

**Relationship among Organizational Deviance Behavior, Perception of Organizational Support and Job Quit Intention:
Research on Hotel Establishments**

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Abstract

The study aims to reveal the relationship among organizational deviance behavior of employees in hotel establishments, the dimensions of the perception of organizational support, and job quit intention. For this purpose, some 167 questionnaires were obtained from the four- and five-star hotel establishments in Didim region. Although there was no relationship between deviance behavior and the perception of organizational support in the study, it was determined that adjustment support led to the displaying of interpersonal and organizational deviance behaviors and quitting and that organizational and interpersonal deviance behaviors as well as the general deviance behavior also had an effect on quitting.

Keywords: Organizational deviance, perception of support, job quit intention

Introduction

Employees like to feel that their activities at their workplace are supported by the management and the whole organization. The preservation of this positive structure of the organization might ensure the reduction of employees' aggressive and deviance behaviors at the workplace (Appelbaum et al., 2005). Rhoades and Eisenberger (2002) highlight the fact that one of the important organizational values that contribute to employees' feeling well at their workplace is the perceived support. With this approach, perceived support helps with the well-being of the organization and helps the organization reach its goals.

The experience with respect to the perception of organizational support is also transferred to other employees, thereby turning into cumulative experience, and returns to the organization in the form of either a positive or a negative interaction (Wayne et al., 1997). The decrease in the perceived support at the workplace triggers employees' organizational deviance behaviors, while employees respond to the enhancement of support by increasing their adherence to the rules and standards of the establishment (Colbert et al., 2004). Likewise, the positive experience at the workplace is reflected on emotions and reduces employees' job quit intentions (Wong and Law, 2002).

Organizational deviance behavior, which is accepted as a professional offense (Kwok et al., 2005) and whereby the main rules of organizational life are violated (Robinson and Bennett, 1995), encompasses employees both as victims and criminals. Perceived support is included in the organizational variables that direct employees to deviance behaviors in establishments (Giacalone and Greenberg, 1997). An employee who does not feel organizational support loses his/her trust in the establishment and might decide to quit (Bies and Tripp, 1996; Wayne et al., 1997; Rhoades and Eisenberger, 2002).

Organizational Deviance at the Workplace

The social and economic costs of the unusual behaviors of employees at their workplace (Bensimon, 1994; Camara and Schneider, 1994; Pizzino, 2002) clearly show that this issue is one of the serious problems in organizations. Murphy (1993) highlights the financial and production losses resulting from the unusual behaviors of employees, whereas Dunlop and Lee (2004) highlight employee theft, the sabotage of the materials used and compensation payments as well as, perhaps more important than all, the decline in the level of efficiency. In addition, Robinson and Bennett (1997) state that such behaviors can be considered in a wide range from minor forms which are not very significant to the forms which have highly serious outcomes. It is seen that from this perspective, the issue was considered with different approaches by the researchers. It is seen that the unusual behaviors of the employees at the workplace were examined by the previous researchers under the subject titles such as absenteeism (Dwyer and Ganster, 1991), being late (Blau, 1994), theft (Greenberg, 1990), workplace violence (Eliot and Jarret, 1994), gossiping (Noon and Delbridge, 1993), sexual harassment (Schneider et al., 1997) and physical violence (Hoel et al., 1999).

Nevertheless, the different names and definitions by the researchers in their studies on such behaviors of employees give the impression that there is some conceptual confusion. In the literature, similar behaviors take place within the concepts of counterproductive behavior (Sackett and De Vore, 2001; Gruys and Sackett, 2003; Marcus et al., 2002), organizational misbehavior (Vardi and Wiener, 1996; Namasivayam and Lin, 2005), antisocial behavior (Giacolone and Greenberg, 1997; Robinson and O'Leary-Kelly, 1996), noncompliant behavior (Puffer, 1987) and workplace deviance behavior (Robinson and Bennett, 1995). In this research, the unusual behaviors the employees display at their workplace are considered within the scope of the definition of workplace deviance behavior. With this approach, organizational deviance behavior at the workplace is defined as the threatening of the well-being of the organization or its members or both by the deliberate violation of some organizational rules (Robinson and Bennett, 1995).

