EFA do not restrict variable loadings, since every observed variable loads on its factor. In contrast, CFA allows specifications on the loadings and path coefficients to be decided, and these can be set free or fixed at a certain value. Additionally, EFA does not enable the researcher to determine or take control over the variables that are expected to describe a particular factor. Instead, the covariance of variables in CFA can be specified to be independent of each other to enable the researcher to decide the variables that are intended to describe a particular factor, providing fewer loading numbers (Bollen, 1989).

Moreover, the measurement error terms in CFA are able to consider both observed and latent variables. According to classic theory on measurement, the score seen for a scale item reflects the

degree to which it correlates with the true score of the latent structure, alongside unique measurement error, with the assumption that this does not correlate with error within the remaining scale items (deVellis, 2003; Frech, 2017). CFA allows direct investigation of such assumptions, and the technique is suggested to offer enhanced estimation of parameters which probably more accurately approximate actual population values (Byrne, 1998). Due to this, CFA was selected as a further stage in ensuring the ability of the finalised items set to reflect more completely the underlying constructs (Lee & Hooley, 2005).

This study conducted the CFA to confirm the structural factors acquired from the EFA, examine the convergent and discriminant validity of all observed variables within the measurement model, and evaluate whether the measurement model required any noticeable amendments (Hair et al., 2006).

In line with the recommendations of Hair et al. (2006), the various stages of the CFA were as follows: the data were prepared; the model was specified; the model structure was determined; the fit of parameters was assessed and the overall fit was evaluated; and finally, the model was re-specified. The procedure is shown in Figure 11.

*Figure 11 Confirmatory Factor Analysis Procedure*



*Hair et al., (2006)*



### **6.2.3.1 Data Preparation**

Before conducting the confirmatory factor analysis in IBM SPSS Amos graphics 28, the final data set was formed in .sav format from IBM SPSS Statistics 24 (IBM 2016) and then imported and saved into Amos as an AMW data file. The metric variables were identified, and a covariance matrix and means file were summed using the data imputation technique in Amos. The confirmatory factors analysis was conducted using imputed data (covariance matrix and means). The reason for using a covariance matrix over a correlation matrix is the fact that structural models analysis was designed for covariance matrices, allowing accurate statistical calculations, estimates of parameters, and standard errors (Kelloway, 1998).

### **6.2.3.2 Model Specification**

Once the data was prepared, the specification of the measurement model was finalised. According to Schumacker and Lomax (2010, p.55), specifying a model requires "using all of the available theory, research and information to develop a theoretical model" plus "determining every relationship and parameter in the model that is of interest to the researcher" (Schumacker & Lomax, 2010, p.55). Since the structure of the present measurement model was precisely identified with the help of existing theory, the theoretical conceptual framework in this study set the blueprint for model specifications.

The conceptual model involved one second-order construct (servant leadership with the dimensions of *Emotional Healing, Building Community, Conceptual skills, Helping subordinates grow and succeed, Putting subordinates first, Behaving ethically*) and three first-ordered measures

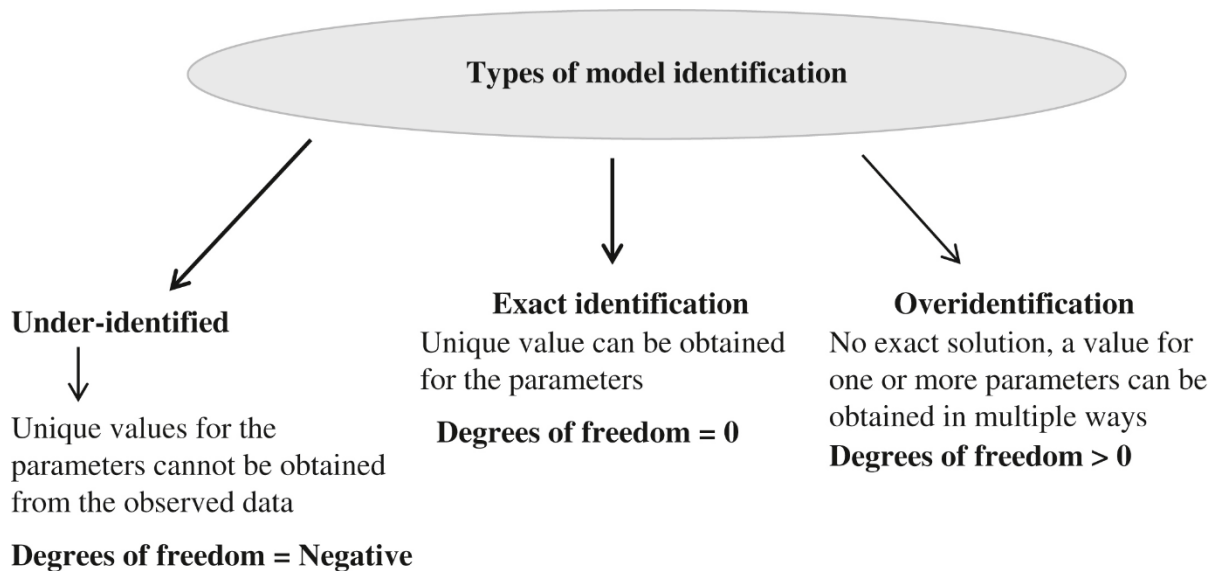
(psychological empowerment, constructive deviance, and brand identification). That consisted of a total of 41 observed variables with a sample size of 780.

The specification of the measurement model was done graphically and mathematically. As a requirement of the specification procedures, a set of parameters need to be specified as ‘fixed’ or ‘free’. Fixed parameters are not estimated by the data and are commonly fixed to be at zero, while free parameters are free to vary, derived from the data, and recommended to be non-zero (Backhaus et al., 2013) .

*Model (Structure) Identification*

Identifying the model plays a crucial role when assessing the measurement model; the fundamental purpose of identifying a model is to distinguish parameter estimation's unique values. Identification occurs when a unique solution appears for each parameter (Ramall, 2016). Three distinct forms of model identification are illustrated in Figure 12 :

*Figure 12 Model Identification's types*



*Source (Ramall, 2016)*

As the figure demonstrates, the core distinction between free and fixed parameters is whether the parameters were estimated from the data (Free) or fixed to be zero or one (Fixed). Fixed parameters require fixing the variance value to 1 for each latent variable. The estimated parameter values have to be equal to or smaller than the data points generated from the sample covariance matrix. Depending on the values of degree of freedom, the model can be 1) under-identified; when the degree of freedom is negative, and the observed data cannot obtain a parameter's unique values. 2) precisely identified; when the degree of freedom equals zero and a parameter's unique value is obtained from the observed data. and 3) over-identification; when the degree of freedom is greater than zero and no exact solution as the unique values of parameters can be obtained in various ways. Some researchers favour having an over-identified model because it allows them to select the best fit to the data. An over-identified model indicates that "the number of equations exceeds the number of unknowns so that the system of equations is solvable in more than a single way by virtue of the existence of many possible solutions" (Ramall, 2016, p. 35). Since the purpose is to acquire and select the best goodness of fit model to the data, setting some parameter to be fixed may induce an over-identified model. Alternatively, an over-identified model can be generated by imposing a "one-way causality so that the reverse causality value is set to zero" (Ramall, 2016 p. 35). However, this study aimed to specify over-identified models, and the result will be reported in the Structural Model Analysis section.

### *Evaluating Parameter Fit*

The model estimation stage took place after specifying and identifying the model. The parameter estimation aims to determine the best strategy to produce the most significant probability values of the sample for the specified model. The most commonly used approaches are a one-step

approach, in which the estimations for the measurement and structural model occur concurrently; and a two-step approach in which the estimation of the structural model occurs after estimating, modifying, and fixing the measurement model first. A two-step analysis approach was adopted in the study due to its ability to provide an appropriate representation of the indicators' reliability in two separate steps, hence avoiding the interaction between the measurement and structural model (Hair et al., 2006).

The paths in the structural model present a set of hypotheses about how SLEAD would indirectly and directly influence CDEV. Covariances, variances, and regression coefficients are critical parameters that need to be estimated from the data to interpret the structural model fit (Chou & Bentler, 1995; Frech, 2017). Maximum likelihood (ML) parameter estimation technique was selected for the model, because it has been preferred and recommended in SEM (Byrne, 2016; Blunch, 2013), especially with multivariate normal data (Schuhmacker & Lomax, 2010). As in the study, the outliers and missing data have been treated, and the Skewness and Kurtosis values were within the acceptable range during the multivariate normality assumptions. Besides, it estimates the most outstanding values of probabilities in producing the sample (Blunch, 2013).

### **Assessing Overall Fit**

Once parameter fit had been assessed, the model's overall fit was evaluated. The evaluation of the overall model-fit concentrates on how the specified measurement model (which uses maximum likelihood estimation in the current study) produces the covariance matrix acquired from the observed data (Hu & Bentler, 1999). A range of goodness of fit indices (GOF) can be used to

assess measurement models' validity within SEM (Marsh, Hau & Wen, 2004) from absolute, incremental, and parsimony (Hair et al., 2006).

An index of absolute fit indices measures the fitness between the sample data and the specified model. Each specified model is assessed on an individual basis, and comparisons cannot be made with other models (Frech, 2017). The Chi-square ( $\chi^2$ ) is the most basic index for absolute fit, assessing the existence or non-existence of a relationship between one measure and another, unlike other cross-classification tests. Low Chi-square ( $\chi^2$ ) values are more desirable than high values; here, a lower value suggests a minor discrepancy between the sample and fitted covariance matrix (Hu & Bentler, 1999). A proper model fit would provide an insignificant result at the 0.05 threshold, according to Barrett (2007).

On the other hand, the Chi-square test can be sensitive to the size of the sample, and it shows sensitivity to the difference between the observed and estimated covariance matrices, along with the divergence from multivariate normality (Barrett, 2007). As with larger-sized models (larger sample size or more observed variables), the results would have higher Chi-square values. As a result, it was necessary to be cautious in interpreting the Chi-square and the p-value generated from it due to the large sample size in the study (780-case sample). Henceforth, the use of other measures of absolute fit (e.g., relative chi-square divided by degree of freedom (CMIN), the Goodness of Fit Index (GFI), Root Mean Square Error of Approximation (RMSEA), Standardised Root Mean Residual (SRMR), or Adjusted Goodness-of-fit index (AGFI)) was applied when measuring absolute fit. Table 58 shows the recommended threshold level of goodness of fit measures.

Table 58: The recommended threshold level of goodness-of-fit statistics

Goodness of Fit Statistic	Accepted Threshold Level
<i>Absolute Fit Indices</i>	
$\chi^2$	Significant p-values can be expected for models with a sample below 250 cases and more than 12 observed variables. (Hair et al., 2006)
$\chi^2/df$	3:1 (Kline, 2015)
RMSEA	Values less than 0.07 (Hooper, Coughlan & Mullen, 2008; Steiger, 2007)
SRMR	Values less than 0.08 (Hooper, Coughlan & Mullen, 2008;Hu & Bentler, 1999)
<i>Incremental Fit Indices</i>	
CFI	Values greater than 0.95 (Hooper, Coughlan & Mullen, 2008)
NNFI	Values greater than 0.95 (Hooper, Coughlan & Mullen, 2008)
<i>Parsimony Fit Index</i>	
PNFI	No clear recommendation, values can be within the 0.50 region while other goodness of fit indices achieve values greater than 0.9 (Mulaik et al., 1989)

### Model Re-Specification

Because models in SEM are complex, poorly fitted models may require specification (Hooper et al., 2008). While extra care must be taken in altering a model, this process should be grounded in theory (Hooper, Coughlan & Mullen, 2008; Frech, 2017). To modify issues with the potential to result in a poorly fitted model, assessments can be made from modifications indices, standardised residuals, or specific path estimates (Hair et al., 2006). Unfitting specifications within a model would show high values within residual matrices or modification indices' index. That tends to occur when 1) the proposed covariance matrices do not correctly depict the covariance matrices of

the sample, and 2) when the assumption of dimensionality is breached (from misspecification of factor loadings and/or correlating error terms) (Gerbing & Anderson, 1988). To address this, modification and re-specification of the model can mostly be achieved by deleting the parameters with potential issues (while considering the assumption of unidimensionality carefully). However, Hair et al. (2006) believed that modifying under two of fifteen observed variables represents a minor model change and that more extensive changes necessitate replacing the dataset. Consequently, no more than 13% of variables must be modified as a percentage of the total measured.

Conversely, Hooper, Coughlan and Mullen (2008) warn of the dangers of a procedure driven by modification indices. A measured variable that performs poorly can be kept while diagnostic tests point to strong content validity (Hair et al., 2006). Therefore, in modifying the model in the present study, extra care was taken to rely on theoretical background in the process.

### **Dimensionality Assessment**

Reflective measurement theory rests on the principle of one underlying construct being present for the scale-item set that measures this construct (Gerbing & Anderson, 1988), assuming that modifying constructs would impact the items that measure them. For instance, when the construct is altered, this should correspondingly change the measurement items. Measures must be capable of measuring the constructive construct, with no systematic error or important latent variable (Gerbing and Anderson, 1998). According to Hair et al. (2006), The CFA or EFA could be effectively applied for dimensionality assessment.

#### *Assessing Validity*

While it has been suggested that assessing the unidimensionality is critical for validity concerns (Churchill, 1979), yet a comprehensive assessment of a measure's validity requires considering the accuracy with which measures track variation within a construct (Lee & Lings, 2008). However, the following subsection highlights and addresses the most prominent validity assessments, that includes content, convergent, and discriminant validity (Hair et al., 2006)

#### *Content Validity*

Content validity is also referred to as 'face validity', and it describes "the extent to which a test appears to measure what it is intended to measure" (Johnson, 2013 p 1). Content validity is an assessment process of examining if the measures give a reflection of the construct's content in questions (Bryman & Bell, 2011; Frech, 2017). In this study, content validity was ensured by applying scales previously validated through other studies and using a qualitative study to refine a meaning for each construct, along with a comprehensive pre-testing stage.

#### *Discriminant validity*

Discriminant validity involves assessing how far measures that are expected to be different from other constructs show non-correlation with these constructs (Malhotra, 2012). Thus, the variance within an observed item should be attributable in a larger proportion to its associated latent constructs than to measurement errors or to non-associated latent constructs belonging to the conceptual model (Farrell, 2010). One well-used method of establishing discriminant validity was a criterion put forward by Fornell and Larcker (1981). Here, the AVE for every latent construct individually is compared to between-construct shared variance or squared correlation. Where the latent construct AVE is greater than the shared variance for the remaining latent constructs, discriminant validity is achieved. Based on this, as well as the recommendations of Hu and Bentler



(1999), the validity and reliability of the final model were evaluated; as Table 52 presented, the dimensionality assessment values for the final model were achieved with no validity concerns. The reliability assessment of the study will be illustrated in the following subsection in more detail.