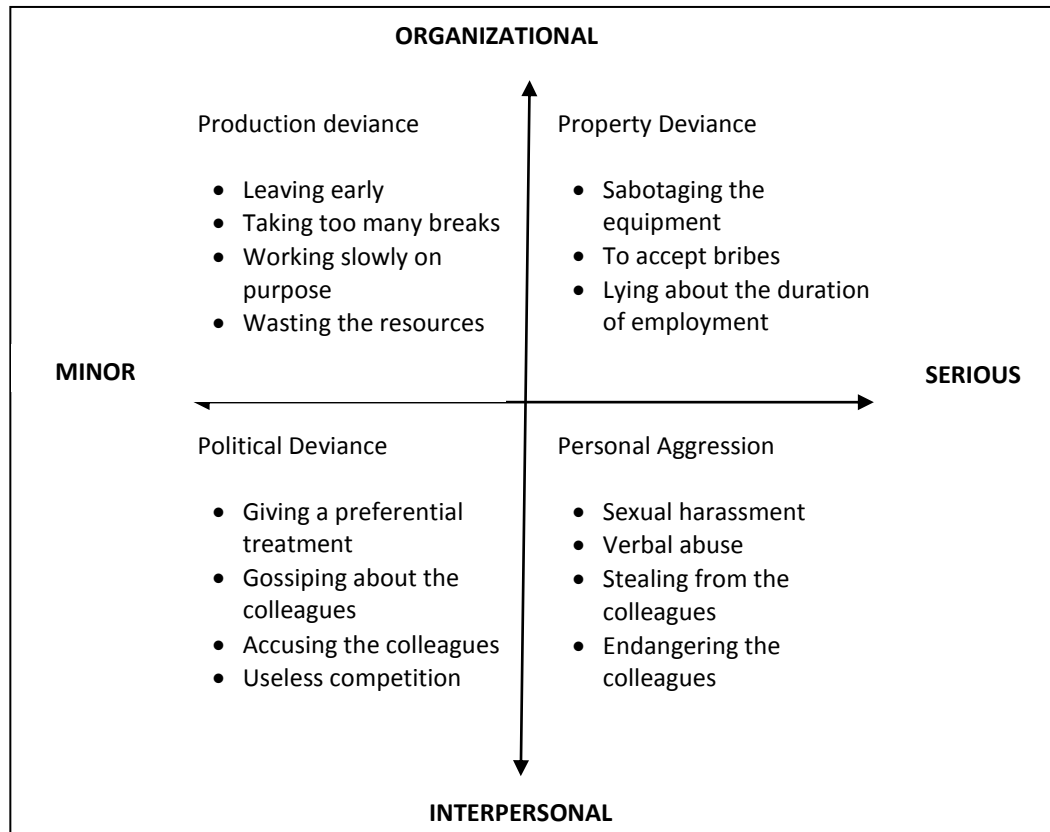
Greenberg (2003) determined the individual differences like moral development and the situational factors like the opportunities offered in the field of work as the leading

indicators for workplace deviance behaviors. However, Abrams et al. (2002) state that the development of workplace deviance behaviors in organizations generally starts with the violation of official or unofficial rules expressing the expectations of standard behavior at the workplace.

Robinson and Bennett (1995) state that workplace deviance behaviors might vary by target and envisage that such behaviors may be categorized within organizational and individual scope. The typology shown in Figure 1 was configured on the basis of a two-dimensional configuration by Robinson and Bennett (1995). One side of the axis (y-axis) demonstrates the organizational deviance behaviors directly from a member of the organization to the organization itself when the target of the organizational deviance behavior at the workplace is either the organization or the individual. In the x-axis, it was expressed to classify workplace deviance behaviors by considering their minor or serious impacts.

The role of organizational deviance behavior as a concept in the literature and its result concluded depending on the definitions demonstrate that it has a negative and a devastating impact on organizations. However, Robinson and Bennett (2003) state that by developing creative, interrogative and constructive behaviors, employees may correct the nonfunctional and traditionalized erroneous applications at the workplace. These behaviors, developed against the present rules, can also be evaluated within the issue of organizational deviance. In this study, organizational deviance behavior is evaluated as the devastating behaviors that threaten the activities of employees and the organization.

Figure 1: Types of organizational deviance at the workplace



Source: Robinson, S.L. and Bennett, R.J., (1995), A Typology of Deviant Workplace Behaviours: A Multidimensional Scaling Study, *Academy of Management Journal*, Vol: 38(2), p. 565.

Perception of Organizational Support

The understanding that people form relationships with other individuals in order to maximize their advantages underlies the theory of social change (Aselage and Eisenberger, 2003). In other words, in organizational sense, people remain loyal to the organization as long as their organization values and appreciates them (Fuller et al., 2003). Accordingly, when a person/an institution does a favor for the other one, the counter party has to respond to this; therefore, it cannot be defined when and how this response will be (Bishop et al., 2000). In interpersonal relationships, the appropriate response of the parties is influenced by the acceptance of the norm of reciprocity (Eisenberger et al., 2001).

According to the organizational support theory, employees develop a general belief within the scope of an organization's valuing of the contributions and employees' welfare in order to meet the socio-emotional needs and determine the preparedness of the organization for rewarding for the effort which is for its benefit (Eisenberger et al., 2002).

In this sense, the organizational support theory is about employees' personalization of the social change relationship between their organization and them and about the form given (Zagenczyk et al., 2010). Likewise, employees attribute some human features to the organization (Aselage and Eisenberger, 2003) because an organization has responsibilities for the actions of its agents and it produces policies and norms that provide continuation and that determine role behaviors and applies power on individuals (Rhoades Shanock and Eisenberger, 2006). In this case, the behaviors resulting from the agents of the organization are an indication for employees regarding how much they are supported (Zagenczyk et al., 2010). However, these indications are regarded as the intention of the organization, but not as individual actions, by employees. The personification of the organization is under its legal, moral and financial responsibilities for the actions of the agents (Rhoades et al., 2001). When all these are considered altogether, the theory of social change is adapted to mutual relationships that also encompass the socio-emotional sources of economic and individual psychological principles (Zagenczyk et al., 2010).

The perception of organizational support comprises several dimensions. In this sense, adjustment support, career support and financial support are considered the most distinct dimensions of the perception of organizational support. *Adjustment support* refers to the interest of the organization in an employee's (including his/her family) adjustment to the job. *Career support* refers to the interest of the organization in his/her employee's career needs; and *financial support* refers to the interest of the organization in the financial needs of its employees and the rewards within the scope of pay and other financial benefits (Kraimer and Wayne, 2004).

According to the theory of social change, the organizational actions which are in favor of employees enhance the perception of organizational support. Nevertheless, these actions should take place on the basis of voluntariness, but not as a result of coercive external factors such as legal regulations, labor union pressure or competitive pay levels (Armeli et al., 1998).

The perception of organizational support is directly correlated with the expectations of rewards for more effort. The perception of organizational support creates an expectation of (a) respect, considering important and social identity and of the fact that (b) the traditional performance and extra role behavior performed for the organization will be realized and rewarded (Eisenberger et al., 1997). However, the relationship between the perception of support developed by employees and the effort-reward expectation might be mutually two-way. The reward expected for high effort might affect and reinforce employees' perception of the fact that the organization values their contributions (Eisenberger et al., 1990). In this sense, the perception of organizational support might also be based on the frequency, reality and perceived sincerity of the expressions of praise and approval (Eisenberger et al., 1986).

There are many studies on organizational support in national and international literature. In this sense, teammates and organizational commitment (Bishop et al., 2000; Zagenczyk et al., 2010), organizational citizenship and organizational commitment (McFarlane-Shore and Wayne, 1993), organizational identification (Sluss et al., 2008; Turunc and Celik, 2010), organizational commitment (Fuller et al., 2003; Aube et al., 2007; Ozdevecioglu, 2003) and organizational justice (Tokgoz, 2011) are some of the issues which are related to the perception of organizational support. It is thought that the basic reason for the high number of studies on the perception of organizational support is the recent shrinkage experienced, and reconstruction strategies, particularly in the establishments in North America and Europe (Aube et al., 2007).

Relationship between the Perception of Organizational Support and Organizational Deviance Behavior

The belongingness theory underlies the relationship between the perception of organizational support and organizational deviance behavior. Within the scope of this theory, it is necessary that communication and interaction exist between people and other people. It is important that these interactions be predominantly positive and involve no conflicts and negative impacts. Another point is that this relationship or interaction is stable, emotion-based and continuous. To satisfy the need for belongingness, the person needs to believe that he/she is considered important and loved by others (Baumeister and Leary, 1995). At this point, the perception of organizational support may be considered together with the belongingness theory (Ferris et al., 2009). However, the failure to provide support in an interpersonal medium may reduce the aim of belongingness. In this case, the perception of organizational support may cause people to feel being rejected and excluded. In this sense, the low organizational support directs people to organizational deviance behaviors. Accordingly,

H1a: The perception of organizational support affects the general deviance behavior negatively.

H1b: The perception of adjustment support affects the interpersonal deviance behavior negatively.

H1c: The perception of adjustment support affects the organizational deviance behavior negatively.

H1d: The perception of career support affects the interpersonal deviance behavior negatively.