#### **6.2.4 Confirmatory Factor Analysis Results**

Following Chiniari (2018) and Liden and Hu (2011), a confirmatory factor analysis was performed for the measurement model to confirm a four-factors model and to determine the initial model goodness of fit. The initial result of the measurement model after excluding the problematic items during the EFA showed inadequate model fit with  $\chi^2 = 4499.986$ ,  $df = 848$  ( $\chi^2/df$ ) = 5.307, comparative fit index (CFI) = 0.913, Tucker-Lewis Fit index (TLI) = 0.908, standardized root-mean-square residual (SRMR) = 0.073 and root-mean-square error of approximation (RMSEA) = 0.074, indicating poor model fit (Malhotra, 2012).

Within this model, SLEAD was modelled as a second-ordered reflective construct with six components - emotional healing, building community, conceptual skills, helping subordinates grow and succeed, putting subordinates first, and behaving ethically - modelled as first-ordered reflective measured. Psychological Empowerment included nine items modelled as a first-ordered reflective construct with factor loadings of the nine items ranged between:  $0.70 \leq \gamma \leq 0.910$  ( $p < 0.001$ ). The five-item scale measure of Brand Identification was modelled as a first-order reflective construct with factor loadings ranged between  $0.77 \leq \gamma \leq 0.930$  ( $p < 0.001$ ). Similarly, the factor loading of the five items representing Organisational Constructive Deviance ranged between  $0.78 \leq \gamma \leq 0.862$ .

While the initial model-fit showed acceptable values for CFI, SRMR, RMSEA (Brown, 2015; Sloan, 2020; Kline, 2016), the  $\chi^2$  value was relatively high. This is because the  $\chi^2$  evaluates the existed relationships between constructs. A low  $\chi^2$  value means that the difference between the fitted covariance matrices and the sample is low (Hu & Bentler, 1999). However, the  $\chi^2$  value can be susceptible to the size of the sample and rises when the number of the observed variables increase (Frech, 2017). Moreover, it has been suggested that for GFI, AGFI, CFI, and NFI, the values should be greater than 0.9 to signify an adequate model fit, and for RMSEA the model is considered adequate when the value is less than 0.08 (Hu & Bentler, 1999). Hence, modification indices and the standardised residual covariance matrix were used to assess the measurement model and improve the model fit, as suggested by Bryman (2015).

Modification indices and the estimation of the residuals for error terms revealed potential improvements in the measurement model. It was crucial to account for the composite reliability of each measure and the underlying theory when modifying the model. Hence, only one item was removed at each step to improve the model fit. The overall fit measures were improved in two stages.

The first step in the model modification process was evaluating the poor performing items in the servant leadership construct; SLEAD-24 (“My supervisor does what she/he can do to make my job easier”) was illuminated from *putting subordinates first dimension* due to a high residual error and modification indices. Then, the psychological empowerment item, PE6 (“I have mastered the skills necessary for my job”), was deleted for its highest residual error and based on the standardised residual covariances (Gaskin, 2017).

The model fit indices of the revised model based on 23 items representing six Servant Leadership dimensions, eight items representing the Psychological Empowerment Scale (PE4, PE5, PE7, PE8, PE9, PE10, PE11, PE12), five items from the Brand Identification Scale (BI1-BI5) and the five items of Organizational Constructive Deviance Scale (CD1-CD5) were:  $\chi^2/df=3.991$ , comparative fit index (CFI) = 0.942, Tucker-Lewis Fit index (TLI) = .938, standardized root-mean-square residual (SRMR) = 0.042 and root-mean-square error of approximation (RMSEA) = 0.062 indicating acceptable model fit. According to Bryman (2015), the model can be considered reasonably good when the CFI and TLI values are greater than .95, SRMR values below 0.08, and when the RMSEA value is around or below 0.06, which has been achieved in the revised model cut-off values. Therefore, the final model can be classified as a well-fitted model (Bryman, 2015; Heir et al.; Hu & Bentler, 1999; Gaskin, 2017; Bryman, 2015). Additionally, the loadings of the observed variables in the revised model were significant and ranged between  $0.70 \leq \gamma \leq 0.910$  ( $p < 0.001$ ).

To test the internal consistency of the six servant leadership dimensions, Cronbach's alpha was computed for each dimension accounting for the sensitivity of the reliability test to the sample size (Tavakol & Dennick, 2011; Sloan, 2020; Pallant, 2013). A reliability test for each dimension was performed after improving the model goodness of fit to the sample data. The results in Table 59 showed acceptable reliability, with Cronbach's alpha scores ranging from .70 to .90 (Sloan, 2020; Bryman, 2015). The total items' statistics indicated that removing more items would not improve Cronbach's alpha scores; hence, the six Servant Leadership dimensions were retained in the analysis. For Psychological Empowerment, the Cronbach's alpha scores ranged between .80 to .90, indicating adequate scale reliability (Bryman, 2016; Sloan, 2020; Pallant, 2013). No additional items were excluded from the Psychological Empowerment scale analysis as the statistics of the

total items showed that removing other items would not reasonably increase the alpha score. Similarly, Cronbach's alpha scores of BI and CDEV constructs ranged between .80 and .90, indicating sufficient scale reliability (Gaskin, 2017; Bryman, 2015; Sloan, 2020). Consequently, Brand Identification and Constructive Deviance Scale items were included, as the total items' statistics showed that the Cronbach's alpha score would not significantly increase when removing additional items.

Additionally, the composite reliability (CR) values of the scales within the measurement model were above the minimum thresholds with a value of 0.90 and above, as suggested by Hu and Bentler (1990). The average variance extracted for each construct was higher than **0.5** and the AVE of all the latent variables was greater than **0.67** or higher.

*Table 59: Servant leadership questionnaire's Cronbach's Alpha*

Dimensions	Cronbach's alpha	Number of Items
<i>Emotional healing</i>	.958	4
<i>Building community</i>	.962	4
<i>Conceptual skills</i>	.951	4
<i>Helping subordinates grow and succeed</i>	.949	4
<i>Putting subordinates first</i>	.957	3
<i>Behaving ethically</i>	.930	4

## Results of Descriptive Analysis of Final Reflective Measures

Eventually, the distributional characteristics of the final reflective measures were identified. As illustrated in Table 60, the latent construct SLEAD was composed of 23 observed measures in six dimensions. The composed SLEAD scale had 4.5 as a mean value with a minimum value of 2.5 and a maximum value of 5.5. The summated Servant Leadership scale was examined for the normality of distribution through the Kurtosis and Skewness test and a geographical histogram to obtain a general view of the distribution. While some researchers use the Kolmogorov-Smirnoff test (K.S. test) to check the normality of distribution statistically (Frech, 2017; Hair et al., 2006; West et al., 1995), others opposed relying on statistical tests of the normality of distribution (including the K.S. test) as they can be extremely susceptible to minor deviation from normality (Frech, 2017; Sharma, 1996) and the normally distributed data within social sciences do not usually exist (Bentler & Chou, 1987; Frech, 2017). Therefore, the Kurtosis & Skewness test was further performed to gain a numerical understanding of distributions (Frech, 2017; Hair et al., 2006; Gaskin, 2017; Sloan, 2020).

Table 60: Descriptive statistics (N=780)

Construct	SD	Mean	Min	Max	Skewness	Kurtosis
<b>SLEAD</b>	0.97451	4.6399	0.98	6.12	-1.546	2.546
<b>PSYE</b>	1.17277	5.3753	1.07	7.17	-1.447	2.681265
<b>CDEV</b>	0.92691	3.3352	1.03	6.95	.345	2.096684
<b>BI</b>	1.16397	5.3254	0.98	6.87	-1.367	2.505563
<b>Age</b>	5.066	27.88	18	45	624	1.423
<b>Gender</b>	0.4700	1.33	1	2	-1.475	-1.475
<b>Experience</b>	2.071	2.96	1	14	1.743	3.757

As the scale was additionally tested using skewness and kurtosis, the analysis revealed that the skewness value of the summed Servant Leadership scale was -1.546 and a kurtosis value of 0,2546, implying that the parameters were within the acceptable range of skewness and kurtosis (West et al. 1997; Pallant, 2013). According to Frech (2017 p220), "Severely non-normal variables have been described in the relevant research fields as having skewness and kurtosis in the range of 3 and 21, respectively". Moreover, the negative values indicate that the clustering of distribution toward the high end or the right side of the scale and positive skewness values suggest that the clustering of distribution occurs towards the centre with thin tails (Pallant, 2013; Sloan, 2020). Accordingly, no further modifications were needed before starting the covariance-based SEM analysis as the skewness, and kurtosis values of the servant leadership scale were not severely non-normal (West et al. 1997). The histograms in Figures 13, 14,15 and 16 represent the skewness and kurtosis in the data.