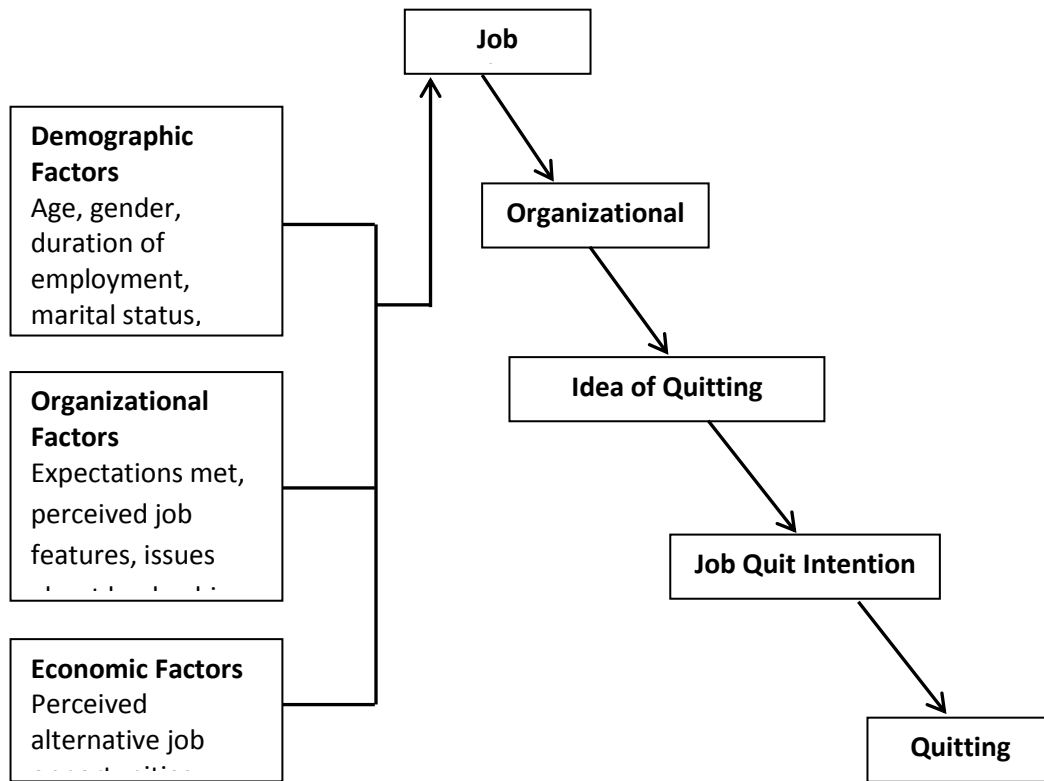
H1e: The perception of career support affects the organizational deviance behavior negatively.

Job Quit Intention

The job quit behavior that might have devastating consequences with quite high costs for establishments (Korunka et al., 2008) is defined as employees’ departure from or leaving of the institution for any reason after being employed in the permanent staff of the establishment (Eren, 1979). Employees’ leaving of the organization is a dynamic concept and employees’ quitting by their own will is controlled by managers and this behavior is affected by the management (Layne et al., 2004).

In the empirical and conceptual studies on employee turnover, the reasons for job quit intention are considered the fundamental determinants of the job quit behavior. Likewise, the most realistic indicator of the present employee turnover is the behavioral intention of the job quit behavior (Korunka et al., 2008). There are five stages in the model which Mobley et al. (1977) developed concerning employees’ quitting process (Figure 2).

Figure 2: Mobley’s (1977) model for job quit intention



Source: You, Young Jae,(1996), An Empirical Test of Turnover Theory: In the case of Korean Hotel Employees, Asia Pacific Journal of Tourism Research, 1(1), p. 56.

First of all, employees decide whether they are satisfied with their job. At the second stage, they consider quitting and evaluate whether it is possible to quit. At the next stage, the idea of quitting becomes definite and alternative job opportunities are sought. At the fourth stage, the employee compares the alternative job and the present job and at the final stage, he/she either displays the job quit behavior or continues to work in the establishment (You, 1996).

Quitting, particularly employee turnover for hotel establishments, is considered a serious problem as it affects product and service quality (Lam et al., 2002). Likewise, the accommodation sector is defined with a high rate of quitting. The basic reasons for this include the fact that the present workforce mostly works part-time, low job security and few incentive and career opportunities, the low pay levels, and new personnel's low skill levels (Iverson and Deery, 1997).