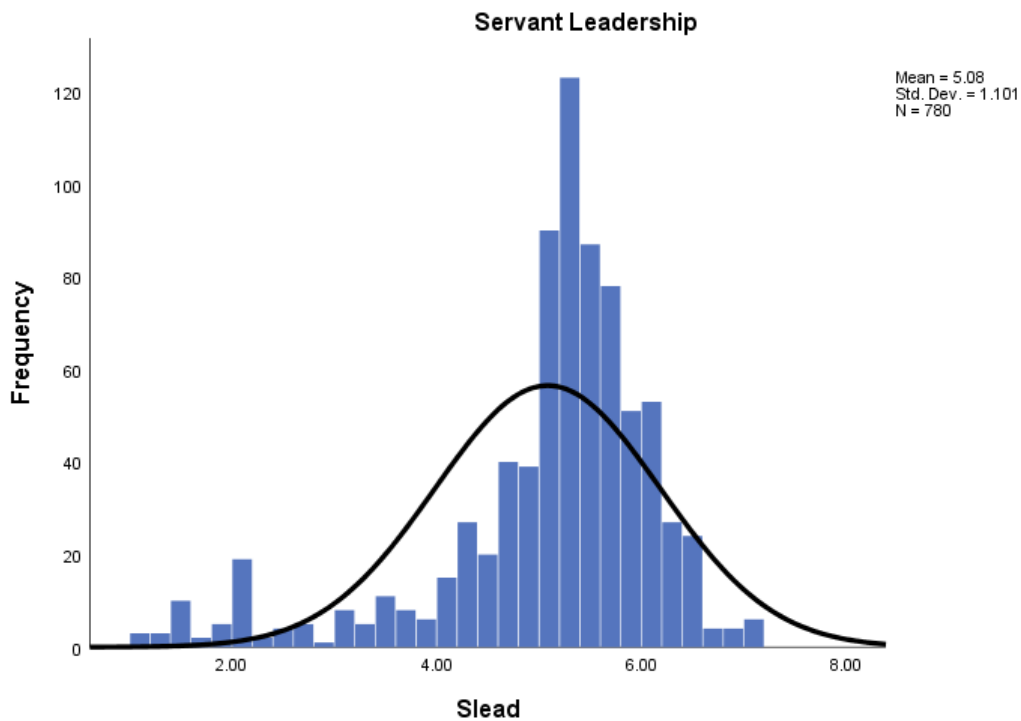


Figure 13 Servant Leadership Histogram

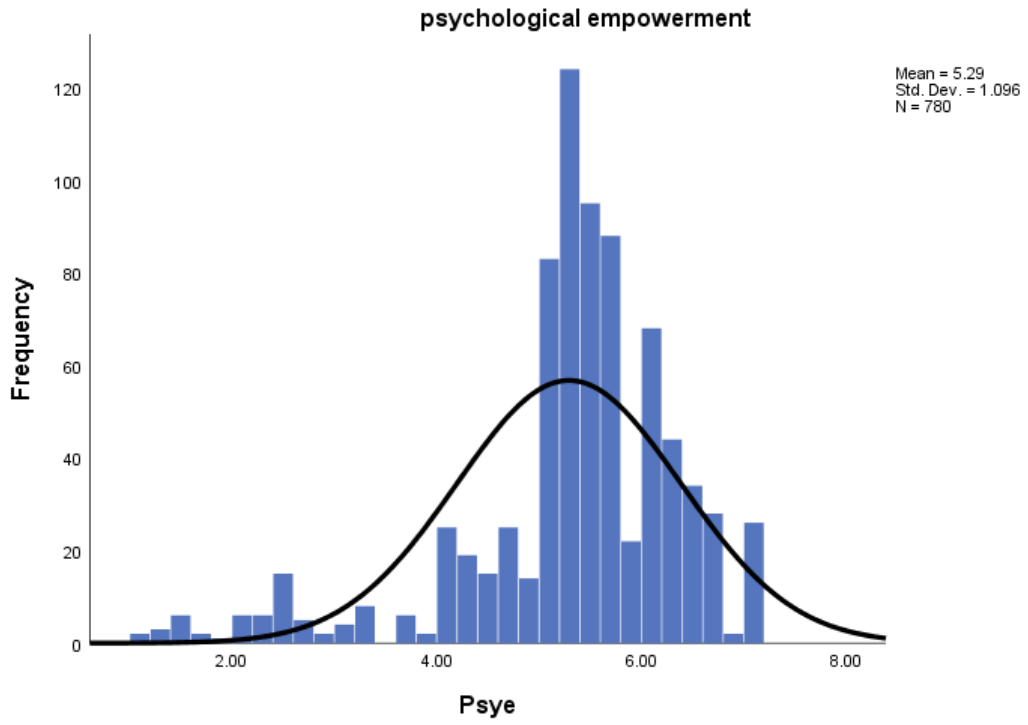


Figure 14 Psychological Empowerment histogram

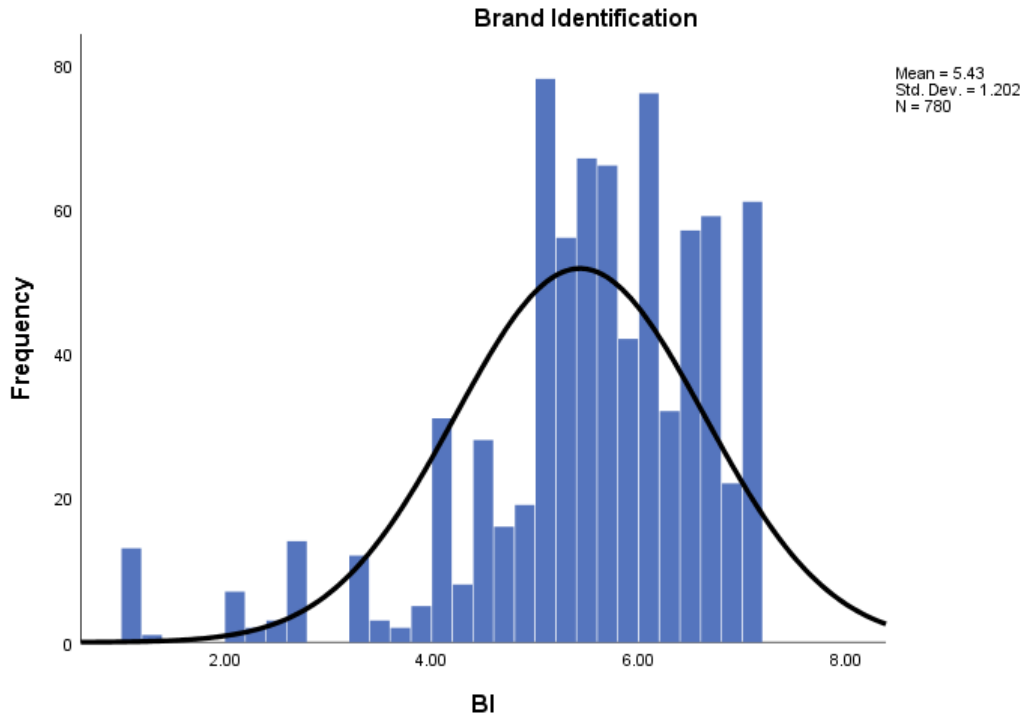


Figure 15 Brand Identification Histogram



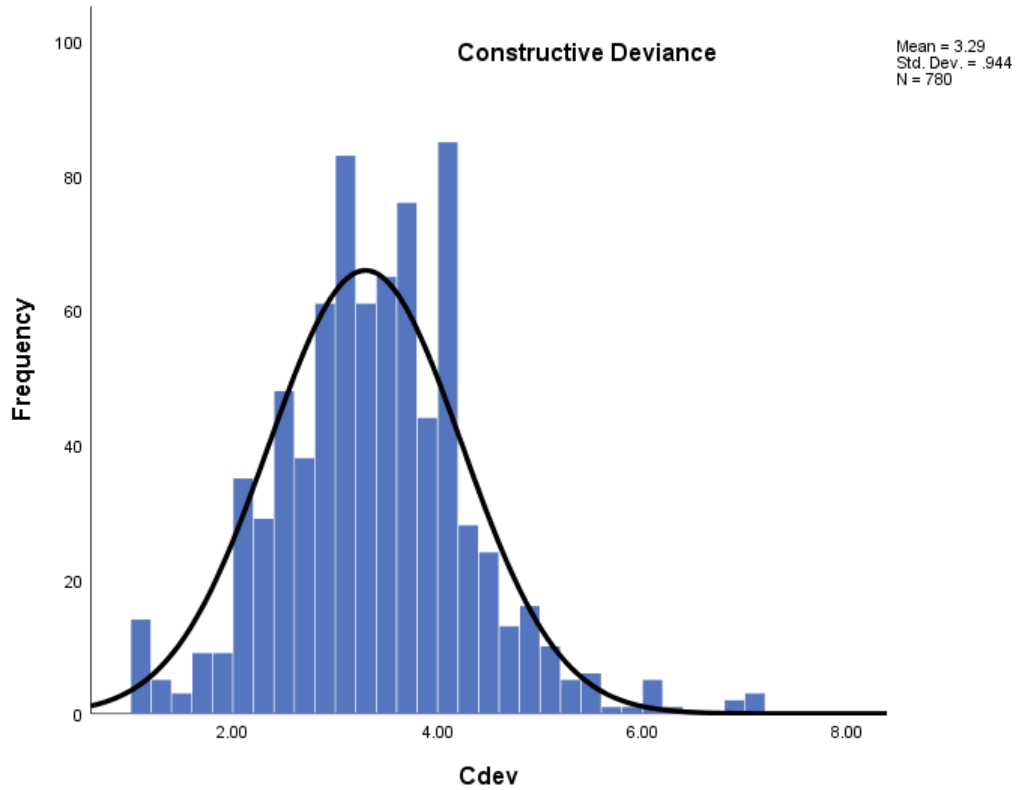
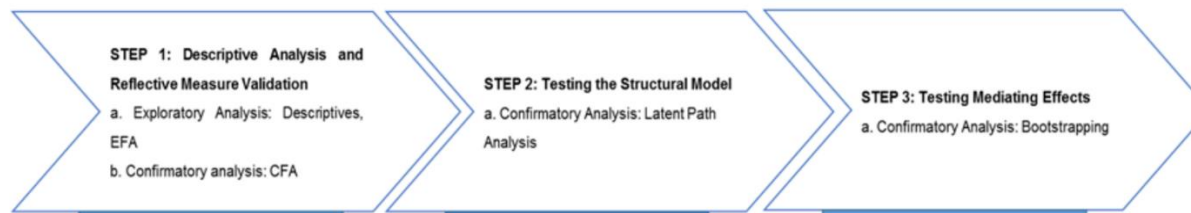


Figure 16 Constructive deviance histogram

## 6.3 Hypotheses Testing

While the first stage of the analysis included Descriptive Analysis and Reflective Measure Validation, testing the structural model will be covered in the following section as the second stage in the analysis.

Figure 17 Stages in data analysis



Stage 2: Structural Model's testing (SEM)

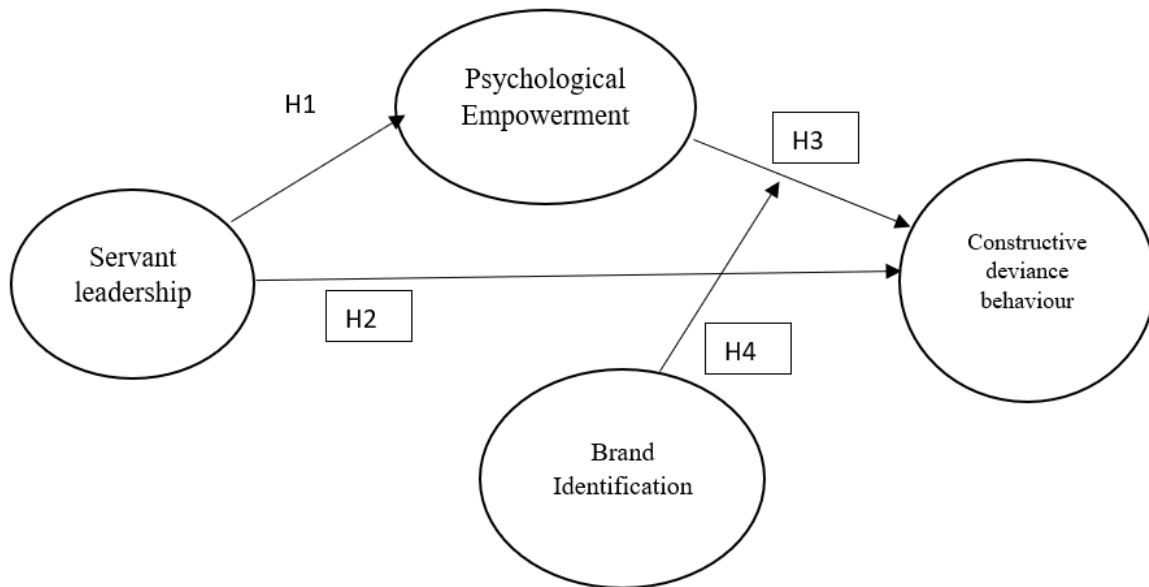
### 6.3.1 Latent Variable Path Analysis

SEM is frequently used to identify the structural associations among variables. SEM can consolidate multiple regression as well as factor analysis to test the structural correlations between the study variables. Numerous scholars favour using SEM due to its ability to estimate various interrelated dependencies in a singular model. Structural equation models split into two parts: the measurement model, where the relationship between latent and measured variables can be observed, and the structural model, where only the relationship between latent variables is tested (Shamim, 2017). One of the main advantages of SEM is the ability to estimate and remove the random errors, which makes the latent variables free of random errors, therefore leaving a common variance only (Stoelting, 2002). In the study's conceptual model, interrelations amongst latent variables have been hypothesised. Servant leadership was hypothesised to impact CDEV directly and indirectly (throughout the mediation role of PSYE) using latent variable path analysis. The main reason for utilising SEM over other methods is that it enables researchers to combine the construct interrelations for the measurement and structural model (Kellaway, 1998).

While SEM has some limitations associated with using cross-sectional data in terms of examining causal relationships (Hoyle, 1995). The interpretation of the result in SEM can be challenging as it may entail stringent assumptions in terms of the quality of the data (Hooley, 1995) Still, SEM offers many benefits over other similar analysis methods such as multiple regression or ANOVA analysis. For instance, in multiple regression analysis, the direct effect of independent variables can only observe one outcome variable at a time (Backhaus, 2013); in contrast, examining the impact of multiple independent mediating and outcome variables can be observed via a latent variable path analysis in SEM (Hooley, 1995).

In SEM, the strengths of direct and indirect relationships between a set of variables could be identified through path analysis. Path analysis is a subset of structural equation modelling; the multivariate methods that "allow examination of a set of relationships between one or more independent variables, either continuous or discrete, and one or more dependent variables, either continuous or discrete" (Ullman, 1996 p 122). In such a way, path analysis is distinguished from other linear equation models in the mediating pathways that represent the research hypothesis (Stoelting, 2002). Moreover, depending on the factor loadings, the diagnostic indices in the path analysis are used to assess the model fit: that includes Root Mean Square Error of Approximation (RMSEA), Normed Fit index (NFI), Goodness of Fit Index (GFI), Comparative Fit Index (CFI) and Adjusted Goodness of Fit Index (AGFI). It can be employed through covariance-based as well as variance-based approaches, depending on the model that has been hypothesised. In this study, the following SEM stages were applied to test the hypothesised conceptual model (see Figure 18) based on the recommendations of Schumacker and Lomax (2010).

Figure 18: The hypothesised conceptual model.



### 6.3.1.1 Structural Equation Modelling stages

#### 6.3.1.1. The establishment of a theoretical model

The established theoretical model in this study set the blueprint for model specifications. According to Schumacker and Lomax (2010), the measurement and structural models have to go through five stages. 1. model specification, 2. model identification, 3. model estimation, 4. model testing, and finally 5. model modification. These stages were discussed for the measurement model in the CFA section; hence, the following sections concentrated on the structural model.

#### 6.3.1.2 Model Specification

It is crucial in the latent path analysis to specify the measurement and structural model. As the measurement model has been established in the CFA analysis, specifying a structural model can be accomplished through assigning relationships between constructs. A path diagram can visualize the model, and a set of equations would express the interrelationship between the constructs that have been hypothesized. The difference between other multivariate methods is that the estimation within SEM occurs in a separated series, but co-dependent, multiple regressions equations concurrently, meaning that an equation will be set up for each endogenous variable (Backhaus et al., 2013). Latent construct structural equations are tallied as:

$$\mathbf{n} = \mathbf{Bn} + \mathbf{\Gamma\xi} + \mathbf{\zeta}$$

Where the residuals matrix is represented in  $(\mathbf{n})$ , the  $m \times n$  matrix is presented in  $(\mathbf{\Gamma})$ , and the regression matrix of  $m \times m$  describes the  $(m)$  endogenous latent variables  $(\mathbf{n})$  to each other.

### **6.3.1.3 Structural Model Identification**

The identification of the structural model forms a crucial step in the SEM. Two conditions need to be considered for an over-identified structural model. One condition is a recursive (also called one-way causal flow) which occurs by setting the specified relationships to zero. Another condition of over-identification in structural models is when each latent construct has more than two indicators. While some scholars believe that two indicators could be considered acceptable for an overidentification structural model if there are two variables specified to be related or/and when

the sample size is large (Bollen, 1989), the measurement model in the present study involved at least three indicators for each latent construct (including the second-ordered latent variable of SLEAD). Hence, the condition for an over-identification structural model was obtained in the present study.

The structural model contains 41 observed variables, and the parameters were originated from around 860 pieces of information ( $41*(41+1)/2$ ). With additional unrecognised parameters to be estimated, a total of 96 estimated parameters were involved in the structural model, including the factor loadings of the endogenous and exogenous variables, and considering one of the variables was fixed to one, the measurement and structural regression paths, error, and residual error variances, along with covariances. This led to 684 degrees of freedom; therefore, the structural model is considered over-identified.

### *Parameter Estimation*

The model estimation stage took place after specifying and identifying the model. The parameter estimation aims to determine the best strategy to produce the greatest probabilities values of the sample for the specified model. The most commonly used approaches are a one-step approach in which the estimations for the measurement and structural model occur concurrently, and a two-step approach in which the estimation of the structural model occurs after estimating, modifying, and fixing the measurement model first. A two-step analysis approach was adopted in the study

due to its ability to provide an appropriate representation of the indicators' reliability in two separate steps, hence avoiding the measurement model and structural models' interactions (Hair et al., 2006).

The paths in the structural model present a set of hypotheses about how SLEAD would indirectly and directly influence CDEV. Covariances, variances, and regression coefficients are critical parameters that need to be estimated from the data to interpret the structural model fit (Chou & Bentler, 1995; Frech, 2017). Maximum likelihood parameter estimation technique was selected for the structural model, because it has been preferred and recommended in SEM (Byrne, 2016; Blunch, 2013), especially with multivariate normal data (Schuhmacker & Lomax, 2010). As in the study, the outliers and missing data have been treated, and the skewness and kurtosis values were within the acceptable range during the multivariate normality assumptions. Besides, it estimates the most outstanding values of probabilities in producing the sample (Blunch, 2013).

#### *Modification of the Structural Model and Competing Model Testing*

Testing the structural model can be applied through one of the following strategies proposed for model testing by Joreskog and Soborn (1996): 1) the model confirmation strategy; 2) the alternative model testing strategy; and 3) the model generation strategy (Chaffee, 1985; Joreskog & Soborn, 1996). In the confirmation strategy, the testing of the structural equation modelling occurs after establishing a theoretical conceptual model. Later, the structural model is rejected or accepted, depending on the data sample. In the alternative model testing approach, various hypotheses are set to be tested based on the sample data, then the model that shows the best model

fit is accepted accordingly. In the model generation strategy, a single tentative model is specified, modified, and then specified toward a satisfactory overall model fit. Although the model generation strategy has been commonly practised, it can be controversial and theoretically considered the most limited theoretically grounded strategy (Hoyle, 1995; Hair et al., 2006). Contrarily, the model confirmation technique has been considered the most robust strategy from the theoretical prospect (Hair et al., 2006; Hoyle, 1995). Hence, the model confirmation approach was selected as the most appropriate strategy in the present study due to its determined theoretical strength (Hair et al., 2006; Hoyle, 1995).

## **6.4. Overall Structural Model Fit Results**

It was essential to review the model assumption prior to assessing the structural model to ensure that the proposed assumptions met the SEM requirements. All variables were reasonably normally distributed and the variables in the dataset were maintained in covariance-based structural equational modelling for future analysis.

### **6.4.1 Structural Model Fit without Control Variables**

The assessment of the structural model shapes the final stage of the SEM analysis. The result from the path analysis demonstrated a good model fit amongst all threshold measures suggested in the literature (Hu & Bentler, 1999; Frech, 2017) with a Chi-square= 2077.285, df=583, CMIN/DF = 3.563, P = 0.00, RMSEA= 0.057, CFI= 0.957, NFI=0.942, and SRMR= 0.057. Although the chi-square test can be susceptible to the size of the sample, the test result is directly proportional to the data, and it can vary based on the size of the sample. According to Bagozzi (1981), " Any model



is likely to be neglected if the sample is large enough" (Bagozzi, 1981, p. 378). Hence, the result supported Hair et al. (2006) and Hu and Bentler's (1999) suggestions for the combined fit index and recommended thresholds of RMSEA <0.06, CFI >0.95, NFI>0.95, SRMR= <0.08, and P=>0.05.

#### **6.4.2 Structural Model Fit with Control Variables**

Before including control variables in the analysis, the initial result of the SEM analysis was reported initially without control variables, as suggested by Becker (2005) for good practice and to improve the complexity of the model. The impact of the control variables was examined later through a non-parametric independent samples t-test and bivariate correlation test in IBM SPSS. The Kolmogorov-Smirnov tests, along with Mann-Whitney U tests, show that the distributions of CDEV, SLEAD, PSYE, and BI were not the same across the sample data. Therefore, the null hypothesis (assuming that there is no relationship between the findings and the control variables) should be rejected. The bivariate correlations test demonstrated significant correlations between gender, years of experience, and age of the respondents, with at least one exogenous, mediation, and endogenous variables; therefore, gender, age, and experience variables remained included in the SEM analysis.

The Kolmogorov-Smirnov and the independent samples Mann-Whitney U test also showed that the study variables were the same across the two hotel categories (5\* & 4\*) and the null hypothesis should be retained (assuming that there was no relationship between hotel categories and the study variables). Moreover, the bivariate correlation test demonstrated insignificant relationships between the hotel categories and the independent, mediation or dependent variables; hence, the

hotel categories were excluded from the SEM analysis as there was no significant influence on the latent construct.

Regarding the age of the respondents, the Kolmogorov-Smirnov and the independent samples Mann-Whitney U test showed that the distribution of the study variables and the age of the respondents was also the same across both categories (males and females), and the null hypothesis should be rejected. The bivariate correlation tests also indicated that there was no significant relationship between age and the endogenous, mediation, and exogenous variables.

Accordingly, the control variables of *age*, *gender*, and *experience* were added to the structural equational modelling analysis to be retested. The model fit measures with the inclusions of the control variables demonstrated an adequate model fit: Chi-square= 2138.566, df= 682,  $\chi^2/df= 3.136$ ; RMSEA=0.52; CFI= 959; SMRM= 0.042. Noticeably, the control variables have improved the structural model fit slightly compared to the structural model without the control variables; thus, the control variables were included in the analysis since the model fit measures have slightly improved (Becker, 2005).

### **Model Modification and Alternative Model Testing**

The present study follows a model confirmatory approach. It began with a theoretical review followed by a qualitative study to inform the conceptual model development (see Chapter 3). In contrast, the research was not assigned to form alternative models or hypothesize models from the

data sample. Instead, the conceptual model painted the hypothesis that the quantitative analysis was designed to test without proposing alternative models or generating theories.

## 6.5 Hypothesis Testing Results

A three-step approach was assigned for hypothesis testing. In the first step, a latent variable path analysis was used to test the hypothesis independently. Afterwards, control paths were added and assessed in the model, and then eventually, hypothesized simple mediation and moderation effect were assessed through bootstrapping technique. The analysis result of these steps will be illustrated in the following subsection in more details.

### Individual hypothesis testing

For individual hypothesis analysis, the parameter estimates were set to be significant at the 0.05 level. The standardized and unstandardized parameter estimates, along with corresponding C.R values for each of the proposed hypothesis analyses, are outlined in Table 61.

*Table 61: Hypotheses Path analysis*

Hypothesis testing (path analysis)	Unstandardized parameters estimate	Standardised parameter estimates	p-value	C.R
H1: SLEAD -> CDEV	0.20	0.21	***	5.351
H2: SLEAD ->PSYE	0.30	0.35	***	9.106
H3: PSYE -> CDEV	0.22	0.19	***	4.937
<b>Chi square = 1432.43 (df = 766) p = 0.000; x2/df = 1.87; RMSEA = 0.066; CFI = 0.976; NNFI = 0.975; SRMR = 0.083; PNFI = 0.892 Critical t-value (one-tailed): +/- 1.645</b>				

Hypothesis 1, which suggests that servant leadership is positively related to frontline employee's constructive deviance behaviours, was supported with parameter estimates of ( $\lambda = 0.21$ ; C.R = 5.351) at the 0.05 level of significance.

Hypothesis 2 proposes that psychological empowerment positively mediated the relationship between SLEAD and frontline employee's constructive deviance behaviours, and was also supported with parameter estimates of ( $\lambda = 0.35$ ; C.R = 9,106) being significant at the 0.05 level.

Hypothesis 3, which intimates that psychological empowerment positively influences frontline employee's constructive deviance behaviour, was supported with a parameter estimate of ( $\lambda = 0.22$ ; C.R = 4.937) being significant at the 0.05 level.

As shown in Table 61, Hypothesis 1, which suggests that servant leadership is positively associated with constructive deviance variable, was supported with a significant parameter estimate of ( $\lambda = 0.81$ ; C.R = 5.351). Hypothesis 2, which advocated that psychological empowerment is positively related to servant leadership, was supported with parameter estimates of ( $\lambda = 0.24$ ; C.R = 9,106). Furthermore, the result supported Hypothesis 3, which indicates that psychological empowerment is positively related to frontline employees' constructive deviance behaviour with a parameter estimate of ( $\lambda = 0.22$ ; C.R = 5.341).

### **6.5.1 Hypothesis Testing Results with Control Paths**

The result of the individual hypothesis testing, including Age, Gender, and Experience in the model as control variables, supported all the hypotheses. The parameter estimates were set to be significant at the 0.05 level. Table 62 shows the p-values, C.R, and the standardised and unstandardised estimates after rerunning the analysis with control variables.

*Table 62: Hypotheses analysis, including control paths.*

Hypothesis testing (path analysis)	Unstandardized parameters estimate	Standardised parameter estimates	C.R	P value
H1: SLEAD -> CDEV	0.18	0.18	4.362	***
H2: SLEAD -> PSYE	0.36	0.42	10.578	***
H3: PSYE -> CDEV	0.24	0.22	5.341	***
Experience -> PSYE	0.11	0.26	6.836	***
Age -> PSYE	0.05	0.27	0.706	.480
Gender -> PSYE	0.05	0.03	0.78	.938
Experience -> CDEV	-0.40	-0.09	-2.063	.039
Age -> CDEV	-0.01	-0.04	0.912	.912
gender -> CDEV	-0.105	-0.05	0.146	.146
<b>Chi square = 2611.250 (df = 684.000 p = 0.000; x2/df = 3.818; RMSEA = 3.814; CFI = 0.946; NFI = 0.928; SRMR = 0.043.</b>				

As can be noticed from the table, the path analysis result with the inclusion of the control variables supported all hypotheses. Servant leadership was positively associated with constructive deviance with a significant parameter estimate ( $\lambda = 0.81$ ; C.R = 5.351). Hypothesis 2, which advocated that psychological empowerment is positively related to servant leadership, was supported with parameter estimates ( $\lambda = 0.24$ ; C.R = 9,106). The result also supported Hypothesis 3, which intimates that Psychological Empowerment positively related to frontline employee's constructive deviance behaviour with a parameter estimate of ( $\lambda = 0.22$ ; C.R = 5.341). As for the control variables path, the variable experience was found to have a significant negative association with

psychological empowerment ( $\lambda = 0.26$ ; C.R = 6,836) but not on constructive deviance ( $\lambda = -0.09$ ; C.R = -2.063). Age and Gender did not indicate any significant relationship with the study variable.

### **6.5.2 Mediation Analysis.**

When observing the relationship between variables, a complex series of effects from these relationships are described as mediators (Little, Card, Bovaird et al., 2007). The mediation effect refers to the indirect impact that exogenous variables have on endogenous variables via one or more intervening variables called 'mediators' (Preacher & Hayes, 2008). the process centres on "the variation in the exogenous variable causes variations in one or more mediator variable(s), which in turn causes variation in the endogenous variable" (Frech, 2017 p. 233). Multiple regression analysis was employed to examine the mediator effect on the study variables. According to Baron and Kenny (1986), testing a mediation effect requires three regression analysis:

1. Regressing the mediation variable on the independent variable.
2. Regressing the dependent variable on the independent variable.
3. The dependent variable regression on the mediator and the independent variables.

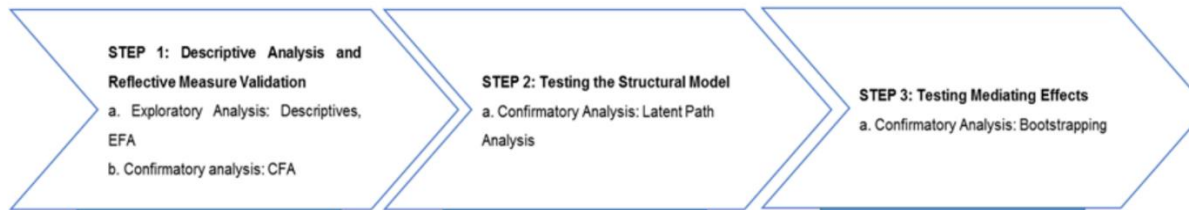
However, Baron and Kenny (1986) pointed out that the independent variable should be associated with the dependent variable as a precondition for mediation analysis, because the mediation effect would not exist if the association between the variables was violated (Baron & Kenny, 1986). The difference between the moderation and mediation is that the moderation variables is "a changer of a relationship as a function of an interaction effect, whereby a nonlinear combination (product) of two variables accounts for a unique amount of variability in Y, above and beyond the linear main

effects of X and the moderator variable W" (Frech, 2013 p.223). These requirements have to be based on a theoretical background, according to Bagozzi (1981).

### 6.5.2.1 Analysis of simple mediation

After a brief explanation of the mediation effect, the third step of the analysis (see Figure 19) was to analyse the hypothesised mediation effects of psychological empowerment on the relationship between constructive deviance and servant leadership, and the result is presented in the following section.

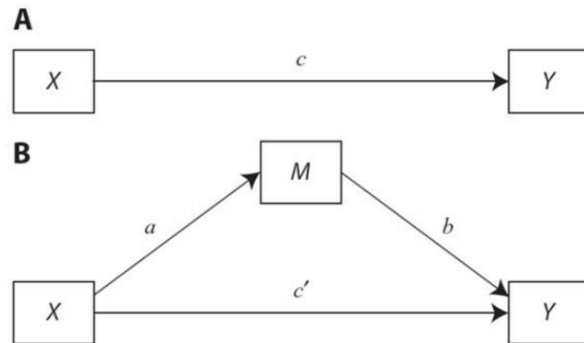
*Figure 19 Step 3: Mediation testing*



Hayes (2013) suggested different methods for testing the mediation effects and proposed three distinct designs of mediation: simple, multiple, and serial mediation. The distinction between each design is based on the number of mediators and their sequence.

Simple mediation implies that only a sole mediator is involved in the mediation process as an extension of a causal relationship. Since the conceptual model in the present study involved a single mediator (Psy), the simple mediation process and forms can be clarified in (Figure 20), as suggested by Preacher and Hayes (2008).

Figure 20 Simple mediation model as an extension of a simple causal relationship



Source (Preacher & Hayes 2004, p. 718)

It has been pointed out by Hayes (2013) that the majority of the empirical social science studies commonly implement simple mediation analysis. Simple mediation holds only a particular mediation, variable M, between an independent variable X and independent variable Y; the two modes of mediation designs are illustrated in (Figure 20). The unstandardised regressions coefficient paths in the first Model (A) demonstrates a simple mediation model, whereas the second Model (B) shows a direct impact of the exogenous variable X on the endogenous variable Y. In model one, the direct effect of X on Y is displayed in path C, the impact of X on the mediation variable M is drawn in path A, and the impact of the mediation variable M on Y is shown in path B. The effect of the independent variable X on the dependent variable Y can be divided into its direct and indirect effect of X on Y via the mediation variable M, displayed in path C'. The sum-up of X's total direct and indirect effect on Y can be computed by measuring  $C = AB + C'$ , which means that C' is the variation between the indirect and direct effects of the variable X variable Y



via the mediation variable  $M$ , represented as  $C' = C - AB$  (Preacher and Hayes, 2008). The equations below represent the linear models of the two sequential variables displayed in the diagram.

$$M = i_1 + aX + e_M$$

### 6.5.3 Methods for Measuring Indirect Effects.

Various approaches are used for testing mediations. The main goal of the tests is to quantify "how much two cases that differ by a unit on  $X$  are estimated to differ on  $Y$ , as a result of  $X$ 's influence on  $M$ , which in turn influences  $Y$ " (Frech, 2017 p 237). The tests are required to make a judgment about whether the estimated distinction in the dependent variable  $Y$  is different to zero. (Hayes, 2013).

MacKinnon et al. (2002) suggested around 15 methods of measuring the mediation effects. The most prominent and commonly used in social sciences and marketing discipline studies are: the distribution of the product approach, the product coefficient strategy (Sobel test), and Bootstrapping. However, a Bootstrapping method was preferred over other testing methods due to its ability to maintain a sensible control over the type I error rate and its capability to detect accurate statistical effects deemed to exist within an observed population (Fritz, Taylor and MacKinnon 2012; Preachers and Hayes, 2008; Hayes and Scharkow, 2013).

Bootstrapping is a computational tool used to examine and test hypotheses through path-analysis-based mediation test (Hayes, 2018). It can be defined as "a method for deriving robust estimates

of standard errors and confidence intervals for estimates such as the mean, median, proportion, odds ratio, correlation coefficient or regression coefficient". (IBM, 2016. p 2). The method can be applied through SEM or by the PROCESS MACRO tool developed by (Hayes, 2018). While many scholars have preferred PROCESS MACRO plugin due to its ability to test separate mediation effect, the simple mediation analysis in the present study was bootstrapped via both methods, SEM in AMOS, for its capability of providing more control over variables configuration and because the conceptual model involves only a single mediator variable.

#### **6.5.4 Results for Mediation and Moderation**

A bootstrapping method was employed to test the mediation effect of psychological empowerment (PSYE) on the exogenous variable (SLEAD) and on the endogenous variable (CDEV). A summated scales for all the remaining items from the study variables were computed using IBM SPSS. The computation process of the summated scale involved merging multiple-scale items within a construct into a sole variable, hence, improve the reliability of the test via multivariate measurement (Hair et al., 2006). the final set of items were summated based on the result of the CFA; an average score for each construct was then computed for additional analysis. The reported paths in the model were quantified via unstandardized regression coefficients. The indirect effect of the mediation analysis was estimated as recommended by Hayes (2013) with 5000 cases bootstrapped sample, bias-corrected bootstrapped confidence intervals (CI) of 95%. The simple mediation effect could be presented in the equations below:

*Equation 1 Simple Mediation equations*

$$M = i_1 + aX + e_M$$

$$Y = i_2 + c'X + bM + e_Y$$

Whereas the regression intercepts are shown as (*i1*) (*i2*), (*e*) stands for estimation errors, and the regression coefficients are represented as (*A*), (*B*), and (*C'*) (Hayes, 2013).