An employee's job satisfaction is essential in job quit intention and it is considered a psychological factor (Trevor, 2001). The sources of stress, including role conflict, role ambiguity, workload, and being free in decision-making, are also effective on absenteeism and job quit intention (Zohar, 1994). The more conflicts and higher role ambiguity and workload particularly at the departments, at which a direct relationship is formed with the customer, in hotel establishments (Ross, 1999) might be effective on job quit intention. The pay level affects not only the working performance of employees but also their organizational membership (Lawler III, 1990). However, the factor which influences employees' job quit intention is not solely the pay level. Factors such as the problems experienced at the stage of determination of pay, the determination of pay according to the relationship with managers, and the inadequate, or no, offering of additional benefits like retirement and compensation by establishments are also factors that are related to pay in job quit intention (Sibson, 1990). When the employment position of employees is considered, the quitting of low-ranking employees is more different from that of managers (Simsek et al., 2001). There are different reasons for quitting by managers and by low-ranking employees (Stalcup and Pearson, 2001). Particularly the hotel managers in Turkey quit due to the failure to get on well with the owner of the establishment, intervention in management by the boss, better career opportunities, and the changing hands of the establishment (Birdir, 2000). On the other hand, low-ranking employees quit for reasons such as health, family condition and transportation opportunities (Sayles and Strauss, 1981).

Lam et al. (2002) dealt with the job quit intention in hotel establishments with organizational commitment and associated the educational opportunities inversely with job quit intention. Moreover, they stated that regarding cultural impacts, the values such as showing respect, the ensuring of group harmony, and emotions of obeying the manager were also effective on quitting.

In his study on employee turnover in hotel establishments, Walmsley (2004) stated that the size of an establishment affected the job quit intention and that, in this sense, quitting decreased as the establishment grew. In addition, he found that pay level, career opportunities and unsatisfactory job role were effective on employees' quitting.

Kaya (2010) also examined the relationship between job satisfaction of the employees in hotel establishments in Turkey and their job quit intentions. Contrary to the general opinion in the study - that the basic factor affecting job satisfaction was the pay level - nature of the job and communication with managers were stated as the basic factors that affected job satisfaction. Furthermore, Kaya (2010) also determined an inverse correlation among age, duration of employment in the sector, duration of employment in the establishment and job quit intention. In this case, an increase in the durations of employment in the sector and in the establishment causes a decrease in job quit intention.

Relationship between Organizational Support and Job Quit Intention

Employees' feeling of obligation with respect to their being interested in the interests of the establishment and helping the organization reach its goals is correlated with the perception of organizational support (Eisenberger, 2001). The perception that the organization values and is interested in him/her enhances the continuation of organizational membership too. Likewise, Eisenberger et al. (1990) stated that the employees with low perception of organizational support performed at least two times more absenteeism than those with high perception of support. At this point, the inverse correlation between the behavior of absenteeism and the perception of organizational support also resembles job quit intention (Eisenberger et al., 1997). In this sense, the perception of organizational support, which is particularly directly correlated with affective commitment, has an inverse correlation with job quit intention (Wayne et al., 1997; Loi et al., 2006). Within the scope of the organizational support theory that particularly describes the affective commitment of employees (Rhoades et al., 2001), organizational commitment may reduce undesirable consequences such as coming to work late, absenteeism, and quitting (Col, 2004). Accordingly,

H2a: The perception of organizational support affects job quit intention negatively.

H2b: The perception of adjustment support affects job quit intention negatively.

H2c: The perception of career support affects job quit intention negatively.

Relationship between Organizational Deviance and Job Quit Intention

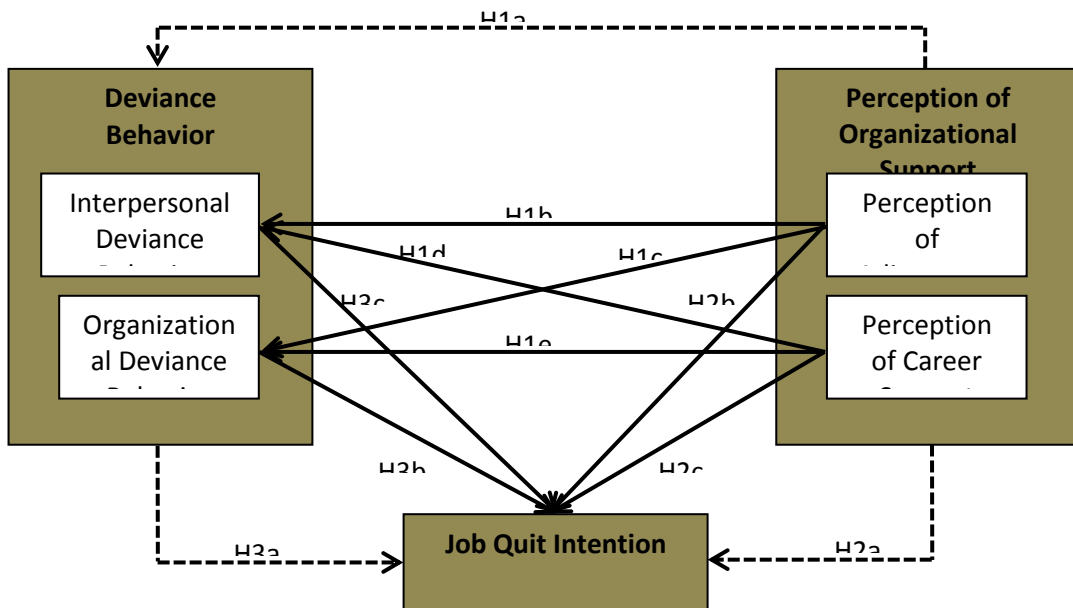
Gaertner (2000) states that the environmental factors which employees interact with have a strong impact on job quit intention. It is thought that the linear correlation of this