### **Psychological Empowerment as mediator between Servant Leadership and Constructive Deviance.**

The mediation role of PSYE was assessed via the structural equational modelling method due to its ability to detect a higher likelihood's mediation with lower standard errors (Iacobacci et al., 2007; Hayes, 2013). The result revealed that servant leadership had a significant positive direct effect on the dependent variable (constructive deviance), with  $c' = 0.1527$ ,  $t = 4.6621$ ,  $p = ***$ . and indirect effect of SLEAD on CDEV was found to be positively significant with  $c' = .2259$ ,  $t = 7.3795$  and  $p = ***$ . Moreover, the direct effect of psychological empowerment on CDEV was positively significant with  $c' = 0.1791$   $t = 5.60$  and  $p = ***$ , while SLEAD effect on PSYE was positive and significant with  $c' = 0.4090$   $t = 12.113$  and  $p = ***$ . It can therefore be inferred that psychological empowerment partially mediates the relationship between servant leadership and

constructive deviance. Accordingly, H1 and H2 are supported because the direct and indirect effect were positively significant, implying that frontline employees are more likely to deviate constructively from the role when they are psychologically empowered.

Additionally, the result suggested that servant leadership will have a higher impact on frontline employees' constructive deviance behaviour when they are psychologically empowered. The findings of hypotheses H1 and H2 endorse the claim that psychological empowerment is a fundamental cognitive mediator between SLEAD and CDEV. The result of the simple mediation analysis from Amos is summarized in Table 63.

*Table 63: Simple mediation result*

	Standardised Estimates	Unstandardised Estimates	Coefficient	LLCI	ULCI	P value	T value
SLEAD → CDEV (direct)	.212	.204	0.1527	0.1164	0.2417	***	4.6621
SLEAD → CDEV (Total)	0.001	0.002	0.2259	0.1658	0.2860	***	7.3795
SLEAD → PSYE	.349	.302	0.4090	0.3427	0.4753	***	12.113
PSYE → CDEV	.149	.216	0.1793	0.1164	0.2417	***	5.6064

**In brief, Psychological Empowerment partially and significantly mediates the positive relationship between Servant Leadership and Constructive Deviance.**

Brand Identification as a moderator between PSYE and constructive deviance behaviours.

While the main objective of the present study was to examine the mediation impact of PSYE on the relationship between the independent and the outcome variable, the moderation effect of brand identification was tested as a second step of examining the indirect effect of PSYE on constructive deviance. The moderation effect was tested using SEM method in Amos. This method has been preferred over other moderation testing methods, such as PROCESS macro plugin tool, for its ability to detect the highest likelihood of moderation with the least standard errors (Iacobucci et al., 2007).

Additionally, it was recommended to test the moderation mechanism in conjunction with mediators in the relationship between the variables under the analysis (Sloan, 2020; Bambale, 2014). Moderation can be described as an interaction effect between the endogenous variables (Hayes, 2018; Field, 2018); It refers to a "combined effect of two or more predictor variables on an outcome variable" (Sloan, 2020 p 109; Hayes, 2018; Field, 2018). The P-value in the moderation analysis shows the level of compatibility of the data with the proposed hypothesis. In contrast, the magnitude of the moderating and mediation effect among servant leadership, psychological empowerment, and constructive deviance behaviours can be revealed through the effect size of the moderation (Sloan, 2020; Field, 2018).

The estimation method of the maximum likelihood was employed to examine the effect of the moderation variable. The analysis started with testing the direct effect of the hypothesis H2 and H3 with the moderation variable of brand identification. The analysis results supported H3, which suggested that Brand identification strengthens the positive relationship between PSYE and CDEV with (estimate =0.195, t-value=6.629, p-value= \*\*\*). The result also supported H2 regarding the direct positive relationship between SLEAD and PSYE with (estimate=0.517, t-value= 13.002,

and p-value= \*\*\*). However, it can be argued that a high level of brand identification will increase the impact of psychological empowerment on constructive deviance.

The moderation impact of brand identification was further tested using the product term that implies the interaction between PSYE and BI on the outcome variable CDEV as Ping (1995) recommended. After introducing the interaction term, the size of the effect has dramatically risen. For psychological empowerment, the effect size was raised from 5.6064 to 6.629 when the moderation variable was introduced. Additionally, the introduction of the interaction variable showed a significant positive effect on constructive deviances with (estimate =0.042, t-value=2.065, p-value= 0.039). Therefore, hypothesis H4 was supported.

In summary, Brand Identification positively and significantly moderates the positive relationship between Psychological Empowerment and Constructive Deviance.

## **Chapter 7. Discussion and Conclusion**

This section begins with a discussion on the quantitative study's findings and then provides the thesis' contributions in terms of theoretical and methodological contributions. Practical and managerial implications are also considered. Eventually, a conclusion of the whole mixed-methods study will be presented, and the limitations and recommendations will be highlighted to be addressed in future research.

The relationships established in the conceptual framework and the mediating (i.e. psychological empowerment) and moderating mechanisms (i.e. brand identification) that underlie the relationship between servant leadership and constructive deviance were empirically tested using latent path analysis in SEM with accurate data. Through this method, the findings endorsed the proposed hypotheses and provided valuable new insights that could contribute additional knowledge to the existing literature, which will be highlighted in more depth in the next section.

### **7.1 Discussion:**

**KEY FINDING 1: Servant leadership has a significant positive impact on frontline employees' constructive deviance.**

Hotel organisations place emphasis on the need for frontline employees' performance to deliver excellent service and are increasingly aware of the unique capabilities that can be obtained from employing effective internal marketing programmes (Eva et al., 2019; Wu et al., 202; Lv., 2022), aligned with the suggestions that effective internal marketing programmes require

interdepartmental functioning in which hotel members are motivated towards integrated corporate functional goals, and leadership is considered to be a vital component of internal marketing (Ibrahim & Harrison, 2019; Leijerholt, 2019; Wieseke et al., 2009). Accordingly, the quantitative findings empirically confirmed a link between servant leadership and frontline employees' positive deviance performance in the hotel sector.

The results are aligned with various theoretical models developed to highlight the critical role of leadership in imparting the values, visions, and culture of the organisations (Amoako et al., 2022; Pavlidou & Efstathiades, 2020; Vel et al., 2019) and supporting the suggestion of many studies that leadership in general, and servant leadership in particular, has a key role to play in delivering internal marketing programmes effectively in the hotel sector (Bavik, 2019; Lv., 2022; Wu et al., 2021). Additionally, the significant strong relationship between servant leadership and constructive deviance confirms the findings of recent as well as former studies proposing that servant leadership, in particular, evokes frontline employees' positive outcomes, including constructive deviance within the hotel context in various ways (Bavik, 2020; Brownell, 2010; Gong et al. 2022; Hu et al., 2023).

Nevertheless, the available literature demonstrated limited studies that attempted to examine, explore, and generalise an internal marketing model, including servant leadership as a potential route by which to explore a novel consequence – constructive deviance within the hotel context as the mechanism that underlies this relationship is not well established (Sharma, 2021; Gong et al., 2020; Zhang et al., 2020; Vadera et al., 2013; Newman et al., 2018). Even though prior studies revealed that leadership has a positive impact on multiple positive behaviours that can be tagged under the umbrella of constructive deviance, e.g. creative performance (Li et al., 2021; Zarei et al., 2022), OCB (Arici et al., 2021; Elche et al., 2020; Hu et al., 2023), whistleblowing, extra-role,



pro-social behaviour, and pro-social rule-breaking, (Alpkan et al., 2020; Ozturk et al., 2021; Chiniara & Bentein, 2018; Lee et al., 2019; Newman et al., 2018), this study confirmed that servant leadership is the main predictor and has a significant positive direct and indirect impact on hotel frontline employees' constructive deviance behaviours. The literature is not rich with studies investigating the effectiveness of the servant leadership approach in promoting constructive deviant behaviours.

***KEY FINDING 2: The relationship between servant leadership and constructive deviance is not only direct. The mediation mechanism of psychological empowerment further clarifies the relationship between servant leadership and constructive deviance.***

Since the literature advocates that the associations between leadership and constructive deviance behaviours can be complex and indirect (Mertens & Recker, 2020; Sharma & Chillakuri, 2022; Zbierowski, 2019), it is suggested that mediation mechanisms would explain the relationship between leadership and its outcomes more clearly (Hoang et al., 2021; Huertas-Valdivia et al., 2019). Concurrently, it has been reported that the mediation role of psychological empowerment significantly influences different types of constructive deviance behaviours (Hoang et al., 2021; Huertas-Valdivia et al., 2019; Mertens & Recker, 2020; Sharma & Singh, 2018; Vadera et al., 2013). However, a few empirical studies have examined the impact of psychological empowerment as a mediator between servant leadership and employee positive deviant behaviours, and investigating the link between servant leadership and frontline employees' organisational constructive deviance remains very limited.

As a result, this study tested the indirect impact of servant leadership on constructive deviance via the mediation mechanisms of psychological empowerment. The findings revealed that servant leadership is a crucial predictor of constructive deviance as it has a direct and indirect significant impact on frontline employees' constructive deviance behaviours. The partial mediation effect of servant leadership on constructive deviance indicates that servant leadership provokes employee psychological empowerment, which in turn triggers constructive deviance behaviours. In this vein, servant leadership will more actively enhance employees' psychological empowerment and subsequent constructive deviance.

This finding implies that servant leadership encourages frontline employees to deviate constructively from the organisational norms directly and indirectly, and that the indirect influence of servant leadership would further assist those employees in deviating constructively from the hotel's standards as they are psychologically empowered. The partial mediation highlights the importance of psychological empowerment and supports the argument that the leader is an important environmental factor affecting employee deviant behaviours (Mertens & Recker, 2020; Niu et al., 2022; Zhang et al., 2021) and also the fact that "positive leadership can stimulate employees' constructive intention and improve their psychological security, which is an important antecedent to promoting employees' constructive deviance" (Niu et al., 2022 p. 2; Zhang et al., 2021).

As the importance of psychological empowerment has been widely recognised in the literature (Azila-Gbettor, 2022; Jiang & Lin, 2021; Newman et al., 2018; Ozturk et al., 2021; Sharma & Singh, 2018), this study contributes to the existing literature and offers practitioners and scholars empirical evidence that servant leadership is a vital predictor of psychological empowerment and constructive deviance. Employing servant leadership to psychologically empower frontline

employees has many beneficial practical implications, with several theorists providing evidence that servant leadership had a significant positive impact on employees' performance (e.g. constructive deviance). At the same time, it has proven to reduce many undesirable outcomes, such as destructive deviance (Emilisa & Kusumaditra, 2021; Hu et al., 2023; Ozturk et al., 2021). Hence, hospitality organisations that adopt servant leadership could facilitate performance improvement and experience desirable positive outcomes for employees and their organisations.

Results also support pre-assumptions suggesting that servant leadership significantly affects employees' psychological empowerment and identification process with the organisation, which will be discussed in the subsequent subsection.

***KEY FINDING 3: The relationship between psychological empowerment and constructive deviance is positively moderated by brand identification.***

The findings empirically ascertained that brand identification positively moderates the link between psychological empowerment and constructive deviance, implying that identification with the hotel brand strengthens the influence of psychological empowerment on constructive deviance. This implies that frontline employees who are psychologically empowered and develop a higher level of brand identification engage more in constructive deviance behaviours.

The positive moderating impact of brand/organisational identification on employee outcomes emphasises the importance of the brand and psychological empowerment in influencing frontline employee positive outcomes. It confirms the findings of former studies in the internal marketing field, suggesting that internal customers (i.e. employees) accept the value that the brand represents

and transform it into actuality when serving customers, particularly since internal branding in the literature has been regarded as an essential subset of internal marketing (Barros-Arrieta and García-Cali, 2021; Du Preez et al., 2017). Employees with a high level of identification exhibit a greater sense of belongingness. Such employees also perceived the organisation as an extension of themselves, compared to employees with a low identification level. Identification is a prerequisite for overall feelings and can reduce workers being disaffected (Dutton et al., 1994; Lv et al., 2022), because the relationship between employees and organisations significantly affects the attitudes and behaviours of the employee in the organisation. Identification can cause employees to go the extra mile to be involved in activities that benefit the organisation.

This result is also in line with the adopted self-determination theory (Deci and Ryan, 1985; Ryan and Deci, 2000), suggesting that employees first need to understand and accept the organisation's brand value from the organisational environment that leaders create, to persuade them to understand the value of the corporate brand. This brand understanding has to be fully embodied by employees before it can be transformed into providing high-quality services to customers, reflecting the organisation's brand image, and leaders play a critical role in influencing the employees' decision to embrace the organisation's brand value (Barros-Arrieta & García-Cali, 2021; Du Preez et al. 2017; Lv et al., 2022).

Moreover, the positive moderating impact of brand identification in the link between psychological empowerment and constructive deviance has also been addressed through three different theoretical references from the adopted social identity theory. Tajfel and Turner (1986) suggested that: first, individuals seek to develop a positive social identity; second, the positive social identity can primarily be based on positive comparisons between the group and other similar external ones;

and third, individuals will seek to leave their existing group to join another social group when their social identity is not satisfied due to the lack of psychological empowerment (Zorlu et al., 2019).

Additionally, the adopted social identity theory (Tajfel & Turner, 1986) explained the moderation impact throughout its early assumptions that individuals have a holistic perspicuity of being subject to various social groups conveying a communal identity, and place themselves in different categories within their contextual self-concept because brand identification is considered a form of specific social identification of an individual's perception of belongingness to a group (e.g. Marriott Group, Four Seasons, Ritz Carlton) (Zorlu et al., 2019; Tajfel & Turner, 1986).

While some studies concluded that the impact of brand identification from customers' perspectives had been conceptualised as a mediator, or outcome variable, assessing the moderation mechanisms in which brand identification impacts the relationship between psychological empowerment and constructive deviance from hotels' internal strategic marketing perspective has been neglected. Thus, testing the moderation mechanism of brand identification within the present framework adds an advanced contribution, as former studies have mainly focused on the consequence or antecedent of brand identification from a customer perspective (external customers), with little attention given to examining the impact of brand identification on those within the organisation (internal customers) (Piehler et al., 2016; Renjini D, 2020; Wang et al., 2017).

Consequently, the study's findings revealed that brand identification strengthens the impact of psychological empowerment amongst frontline employees in a way that may encourage them further to deviate from the organisational norms under servant leadership practices constructively as a reflection of brand identification. This study empirically addressed this research gap by

confirming the proposed assumption that brand identification has a positive moderation mechanism in linking psychological empowerment and constructive deviance behaviours.

## **7.2 Theoretical, Methodological, and Practical Contributions**

This study was conducted in response to researchers' and practitioners' requests for more research in various areas, including internal marketing, service marketing, human resource management, and organisational behaviour disciplines. The theoretical inter-disciplinary contributions of the whole thesis are presented in Table 64.

### **7.2.1 Theoretical contribution**

The substantial theoretical contribution of the study lies in addressing the proposed research gaps regarding further investigations of the drivers, conditions, and psychological processes that mediate or moderate the relationship between servant leadership with employees' positive outcomes from an internal marketing standpoint. First, in response to research gap 1, this study assessed the significance of servant leadership, as a component of internal marketing, for stimulating hotels' frontline employees' constructive deviance. As such, this study contributes to and extends prior literature highlighting the importance of servant leadership for customer service (Brière et al., 2020; Chiniara & Bentein, 2018; Qaisar & Muhamad, 2021; Wu et al., 2021) by empirically demonstrating that servant leadership impacts constructive deviance directly and indirectly. This finding supports the recent work of Wu et al. (2021) and Eva, Robins, Sendjaya, van Dierendonck and Liden (2019), who found that servant leadership had a positive impact on followers' customer service behaviours, and the findings of Brière et al., (2020), that servant leadership has a direct, positive and indirect influence on employees positive deviance behaviours.

This indicates that servant leaders encourage followers to evolve moral and pro-social positive behaviour in order to attain desirable positive outcomes, and that might necessitate going beyond and above task compliance and attaining the expected service delivery.

Another contribution of the study was acquired in response to the proposed research gap, suggesting that the existing research has mostly focused on developed markets with little known about the beneficial effects of internal marketing programmes operating in other emerging markets within the Middle Eastern region, such as the Jordanian one. The hospitality and hotels in Jordan have witnessed tremendous growth in their service sector in the past ten years, but empirical studies are lacking. Accordingly, this study highlighted the contextual nuance in the relationship between servant leadership and constructive deviance using empirical data collected from frontline employees working in various four and five-star hotels across Jordan.

Secondly, in response to research gap 2, this study extended the understanding of the unexplored relationship between servant leadership and constructive deviance from the hotel's frontline employee's standpoint. Namely, the study empirically investigated the mediating mechanism of psychological empowerment and the moderating mechanism of brand identification, and explicated how and why servant leadership influences frontline employees to constructively deviate in the hotel context. Although the quantitative findings revealed that brand identification could positively moderate the relationship between psychological empowerment and constructive deviance, it does not directly impact constructive deviance behaviours. Hence, by exploring the moderation role of brand identification in this relationship, this study contributes to the internal marketing and branding literature, as the majority of related studies focused on the antecedents, drivers, or mediation mechanisms of brand identification (e.g. Barros-Arrieta & García-Cali, 2020; Boukis 2020; Dhaiman & Arora, 2020; Gammoh et al. 2018; Ngo et al. 2019).



In the marketing literature, brand identification has been associated with internal branding, and both concepts have been regarded as subsets of internal marketing due to the focus on the employees as internal customers and the fact that internal branding, brand identification and internal marketing concepts commonly strive to influence employees' beliefs, attitudes and behaviours positively as stated (e.g. Barros-Arrieta & García-Cali, 2020; Du Preez et al. 2017; Hofer & Grohs 2018; Iyer et al. 2018; Ragheb et al. 2018). Brand identification has been conceptualised as a critical outcome of internal branding (Dechawatanapaisal, 2018; Gammoh et al., 2018; Murillo & King, 2019a) and a consequence of brand understanding (Piehler et al., 2016). Equally, in their empirical studies, Dechawatanapaisal (2018) and Piehler et al. (2016) conceptualised brand identification as an antecedent of employee brand commitment and suggested that internal branding positively influences and promotes employee brand identification. Likewise, Saleem and Iglesias (2016) associated brand identification with internal brand communities as a critical dimension of internal branding. There is very little research on the impact of brand identification as a moderator, specifically in the relationship between psychological empowerment and constructive deviance. The findings of this thesis thus represent a significant advancement in the area of internal marketing and provide empirical contributions to the literature by exploring the mechanisms that underlie the relationship between servant leadership and constructive deviance.

Concerning the preferences and applicability of servant leadership in the hotel sector, the findings (e.g., cards game) indicate that servant leadership is a preferred approach for stimulating frontline employees' constructive deviance in the Jordanian hotel sector, compared to transformational leadership. Besides, this study explored different constructive deviance of frontline employees as a consequence of servant leadership via qualitative and quantitative studies. Hence, it enhanced

our understanding of the effectiveness of servant leadership in promoting constructive deviance behaviours among hotel frontline employees in Jordan from an internal marketing perspective.

Thirdly, in response to research gap 3, this study contributed empirically in various significant ways. Primarily, this study added to the existing literature by further exploring the determinants, drivers and impacts of frontline constructive deviance. Mainly, this study added to the theoretical proposition of the constructive deviance concept by deepening the understanding of different leadership approaches and highlighted the main factors that could help in promoting constructive deviant behaviours amongst frontline employees, especially since prior studies have primarily focused on transformational leadership as the determinant of constructive deviance. Hence, this study assesses the impact of servant leadership on constructive deviance amongst frontline employees and finds that although servant leadership is central, it does impact constructive deviance both directly and indirectly.

Since this study extended the understanding of the mediating and moderating mechanisms in the relationship between servant leadership and constructive deviance by investigating the mediation mechanism of psychological empowerment, and the moderation impact of brand identification between psychological empowerment and constructive deviance within the hotel context using mixed methods methodological approaches which have not been previously investigated, the study responded to research gap 4, and enhances current knowledge for building a comprehensive internal marketing programme by providing evidence that employees could show more desirable work-related behaviours when they have a greater autonomous motivator, which in turn could impact the overall level of job satisfaction and organisational trust.

Besides, the study highlighted that employees first need to understand and accept the organisation's *brand* value from the organisational environment that leaders create to persuade them to understand the value of the corporate brand. This *brand understanding* has to be fully embodied by the employees themselves before it can be transformed into providing high-quality services to customers, reflecting the organisation's brand image, and leaders play a critical role in influencing the employees' decision to embrace the organisation's brand value (Barros-Arrieta & García-Cali, 2021; Du Preez et al. 2017).

Eventually, the study enhances current knowledge in terms of constructive deviance by further exploring the determinants, drivers, effects and factors that may promote constructive deviance using mixed methods methodological approaches. Comparing and assessing the mechanisms and drivers of constructive deviance with other leadership styles besides transformational leadership provided valuable insights regarding the effectiveness of servant leadership in psychologically empowering frontline employees in Jordanian hotel settings, and showed how identification with the hotel brand may help in encouraging those employees more to engage in constructive deviance acts.

As such, the research gaps 6, 7 and 8 were addressed by validating the significant effect of servant leadership on constructive deviance and highlighting the critical role of employees' psychological needs satisfaction, motivations and identification in influencing constructive deviance by signifying that when frontline employees are autonomously motivated, they experience volition or a self-endorsement of their actions, as in the case with constructive deviance.

The present thesis also significantly contributes to and extends literature theory in terms of *the self-determination theory*. The theory was enhanced by responding to the calls for building

significant knowledge about what internal marketing involves and how it creates value for employees (Qaisar & Muhamad, 2021) through exploring the relative importance of different psychological processes underlying the relationship between servant leadership and employees' positive outcomes (e.g. psychological empowerment as a mediating mechanism between servant leadership and constructive deviance). This has been accomplished by empirically confirming that individual positive outcomes are influenced by the intrinsic motivation that is itself developed through the satisfaction of basic psychological needs. Employees with a high level of autonomous motivation are likely to have better psychological health and performance, as they tend to engage more in activities willingly with a sense of volition and choice, and servant leadership also offers the main ingredients that help individuals to satisfy their psychological needs (competence, autonomy, self-determination, and relatedness). Through building a robust and sincere relationship with followers, servant leaders develop followers' competencies and give them chances to practise discretion without fear.

### 7.2.2 Methodological Contributions

Methodologically, this study followed an exploratory sequential mixed methods approach using two qualitative studies (e.g., card game and semi-structured interviews) and a quantitative study with multisource time-lagged data (N=780). The first methodological contribution was achieved qualitatively through a novel card game which was empirically held, and revealed that the majority of the participants believed that the servant leadership approach is preferred for promoting and encouraging hotel frontline employees' constructive deviance over the transformational leadership

approach. Secondly, semi-structured interviews were empirically held and added new valuable insights with regard to the processes by which leadership may stimulate constructive deviance both from the supervisors' and frontline employees' perspectives. Thirdly, a quantitative method approach using surveys and structural equation modelling was utilised, validated the qualitative study's findings, and emphasised the mechanisms that underlie the relationship between servant leadership and constructive deviance in a quantitative manner. Accordingly, the study's methodological contribution was achieved by employing a mixed methods approach, and empirically obtaining different insights from multiple departmental supervisors and employees working in five and four-star hotels across Jordan, and then testing and confirming the findings quantitatively. To our knowledge, very few studies are available that have empirically employed such approaches in the hotel sector, particularly within four and five-star rating hotels in Jordan, and more research has been called for in this respect (Sharma & Chillakuri, 2022; Shukla & Kark, 2020).

Table 64: Inter-disciplinary contributions of the thesis

Discipline	Construct	Contribution
Internal Marketing	Servant leadership	<ol style="list-style-type: none"> <li>1. Exploring the effectiveness and applicability of servant leadership (Wu et al., 2021; Eva, Robin, Sendjaya, van Dierendonck &amp; Liden, 2019; Lapointe &amp; Vandenberghe, 2018; Chiniara &amp; Bentein, 2018; Zou, Tian &amp; Liu, 2015; Akroush et al., 2013).</li> <li>2. Exploring different servant leadership qualities that are most important in enabling constructive deviance (Wu et al., 2021; Brière et al., 2020; Eva, Robin, Sendjaya, van Dierendonck &amp; Liden, 2019; Vadera, Pratt &amp; Mishra, 2013; Chiniara &amp; Bentein, 2018).</li> </ol>

		<p>3. Exploring the relative importance of different psychological processes underlying the relationship between servant leadership and employees' outcomes (Azila-Gbettor, 2022; Ozturk et al., 2021; Jiang &amp; Lin, 2021; Eva et al., 2019; Newman et al., 2018; Chughtai, 2016; Newman et al., 2015; Dierendonck, Stam, Boersma, de Windt &amp; Alkema, 2014; Dewettinck and van Ameijde, 2011; Zhang and Bartol, 2010; Gumusluoglu and Ilsev, 2009).</p>
	Psychological empowerment	<p>4. Examining the effect of psychological empowerment on constructive deviance behaviours (Mertens &amp; Recker, 2020; Ghosh &amp; Shum, 2019; Sharma and Singh, 2018; Vadera, Pratt &amp; Mishra, 2013).</p> <p>5. Exploring the boundary condition of brand identification to further understand the relationship between psychological empowerment and constructive deviance (Lythreatis, Mostafa, Pereira, Wang, Giudice, 2021; Brière et al., 2020; Zorlu, Avan, Baytok, 2019; Wieseke et al. 2009).</p>
	Constructive deviance behaviours	<p>6. Exploring different types of constructive deviance behaviours via qualitative study that may benefit organisations (Mishra, Ghosh, Sharma, 2021; Ghosh &amp; Shum, 2019).</p> <p>7. Investigations on unexplored drivers of frontline employees' constructive deviant behaviour (Gong et al., 2021; Sharma, 2021; Vadera, Pratt &amp; Mishra, 2013) in the hospitality context (Gong et al., 2020; Ghosh &amp; Shum, 2019; Tekman &amp; Kaptangil, 2022).</p>
Hospitality and hotel sector	Servant leadership	<p>1. Examining the appropriateness of employing the servant leadership approach within the hotel sector (Freeman, 2022; Kiker, Callahan, Kiker, 2019; Zou, Tian &amp; Liu, 2015; Brownell, 2010).</p> <p>2. Exploring the key leadership qualities that hotel frontline employees would like to perceive in order to engage in constructive deviance acts (Bentein &amp; Panaccio, 2021; Chiniara &amp; Bentein, 2018).</p> <p>3. Investigating how servant leadership can help hotel managers in Jordan to improve the constructive deviance behaviours of their frontline employees</p>

		and increase guest satisfaction (Asgari, Mezginejad, & Taherpour, 2020; Riyanto & Panggabean, 2020; Rahmat et al., 2019; Sehar & Alwi, 2019).
	Psychological empowerment	<p>4. Assessing the effect of psychological empowerment on frontline employees' deviance behaviours within the Jordanian hotel context (Bandar et al., 2021; Alown, Mohamad &amp; Karim, 2020).</p> <p>5. Examining the importance of the psychological processes and conditions that mediate or moderate the relationship between servant leadership and employee outcomes within the hospitality and hotel context (Azila-Gbettor, 2022; Dierendonck et al., 2014; Eva et al., 2019; Jiang &amp; Lin, 2021; Newman et al., 2018; Newman et al., 2015; Ozturk et al., 2021).</p>
	Brand identification	<p>6. Exploring whether brand identification explains and influences frontline employees' constructive deviance behaviours within the hotel context (Brière et al., 2020; Khalid &amp; Hadi, 2021; Lythreatis et al., 2021; Zorlu et al., 2019).</p> <p>7. Assessing the impact of brand identification on frontline employees of national and international chain hotels (Akgunduz &amp; Bardakoglu, 2015; Zorlu et al., 2019).</p> <p>8. Assessing the moderation impact of brand identification in the relationship between psychological empowerment and frontline employees' constructive deviance behaviours within the hotel industry (Buil et al., 2016; Piehler et al., 2016; Zhuang et al., 2021).</p>
	Constructive deviance	<p>9. Exploring various types of constructive deviance behaviours that hotel frontline employees are more likely to conduct within the hotel industry (Ghosh &amp; Shum, 2019).</p> <p>10. Examining the determinant factors and the outcomes of constructive deviance behaviours amongst hotel employees (Ghosh &amp; Shum, 2019; Hannah, Avolio &amp; Walumbwa, 2014).</p>

		<p>11. Testing an overall organisational constructive deviance as a single construct (Mertens &amp; Recker, 2020; Vadera et al., 2013).</p>
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### 7.2.3 Managerial Implications

Since the study was conducted in the context of hotels, the next section will present the main managerial implications that could be drawn from the findings, which could help hotel managers and supervisors to understand the interaction and composition of servant leadership, psychological empowerment, brand identification, and constructive deviance.

Overall, the present study highlighted the importance of leadership in terms of internal marketing, and provided various valued managerial implications that could enhance overall well-being and organisational performance. Primarily, this study was conducted in the hotel context, where numerous challenges within the industry have been widely reported, and frontline employees might need to deviate from the organisational norms in order to respond to customer demands and owing to the hotel employee's work nature and needs (e.g., a continuous increase in the competition and customer expectations, abusive supervision, long working hours, the seasonality of work, high turnover rate and low job satisfaction among frontline employees). However, understanding the mechanisms that evoke constructive deviance behaviours could guide hospitality and service providers in general and hotel frontline departmental managers in particular. It could help them to assess and promote constructive deviance behaviours of frontline employees who deal and serve customers directly and deal with their unique needs and demands on a daily basis, through demonstrating how servant leadership can work as a more person-centred leadership style, and a



critical approach that can be most effective in endorsing constructive deviance behaviours to satisfy hotel customers. The positive relationship between internal marketing effectiveness and leadership has been proven in the early internal marketing literature, and it has also been observed that the employee's faith in the leader positively impacts their performance and the internal marketing programmes (Bavik, 2019; Vel et al., 2019; Lee et al., 2015).