impact with employee satisfaction (Sablynki, Lee, Mitchell, Burton and Holtom, 2002) similarly affects job quit intention as well. Mobley (1977), who studies the conceptual structure of job quit intention, states that this behavior is a negative approach developed against the job and a decision the employee has taken by his/her own will. While highlighting the impact of emotional interaction resulting from the ways of behavior among colleagues on job quit intention, Wong and Law (2002) reveal the relationship between interpersonal organizational deviance behavior and job quit intention. Likewise, Langhorn (2004), Ashkanasy et al. (2003) and Tepper et al. (2009) reached findings that the organizational deviance behaviors at the workplace enhanced employees' tendency to quit. Within the scope of this study, the impact of organizational deviance on job quit intention was examined through the two dimensions of organizational deviance determined by Robinson and Bennett (1995). The hypotheses established with this approach are as follows:

- H3a: The general deviance behavior affects job quit intention positively.*
- H3b: The organizational deviance behavior affects job quit intention positively.*
- H3c: The interpersonal deviance behavior affects job quit intention positively.*

Depending on the above-mentioned literature information and the hypotheses established towards it, the related model of the present study is as follows:

Figure 3: The model and hypotheses of the study



Methodology

The scales used in the study were developed and published in the previous studies. The details concerning these scales are as follows.

The short version developed by Eisenberger et al. (1986) as the scale of organizational support was used in 5-point Likert type. Some of the expressions used in the scale include “My hotel values my activities towards its interests.”, “Even if I do my best, my hotel does not recognize this” and “My hotel does not appreciate my extra work”. The Cronbach’s alpha value for the general reliability of the scale is .774. The perception of organizational support was obtained in the form of two factors as adjustment support and career support. Accordingly, the Cronbach’s alpha value for the adjustment support is .787, whereas the value for career support is .774.

The organizational deviance scale is comprised of 19 expressions developed by Bennett and Robinson (2000) and it is in 5-point Likert type. Some of the expressions used include “The people at the hotel make fun of their colleagues”, “The people at the hotel state religious or ethnic expressions” and “The people at the hotel embarrass each other among people”, “The employees at the hotel take belongings without getting permission from the workplace”, “The employees at the hotel bring invoices with higher amounts than they have spent for the work”, “The employees at the hotel slow the work down deliberately”, and “The employees at the hotel make very few efforts for the work”. The Cronbach’s alpha value for the general reliability of the scale is .957. Within the scope of the general deviance behavior, it was divided into two factors as interpersonal and organizational, in line with the literature. Accordingly, the Cronbach’s alpha value was .944 for interpersonal deviance behavior and .942 for organizational deviance behavior.

The scale for job quit intention was composed by Singh et al. (1996) and it was measured with two expressions in 5-point Likert type. The expressions “It is very likely that I will seek a new job for me at another hotel next year” and “It is very likely that I will seek a new job in a different sector next year” were used. Its Cronbach’s alpha value is .810.

The data about the study was obtained from the employees in the four- and five-star hotel establishments located in Didim region (74.3% five-star and 17.4% four-star). The hotel establishments were certified as four- and five-star by the Ministry of Culture and Tourism of the Republic of Turkey. The data collection technique for the study was preferred as a questionnaire. In this way, it was ensured that more data were collected soon. The questionnaires were distributed and collected in April 2012. Totally 167 questionnaires were evaluated.

SPSS 18 program was used in the analysis of the hypotheses determined in the study. Correlation and regression analyses were utilized in data analysis.

The demographic features of the employees who participated in the questionnaire were determined. Accordingly, of the employees, 58.7% were male, 65.9% were single, 65.9% had tourism education, 50.9% were in the permanent staff in the establishment, 50.9% were in the age range of 18-25 years, 39.5% were graduates with an Associate's degree, 45.5% had been working in the establishment for less than a year, 40.7% had sectoral experience for 2 to 5 years, 38.9% worked at the departments other than food and beverage, front office, housekeeping, accounting and human resources departments in the establishment, 70.1% were low-ranking, and 40.7% received pay amounting to TL 501-1,000.