Additionally, the study provided deep insights into context-specific types of constructive deviance behaviours that hotel frontline employees are more likely to perform, which in turn could assist frontline hotel managers in acknowledging, enabling, or limiting constructive deviance of their employees effectively. The findings imply that managerial focus should be given to adequately employing servant leadership, since it is the main predictor of constructive deviance. Servant leadership enhances employees' psychological empowerment and evokes brand identification, which in turn leads to different types of constructive deviance outcomes. This offers frontline managers and hotel leaders a proper plan of action to adapt and develop a better working climate that may enable frontline employees to show their full potential and go above and beyond to satisfy customers. Therefore, it is suggested that hotel frontline managers and supervisors adequately employ leadership behaviours which focus on psychological empowerment and the willingness to take the risk for constructive deviance, which is essential to direct and control employees' constructive acts. Proper criteria, such as careful listening, include listening carefully, demonstrating gratitude for employees' ethical strengths, considering and accepting new ways of solving problems, displaying knowledge of personal deficiencies, and committing to the continuous development of followers. In addition to servant leadership, a strong identification with the brand is another viable way to foster constructive deviance among employees. Furthermore, as the study revealed that employee psychological empowerment partially mediates the relationship

between servant leadership and constructive deviance, increasing employee psychological empowerment improves the effect of servant leadership on employee constructive deviance. Therefore, it is beneficial for hotel frontline managers to motivate and enhance frontline employees' psychological empowerment through specific measures because psychological empowerment is a strong impetus for constructive deviance.

Frontline hotel managers could endeavour to understand the cause behind such norms violation. Deviant behaviours are not only aimed at damaging the organisation. Honourable motivations encourage constructive ones to improve the existing bygone or inefficient policies. It is recommended that hotel frontline managers recognise the motivation and accept constructive deviance rather than strictly banning all deviant behaviour forms. Finally, the findings revealed that brand identification strengthens the influence of psychological empowerment on constructive deviance, signifying that a strong identification with the brand is also a feasible way to stimulate constructive deviance among employees. Therefore, it is suggested that hotel managers and frontline supervisors discuss their understanding of the brand and its message with employees. Accounting for the sophistication of constructive deviance, supervisors should sensibly clarify the reasoning behind the hotel policies or norms and be open to employees' ideas and views about potential adequate options.

### **7.3 Limitations and Areas for Future Research**

Despite the significant findings of this study, it is noteworthy to mention some limitations regarding both the qualitative and quantitative studies that can offer promising potential for future

researchers. Therefore, the following section will highlight the limitations of the whole thesis and propose some opportunities to be addressed in future research.

### **7.3.1 Limitations and Calls for Replication of the Conceptual Model in other Research Contexts**

The present study was conducted in the hotel context, which may impact the generalisability of the findings. Nevertheless, allowances can be made for this research within a single industry focus when the differences between industries are considered (Hartline & Ferrell, 1996). A replication of the proposed conceptual model in other service-providing industries, such as higher education, healthcare, airlines and tourism sectors, would confirm and offer significant insights regarding the whole service model. Additionally, the researcher has no control over the participants who offered to participate in the card game, interviews, and survey questionnaires; hence, self-selection bias may exist in the study as employees who participated in this study may have reflected on their perceptions of the link between servant leadership, psychological empowerment, brand identification and constructive deviance behaviours even when the association between the variables do not exist.

However, self-selection bias limitation was addressed in the card game, interviews, and quantitative data collections throughout the pilot studies, which helped the researcher to spot and recognise problematic questions, and these questions were reframed and eliminated from the study; besides, all participants were given the opportunity to withdraw, and to not answer any question which they were not comfortable with during the study, to ensure minimum self-bias related problems. In addition, researcher bias in the semi-structured interviews was limited to asking open-ended questions, which also enabled interviewees to answer the questions freely without pressure

from the researcher or having their responses guided. The researcher's engagement was limited to clarifications and expanding participants' thoughts and experiences.

Secondly, the study involved large hotel organisations and was limited to frontline departments only. Qualitative studies involve gathering information that answers how and why questions are taken from participants' experiences (Husbands et al., 2017). The qualitative study included several questions asked in person and via Skype interviews with 25 frontline employees in different four- and five-star hotels in Jordan only. The experiences that frontline employees described in the participating hotels could not be generalised to all Jordanian four- and five-star hotels. It was not broad enough to gather different points of view from all hotel employees, including the backline workers and top managers, as the focus may have placed limitations on gathering data only from frontline employees working in four and five-star rating hotels across Jordan because of the sample size and scope.

The present thesis has limitations that are noteworthy to be mentioned. Firstly, while study 1 provided causal evidence for the link between servant leadership and constructive deviance through card game experiments, the card game result was limited to 98 participants and was self-reported. The second limitation was the location of the data collection. At the same time, purposeful sampling was applied, and participants had a good command of English, as the research was completed in Jordan. The interviews were conducted in person and via Skype software using the English language, which may have limited respondents from openly and adequately describing their leader-followers' experiences and behaviours.

1. Thirdly, all variables in the quantitative study were self-rated, and biases such as common source and social desirability put up concerns regarding common method bias (Podsakoff

et al., 2012). Nevertheless, this has been addressed through the following: The purposive sampling survey limits participants' social desirability.

2. Time-lagged data decreases the chance that respondents could find out the research hypotheses.
3. Harman's single-factor test shows no concerns regarding the common method bias.

Finally, this research only explored brand identification as a moderator for the link between psychological empowerment and constructive deviance. Even though the moderating effect is significant, the effect size was relatively small. Different potential justifications could be interpreted regarding this. Firstly, the international standards and policies associated with some of the hotel brands might restrict employees from deviating from the hotel norms or limit them from deviating from the rules or responding to the servant leadership practices effectively (Dahling & Gutworth, 2017). When only the individual employees are affected by dysfunctional organisational policies or regulations, higher moral identity employees might be willing to stay within the bounds of the rules. Conversely, deviance will increase when dysfunctional organisational rules affect the organisation entirely.

Future research may determine the focus of brand identification to clarify how such identification could impact employees' participation in constructive deviance. Another explanation is the disturbance of other situational factors, such as the hotel's safety climates or incentive plans. Also, the disturbance of other situational factors and characteristics, such as the hotel's safety climates, incentive plans, and individual personality differences, could account for this result and deserve more attention in the future. For instance, Risk seekers Individuals who enjoy and regularly take

risks may favour following their ethical principles and hence bend the organisational regulations. (Tenzer & Yang, 2019). Future empirical studies could further investigate similar mediation and moderation mechanisms to expand the constructive deviance literature or replicate and use multisource data to reduce common source bias possibilities.

Additionally, based on the adopted theories of self-determination theory, the thesis shows that employee psychological empowerment partially mediates the influence of servant leadership on frontline employee constructive deviance. Thus, future researchers could rule out other mechanisms that could also contribute to the relationship. For example, other variables such as the extended marketing mix (7ps) or other psychological processes could be suitable for the analysis. However, the consequences of these limitations might be the way forward to replicate the study and compare the findings for future research, which will be discussed in more detail in the following subsection.

## **7.4 Future direction**

Since the present study was conducted to fill research gaps suggested in the existing literature in response to researchers' calls, this study is considered the first of its kind and offers many opportunities for other scholars to replicate or generalise its findings.

This study examined the relationship between servant leadership and organisational constructive deviance and has revealed a partial mediation effect between servant leadership, psychological empowerment, and brand identification on constructive deviance behaviours. However, the literature shows that a limited number of studies focus on examining the different psychological mechanisms that could underly these relationships at various organisational levels. Besides, there

has been a lack of research on constructive deviance and on the factors that could limit the impact of servant leadership on employees' constructive deviance. Further research is recommended to understand how and in which circumstances followers could perceive and respond to servant leadership, such as other psychological factors, or to use a climate approach (e.g., psychological safety climate) that could strengthen or limit the influence of servant leadership and employees' outcomes (Newman et al., 2018).

Additionally, it is recommended that future researchers develop frameworks that can provide a better understanding of the overall impact of servant leadership on constructive deviance, with a larger sample size to include backline employees within hotels or other settings. This could provide fruitful information regarding the servant leadership traits that may have a more significant influence on organisational constructive deviance. By exploring the impact of the proposed conceptual model in different settings, a distinction could be made between the differences amongst various industries, which may add a small but meaningful step and offer a new internal marketing perspective for hotel frontline employees' constructive deviance research critical contributions to the field of internal marketing and servant leadership philosophy.

Another recommendation for future researchers is to replicate the study using a different component of internal marketing, such as internal branding, or to examine the internal impact of the extended marketing mix (7ps) on marketing performance in order to assess and measure their effect on constructive deviance in comparison to the servant leadership approach. This could help researchers and practitioners to establish a comprehensive picture regarding the effectiveness of internal marketing programmes, and may explain why and when internal marketing programmes do not work in some organisations. It could also be useful from a theoretical viewpoint to consider the impact of other factors and constructs that may be closely associated with internal marketing.

These could include the impact of some internal, external, and competitor factors concerning marketing strategy performance, internal service quality management, managing frontline employees' service-oriented behaviours, examining the effects of the religious and cultural aspects in managing and leading frontline employees' deviance behaviours, or other environmental factors such as serving culture, stewardship, intrinsic and extrinsic motivation, and the history of the organisation. Besides, including some demographics or control variables in the model could deepen the understanding and provide more insights into the model's applicability among certain groups (gender, age, years of experience, and level of education).

Finally, the researchers observed the mediation role of psychological empowerment in the relationship between servant leadership and constructive deviance in Jordan. The findings revealed that servant leadership is a crucial predictor of constructive deviance as it directly and indirectly impacts frontline employees' constructive deviance. A replication of this study using a longitudinal design or other objective measures within different cultural settings may confirm the causality and validity and verify the findings' generalisability.

The multi-dimensional scale used in the study was developed by Liden et al. (2008) and was used to design an assessment of frontline employees' perceptions within five- and four-star hotels across Jordan. Based on the findings of the qualitative phase of the study, it is recommended that other researchers test whether the scales used in the study are applicable in other regions, settings or smaller-sized hotels. Eventually, exploring the effectiveness of internal marketing models such as servant leadership on the long-term and short-term performance measures or examining its link with stakeholder perception would be an excellent opportunity for further research to illuminate the potential benefits of internal marketing programmes over time. Other studies should also continue the momentum on whether servant leadership endorses different constructive behaviours



with different mediation processes to comprehensively account for the psychological process by which servant leadership affects employee constructive deviance.

## **7.5 Conclusion**

Based on the critical role of leadership in terms of internal marketing in the hospitality sector with all its challenges (Ibrahim & Harrison, 2019; Leijerholt, 2019; Vel et al., 2019; Wieseke et al., 2009; Zarei et al., 2022), this study aims to understand the impact of servant leadership on frontline employees' constructive deviance through the mediating role of psychological empowerment and the moderating role of brand identification within the Jordanian hotel industry. The overall objectives of this exploratory sequential study were:

- 1) To understand the drivers of constructive deviance in the hospitality context from an internal marketing perspective.*
- 2) To provide an in-depth understanding of the unexplored relationship between servant leadership and constructive deviance of frontline employees by understanding the underlying mediating and moderating mechanisms.*

These objectives were determined and reached through substantial contributions from prior studies within the field of internal marketing, human resources management, services marketing, and organisational behaviour and supported by empirical research employing an exploratory sequential mixed methods approach.

Study 1 comprised: 98 participants in a poll-card game working in 4\* and 5\* rated hotels across Jordan, including 44 participants from the food and beverage, 24 from guest relations, 23 participants from the front office, and seven frontline employees working in the housekeeping

departments. Study 2 involved: 25 semi-structured interviews with 19 frontline employees and six supervisors from frontline service departments. Study 3 encompassed a self-administered onsite questionnaire with a sample of 781 time-lagged data cases from frontline customer-service employees working in 21 different hotels across Jordan, serving and dealing directly with customers from the front office, housekeeping, food and beverage, and guest relations departments.

The first research objective was addressed through qualitative and quantitative studies. Within the qualitative studies, Study 1 (poll-card game), an exploration of whether servant leadership is a preferred approach in the hospitality sector as compared to transformational relationship, revealed that the majority of the participants (60%) have or would like to have servant leadership in order to encourage them to constructively deviate from the hotel norms to satisfy customers. Research objective one was further addressed through semi-structured interviews, which revealed different leadership attributes that would help participants engage in constructive deviance behaviours. An overview of the various leadership qualities in relation to the emerged constructive deviance behaviours is outlined (see Primary and Secondary factors leading to constructive deviance behaviours in section: 4.2.5).

The emergent servant leadership attributes have been previously conceptualised in previous studies associated with hospitality and the hotel sector, and which, based on the qualitative insights collected in the study, are *people-oriented*, *cognitive*, and *combined people-oriented cognitive attributes*. Within the people-oriented qualities, four attributes emerged from the qualitative findings aligned with the existing literature: *commitment to growth and development of others*, *emotional healing*, *building community* and *acceptance and empathy*. Three servant leadership cognitive attributes emerged: *awareness*, *conceptualisation*, and *foresight*. Four combined

qualities appeared in the qualitative study: *listening, empowerment, stewardship, and persuasion*. In the quantitative research, the multi-dimensional construct measure of servant leadership attributes (*putting subordinates first, emotional healing, growth and development of others, creating value for the community, conceptualisation, behaving ethically, and empowering*) were validated throughout exploratory and confirmatory factor analysis.

The second research objective was met through both qualitative and quantitative studies. The qualitative study revealed a general tendency toward the positive impact of psychological empowerment on constructive deviance behaviours. The content analysis discovered 104 statements related to psychological empowerment, indicating evidence for the indirect impact of servant leadership on constructive deviance, which suggests that psychological empowerment has a potential mediation effect leading to constructive deviant acts. Additionally, brand identification appeared to help and strengthen the effect of psychological empowerment on constructive deviance, presenting a potential moderation link in the relationship between psychological empowerment and constructive deviance. The quantitative inquiries examined the underlying mediation mechanism in the link between servant leadership and constructive deviance and the moderation mechanism in the relationship between psychological empowerment and constructive deviance through structural equation modelling. The result revealed that the effect of servant leadership on constructive deviance was partially mediated by psychological empowerment, and the relationship between psychological empowerment and constructive deviance was positively moderated by brand identification.

In general, this exploratory mixed-methods study contributes to the field of service marketing, organisational behaviours and leadership by proposing and empirically testing a conceptual model from an internal marketing perspective. In addition, this study adds to the self-determination theory

(Deci and Ryan, 2000) and the social identity theory (Tajfel and Turner,1979) through empirical evaluation of the mediation impact of psychological empowerment and moderation impact of brand identification on constructive deviance behaviours.