Findings

The relationship among job quit intention, the perception of organizational support and organizational deviance behavior underlies the study. Accordingly, the correlation analysis was made and it is shown in Table 1.

Table 1: A correlation analysis for the relationship among organizational support and its dimensions, general deviance behavior and job quit intention

Constant	Mean	SD	1	2	3	4	5	6
1 Career Support	2.78	1.11	1					
2 Adjustment Support	3.25	1.06	-.139	1				
3 Interpersonal Deviance Beh.	1.88	1.04	.071	-.251**	1			
4 Organizational Deviance Beh.	1.98	1.11	.224**	-.289**	.681**	1		
5 General Deviance Beh.	1.98	.97	.130	-.308**	.938**	.892**	1	
6 Perception of Organizational Support	2.78	1.11	1.00**	-.139	.071	.224**	.130	1
7 Job Quit Intention	2.59	1.47	.184*	-.415**	.437**	.540**	.517**	.184*

*The correlation is significant at the level of 0.01 (2-tailed)

** The correlation is significant at the level of 0.05 (2-tailed)

As a result of the correlation analysis, no relationship was found between the perception of organizational support and general deviance behavior – one of the basic hypotheses of the study ($r=.130$; $p>.05$). Accordingly, H1a was not supported. There is a significant but rather weak and direct correlation between job quit intention and the perception of organizational support ($r=.184$; $p\leq.01$). The statistically significant relationship between the general deviance behavior and job quit intention is at a moderate level and direct ($r=.517$; $p\leq.05$). H2a was not supported, for the correlation was direct, whereas H3a was supported.

Although the correlation among adjustment support, a dimension of organizational support, interpersonal deviance ($r=-.251$; $p\leq.05$) and organizational deviance behavior ($r=-.289$; $p\leq.05$) is significant, it is rather weak and inverse. In this sense, H1b and H1c were supported. There is no statistically significant relationship between career support and interpersonal deviance behavior ($r=.071$; $p>.05$). Accordingly, H1d was not supported. Nevertheless, there is a significant but direct correlation between career support and organizational deviance behavior ($r=.224$; $p\leq.05$). H1e was not supported due to the presence of a direct correlation contrary to the inverse correlation stated in H1e.

An inverse but weak correlation is seen between adjustment support and job quit intention ($r=-.415$; $p\leq.05$). In this case, H2b was supported. On the other hand, there is a direct but rather weak correlation regarding the impact of career support on job quit intention ($r=.184$; $p\leq.01$). Accordingly, hypothesis H2c was not supported owing to the direct correlation.

A positive and moderate level of correlation is seen regarding the impact of organizational deviance behavior on job quit intention ($r=.224$; $p\leq.05$). Accordingly, H3b was supported. A direct but weaker correlation was determined concerning interpersonal deviance behavior ($r=.437$; $p\leq.05$). Within this scope, H3c was supported.

In the study, linear simple regression analyses were made for the levels of interrelated variables to explain each other. The data about regression analyses is as in the following tables.

Table 2: A regression analysis for the impact of adjustment support on interpersonal deviance behavior

	B	SD	β
Constant	2.692	.261	
Adjustment Support	-.246	.077	-.251

$R = .251$; $R^2 = .057$; $p < .01$

Dependent variable: Interpersonal deviance behavior

Table 3: A regression analysis for the impact of adjustment support on organizational deviance behavior

	B	SD	β
Constant	2.984	.275	
Adjustment Support	-.305	.081	-.289

$R = .289$; $R^2 = .078$; $p < .01$

Dependent variable: Organizational deviance behavior

When Tables 2 and 3 are examined, it is seen that adjustment support explains the interpersonal deviance behavior at a rather low level within the scope of the inverse and weak correlation of adjustment support with interpersonal deviance behavior ($r^2 = .057$; $p < .01$). Regarding the negative and weak impact of adjustment support on organizational deviance behavior, its level of explaining the organizational deviance behavior is also rather low ($r^2 = .078$; $p < .01$).

Table 4: A regression analysis for the impact of adjustment support on job quit intention

	B	SD	β
Constant	4.502	.346	
Adjustment Support	-.581	.102	-.415

$R = .415$; $R^2 = .167$; $p < .01$

Dependent variable: job quit intention

According to Table 4, employees' lacking of adjustment support regarding the almost moderate level of and inverse correlation between adjustment support and job quit intention explains job quit intention at the level of 17%.

Table 5: Regression analyses for the impacts of general deviance, organizational deviance and interpersonal deviance behaviors on job quit intention

	B	SD	β
Constant	1.043	.225	
General Deviance Beh.	.785	.105	.517
$R = .517; R^2 = .262$			
Constant	1.148	.201	
Organizational Deviance Beh.	.714	.088	.540
$R = .540; R^2 = .287$			
Constant	1.378	.222	
Interpersonal Deviance Beh.	.620	.103	.437
$R = .437; R^2 = .186$			

$p < .01$

Dependent variable: job quit intention

When Table 5 is examined, it is seen that general deviance behavior explains job quit intention at the level of 26% in its direct and moderate level of correlation with job quit intention ($r = .517; p < .01$), that organizational deviance behavior explains job quit intention at the level of 28% in its direct and moderate level of correlation with job quit intention ($r = .540; p < .01$) and that interpersonal deviance behavior explains job quit intention, with which it has a lower correlation than the other deviance dimensions ($r = .437; p < .01$), at the level of 19%.

Conclusion and Discussion

With the present study, it was aimed to reveal the relationship among organizational deviance behavior, organizational support and job quit intention in hotel establishments. When the service sector is taken into consideration, the employees are responsible not only to the “management” but also to the customers, unlike the case in other sectors. The employees who provide services in line with the requests by customers and the demands by the management can provide services of higher quality when they ensure job satisfaction (Shamsudin, 2003). In this sense, the workplace deviance behaviors of employees are regarded as a problem with quite high costs for organizations (Ferris et al., 2009).

Unlike the literature, no relationship could be found between the perception of organizational support and general deviance behavior in the study. Although Ferris et al. (2009) examined organization-based self-esteem between organizational support and organizational deviance behavior, no relationship was found between the two variables in the correlation analyses. A similar result is also seen in the study by Liao et al. (2004). In this sense, it might be stated that the perception of organizational support has no effect on employees' displaying of the deviance behavior. However, the result differs when the dimensions of the support given to employees are considered and when the deviance behavior is organizational and interpersonal. Accordingly, when considered in terms of adjustment support, interpersonal and organizational deviance behaviors are affected inversely. In other words, in the event that employees are not supported by the organization in terms of adjustment to the organization, employees are directed to both interpersonal and organizational deviance behaviors. Regarding the perception of organizational support which is explained with the belongingness theory (Baumeister and Leary, 1995), being interested in employees' adjustment can also prevent them from displaying negative behaviors by thinking that they are loved by the organization.

Another result obtained in the study is the inverse correlation of adjustment support with job quit intention. Even if employees do not display the job quit intention in the event that no career support is provided in the establishment, the result is not the same for adjustment support. The employees with low perception of support in general sense within an organization display more job quit intentions (Kraimer and Wayne, 2004). In this sense, the fact that the organization is not interested in the adjustment of employees to the establishment might be considered to cause a reduction in employees' commitment to the organization. Likewise, Lam et al. (2002) mention the issue of ensuring group adjustment along with respect and obedience regarding employees' quitting.

Employees' displaying of general, interpersonal and organizational deviance behaviors in the establishment is directly correlated with job quit intention, which is explained at the level of 26%. These obtained findings are in line with the literature (Tepper et al., 2009; Langhorn, 2004; Ashkanasy et al., 2003). In this sense, employees' displaying of organizational deviance behavior brings about the increase in job quit intention.

The study has some limitations. The study was performed in the tourism sector as a service sector, unlike those in other sectors. In this sense, because the customer-employee relationships are also intensive aside from the fact that it is a labor-intensive sector, the employees display deviance behaviors not just for organization-based reasons. The study was made in the four- and five-star hotel establishments in Didim, which prevents making a generalization nationwide. In this sense, it is essential that the study receive support from the other tourism regions as well. Furthermore, the economic and political conditions of the country and the sector in the period when the study was performed should be considered

too. Likewise, the presence of job alternatives is among the most distinct causes of job quit intention.

The role of the perception of organizational support in employees' displaying of workplace deviance behavior in hotel establishments and its resulting in job quit intention were examined in the study. Nevertheless, when it is taken into consideration that the deviance behaviors are effective on employees' quitting at the level of 26%, it is recommended that the other factors be examined as well. However, it should be kept in mind that the demographic features of a person are also influential on workplace deviance behaviors. In addition, the findings include the fact that the role of the perception of organizational support is rather low (8%) in their displaying of organizational deviance behavior. In this sense, it is recommended that the other causes that are effective on employees' displaying of deviance behavior be determined as well. Likewise, it is important to explore the possible causes (e.g. organizational cynicism, organizational citizenship and psychological contract breach) of workplace deviance behaviors by the employees working in the labor-intensive tourism sector which might also affect service quality.

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