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## Appendices

### Appendix A.1 Ethical Approval



Research, Innovation and Academic  
Engagement Ethical Approval Panel

Doctoral & Research Support  
Research and Knowledge Exchange,  
Room 827, Maxwell Building  
University of Salford  
Manchester  
M5 4WT

T +44(0)161 295 7012

[www.salford.ac.uk/](http://www.salford.ac.uk/)

24 January 2019

**Mohammad Almonani**

Dear Mohammad,

**RE: ETHICS APPLICATION SBSR1819-09: Understanding the Role of Servant Leadership in the Hospitality sector: AN INTERNAL MARKETING STRATEGY PERSPECTIVE.**

Based on the information that you provided, I am pleased to inform you that your application SBSR1819-09 has been approved.

If there are any changes to the project or its methodology, please inform the Panel as soon as possible by contacting [SBS-ResearchEthics@salford.ac.uk](mailto:SBS-ResearchEthics@salford.ac.uk).

Yours sincerely,

A handwritten signature in black ink that reads 'David Percy'.

Professor David F. Percy  
Chair of the Staff and Postgraduate Research Ethics Panel  
Salford Business School

## Appendix A.2 Interview questions

### Interview Questions

I am going to ask some questions related to my research. The research is looking at how servant leadership can improve frontline employees' performance and achieve guest satisfaction in the hospitality industry. Can you introduce yourself?

What is your role in the hotel? Could you describe your work? Do you deal directly with the customers?

1. Do you think your leader inspired you? Is it because you were motivated, or you felt psychologically safe in the hands of such a leader or you felt empowered? What do you think is the main reason?
2. What are the conditions or factors that help you to take the decision to deviate from rules and satisfy the customer?
3. Do you think the supervisor support is very important for taking such decisions? Do you think that having a supportive leader would motivate you to take more risks in terms of going out of your way and norms to satisfy the customer?
4. Have you ever worked with a leader where you felt frustrated or when you felt that you couldn't do anything extra for the guest? If so, can you describe your experience with that bad leader a bit more I mean in terms of the leadership qualities that motivate you?
5. What qualities can you think of that should be in a leader to help them to go out of their way to help the customer? or What would you like to see in the leader to make you go out of the way to help the guest?
6. Have you ever encountered a situation where you bent a rule to satisfy the customer? Give examples. Or, could you give us some examples from your experiences in this hotel you are working at now or where you have worked before when you have gone out of the way and deviated from the rules in order to help the organisation? If so, what do you do in such situations, when you clearly have to violate the norms, for example if you have to do something that costs the hotel and you need to satisfy your customer?"
7. Do you feel empowerment is necessary? What do you mean by empowerment? Authority or feeling psychologically empowered? What according to you is more important? Structural or psychological? Do you think feeling psychologically safe and empowered is important in order for you to make that decision whether to break the rules for customers satisfaction or not? And do you think empowerment comes from your supervisor?

8. What do you think are the conditions under which you will not bother to deviate from the rules and policies even if you have a supportive supervisor? Could you explain some factors or conditions when you decided not to deviate even if it meant satisfying customers? Conditions when you felt “why bother”? Any examples you can think of ?
9. What do you think is more important? Safe or good climate created in the organisation or empowerment- which is more important? What will help you more in constructively deviating from rules and policies to satisfy customers?
10. What gives you this confidence to take decisions on your own or to go out of the way to satisfy your guests, do you think it is the assurance from your supervisor?
11. If you close your eyes and think of a good leader you have worked with (whether in this company or another in the past), what do you think the leader has done in order to give you this confidence of going out of the way to help the guests?

## Appendix A.3 Introductory Email (Interviews)

 University of Salford  
MANCHESTER

University of Salford  
The Crescent  
Salford  
M5 4WT, UK  
0161 295 5000

Date: [.....]

Address: [.....]

Participant details: [.....]

Dear [.....]

I am a student studying PhD in Strategic Marketing at the University of Salford. As part of my course I am conducting a research study titled: Understanding the Role of Servant Leadership in the Hospitality sector The main aim of this is: 'to understand the impact of servant leadership on frontline employee's constructive deviance and customer satisfaction through the mediating role of psychological safety climate and psychological empowerment in the hospitality sector.

Prior to undertaking the study, I need your agreement to approach the targeted group members within your organisation to take part in the study. I will recruit people to the study using the data collection methods suggested by the researcher, which will include conducting a series of workshops to collect basic information relevant to my study.

I can assure you that I will make every effort to ensure the study does not disrupt the working environment in any way and any data collected will remain confidential. I am applying ethical approval for the study from the University of Salford.

If you have any concerns about my research, please contact my supervisors ]

Yours sincerely

Salford business School  
University of Salford  
Salford  
M5 4WT

# Appendix A.4 Consent Form



Salford Business School

College Ethical Approval Panel for Taught Programmes  
Example Research Participant Consent Form

Title of Project: **Understanding the Role of Servant Leadership in the Hospitality Sector: AN INTERNAL MARKETING STRATEGY PERSPECTIVE**

Ref No:

Name of Researcher: **Mohammad Atef Almomani**

*(Delete as appropriate)*

> I confirm that I have read and understood the information sheet for the above study and what my contribution will be.

Yes	No
-----	----

> I have been given the opportunity to ask questions (face to face)

Yes	No
-----	----

> I agree to the interview being recorded

> I agree to take part in the interview

Yes	No	NA
-----	----	----

> I understand that my participation is voluntary and that I can withdraw from the research at any time **without giving any reason** and the data collected will be removed from the study.

Yes	No
-----	----

> I agree to take part in the above study

Yes	No
-----	----

Name of participant:

Signature

Date: [.....]

Name of researcher taking consent: **Mohammad Almomani**

Researcher's e-mail address: **M.a.r.almomani@edu.salford.ac.uk**

**If you have any concerns about this research that have not been addressed by the researcher, please contact the researcher's supervisor via the contact details below:**

Supervisor's name:

**Sunil Sabadex**

**Neeru Malhotra**

Supervisor's email address:

[s.sahadev@salford.ac.uk](mailto:s.sahadev@salford.ac.uk)

[n.malhotra@essex.ac.uk](mailto:n.malhotra@essex.ac.uk)

## Appendix A.5 Final Questionnaires

Dear Respondent

We are conducting a survey among hotel's frontline employees and their supervisors. Please take some time to respond to the questions it should not take you more than 15 minutes. There are no right or wrong answers, please mark your level of agreement to the statements after carefully going through the statements. We promise you maximum confidentiality. The answers you provide to this questionnaire will be securely maintained with maximum level of secrecy.

I would like to invite you to take part in a research study on the above research topic. All information which is collected from you during the course of this research will be kept strictly confidential and all data will be held securely and then destroyed after the duration of the research project. All information will be used only for academic purposes. All material used will be anonymised and only summery result will be disclosed. Participation in this study is completely voluntary; If you decide not to participate there will not be any negative consequences. Please be aware that if you decide to participate, you may stop participating at any time and you may decide not to answer any specific question.

This research is part of the PHD thesis research on: "Understanding the Role of Servant Leadership in the Hospitality sector" at the University of Salford. UK. The main aim of this research is "to understand the impact of servant leadership on frontline employee's constructive deviance and customer satisfaction through the mediating role of psychological safety climate and psychological empowerment". By submitting this form, you are indicating that you have read the description of the study, and that you agree to the terms as described.

Please return the completed questionnaire by the date [.....]

If you have a concern about any aspect if this study, please contact me:

[M.a.r.almomani@edu.salford.ac.uk](mailto:M.a.r.almomani@edu.salford.ac.uk)

If you remain unhappy having spoken to the researcher, you should contact the researcher's supervisors:

[S.Sahadev@salford.ac.uk](mailto:S.Sahadev@salford.ac.uk)

[n.malhotra@essex.ac.uk](mailto:n.malhotra@essex.ac.uk)

If you remain unhappy and wish to complain formally you can do this through sending a letter setting out the details of your complaint to the researcher's Head of School:

Do you agree to participate in this research study? \* [Yes]      [No]

(I understand the purpose and nature of this study and I am participating voluntarily. I understand that i can withdraw from the study at any time, without any penalty or consequences.)

- Yes
- No

Your hotel:

Your age:

How many years have you been working in this organization? [.....]

Your gender: M ( )    F ( )    Other ( )

Employee Name/ ID Number: .....

Email address/ Phone Number: :.....

## Section A

**Instructions:** Below are statements that describe how employees feel about the quality of the relationship they have with their **Supervisor**. Think of **your immediate supervisor**; that is, the person to whom you report directly and who rates your performance. Please select a response indicating the extent to which you agree or disagree with the following statements using the seven-point rating scale ranging from **1 (Strongly Disagree) to 7 (Strongly Agree)**:

	Strongly Disagree	Disagree	Almost Disagree	Neither agree or disagree	Almost Agree	Agree	Strongly Agree
1. I would seek help from my Supervisor if I had a personal problem.	1	2	3	4	5	6	7
2. My Supervisor cares about my personal well-being.	1	2	3	4	5	6	7
3. My Supervisor takes time to talk to me on a personal level.	1	2	3	4	5	6	7
4. My Supervisor can recognize when I'm down without asking me.	1	2	3	4	5	6	7
5. My Supervisor emphasizes the importance of giving back to the community.	1	2	3	4	5	6	7
6. My Supervisor is always interested in helping people in our community.	1	2	3	4	5	6	7
7. My Supervisor is involved in community activities.	1	2	3	4	5	6	7
8. I am encouraged by my manager to volunteer in the community.	1	2	3	4	5	6	7
9. My Supervisor can tell if something is going wrong.	1	2	3	4	5	6	7
10. My Supervisor is able to effectively think through complex problems.	1	2	3	4	5	6	7
11. My Supervisor has a thorough understanding of our organization and its goals.	1	2	3	4	5	6	7
12. My Supervisor can solve work problems with new or creative ideas.	1	2	3	4	5	6	7
13. My Supervisor gives me the responsibility to make important decisions about my job.	1	2	3	4	5	6	7
14. My Supervisor encourages me to handle important work decisions on my own.	1	2	3	4	5	6	7
15. My Supervisor gives me the freedom to handle difficult situations in the way that I feel is best	1	2	3	4	5	6	7
16. When I have to make an important decision at work, I do not have to consult my Supervisor first	1	2	3	4	5	6	7
17. My Supervisor makes my career development a priority.	1	2	3	4	5	6	7
18. My Supervisor is interested in making sure that I achieve my career goals.	1	2	3	4	5	6	7
19. My Supervisor provides me with work experiences that enable me to develop new skills.	1	2	3	4	5	6	7
20. My Supervisor wants to know about my career goals.	1	2	3	4	5	6	7
21. My Supervisor seems to care more about my success than his/her own.	1	2	3	4	5	6	7
22. My Supervisor puts my best interests ahead of his/her own.	1	2	3	4	5	6	7
23. My Supervisor sacrifices his/her own interests to meet my needs.	1	2	3	4	5	6	7
24. My Supervisor does what she/he can do to make my job easier.	1	2	3	4	5	6	7
25. My Supervisor holds high ethical standards.	1	2	3	4	5	6	7
26. My Supervisor is always honest.	1	2	3	4	5	6	7



27. My Supervisor would not compromise ethical principles in order to achieve success.	1	2	3	4	5	6	7
28. My Supervisor values honesty more than profits.	1	2	3	4	5	6	7

## Section B

The statements below describe **self-perceived value** that employees have of themselves as organization members. For each statement, indicate the extent of your agreement or disagreement using the following seven-point rating scale ranging from **1 (Strongly Disagree)** to **7 (Strongly Agree)**.

	Strongly Disagree	Disagree	Almost Disagree	Neither agree or disagree	Almost Agree	Agree	Strongly Agree
1. The work I do is very important to me.	1	2	3	4	5	6	7
2. My job activities are personally important to me.	1	2	3	4	5	6	7
3. The work I do is meaningful to me	1	2	3	4	5	6	7
4. I am confident about my ability to do my job	1	2	3	4	5	6	7
5. I am self-assured about my capabilities to perform my work activities	1	2	3	4	5	6	7
6. I have mastered the skills necessary for my job	1	2	3	4	5	6	7
7. I have significant autonomy in determining how I do my job	1	2	3	4	5	6	7
8. I can decide on my own how to go about doing my work	1	2	3	4	5	6	7
9. I have considerable opportunity for independence and freedom in how I do my job	1	2	3	4	5	6	7
10. My impact on what happens in my department is large	1	2	3	4	5	6	7
11. I have a great deal of control over what happens in my department	1	2	3	4	5	6	7
12. I have significant influence over what happens in my department	1	2	3	4	5	6	7

## Section C

Below are statements that describe how employees feel about **the quality of the relationship they have with their organization**. For each statement, please select a response indicating the extent to which you agree or disagree with the following statements using the following seven-point rating scale ranging from **1 (Strongly Disagree)** to **7 (Strongly Agree)**.

	Strongly Disagree	Disagree	Almost Disagree	Neither agree or disagree	Almost Agree	Agree	Strongly Agree
1. When someone criticizes my hotel brand, it feels like a personal insult.	1	2	3	4	5	6	7
2. Successes of my hotel brand feel like my successes.	1	2	3	4	5	6	7
3. It hurts me personally when my hotel brand is criticized in the media.	1	2	3	4	5	6	7
4. When someone praises my hotel brand, it feels like a personal compliment	1	2	3	4	5	6	7

5. I am very interested in what others think about my hotel brand.	1	2	3	4	5	6	7
6. When someone in our hotel makes a mistake, it is often held against them.	1	2	3	4	5	6	7
7. As an employee in our company one is able to bring up problems and tough issues	1	2	3	4	5	6	7
8. In our Hotel some employees are rejected for being different	1	2	3	4	5	6	7
9. In our Hotel one is free to take risks.	1	2	3	4	5	6	7
10. It is difficult to ask others for help in our Hotel.	1	2	3	4	5	6	7
11. No one in our Hotel would deliberately act in a way that undermines others' efforts	1	2	3	4	5	6	7
12. The people in our Hotel value others' unique skills and talents.	1	2	3	4	5	6	7

## Section D

The statements below describe an employee's sense of responsibility for the **welfare of customers**. For each statement, Please indicate how often have you engaged in each of the behaviours in the last **six months** using the following seven-point rating scale ranging from **1 (Never) to 7 (Daily)**.

	Never	Once a year	twice a year	Several times a year	Monthly	Weekly	Daily
1. Sought to bend or break the rules in order to perform your job.	1	2	3	4	5	6	7
2. Violated company procedures in order to solve customer's problem.	1	2	3	4	5	6	7
3. Departed from organizational procedures to solve a customer's problem.	1	2	3	4	5	6	7
4. Bent a rule to satisfy a customer's needs.	1	2	3	4	5	6	7
5. Departed from dysfunctional organizational policies or procedures to solve customer's problem.	1	2	3	4	5	6	7
6. Reported a wrong-doing to co-workers to bring about a positive organizational change.	1	2	3	4	5	6	7
7. Did not follow the orders of your supervisor in order to improve work procedures.	1	2	3	4	5	6	7
8. Disagreed with others in your work group in order to improve the current work procedures.	1	2	3	4	5	6	7
9. Disobeyed your supervisor's instructions to perform my job more efficiently.	1	2	3	4	5	6	7
10. Reported a wrong-doing to another person in your company to bring about a positive organizational change.	1	2	3	4	5	6	7

