The bright side of work-related deviant behavior for hotel employees themselves: Impacts on recovery level and work engagement

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ABSTRACT

This study examines the immediate positive benefits of work-related deviant behavior on hotel employees' recovery level and work engagement leveraging conservation of resources (COR) theory as an overarching framework. Using a two-wave daily diary approach, data from 74 hotel employees over 10 consecutive workdays were collected to examine potential immediate benign effects of work-related deviant behavior and whether moral identity can intensify or mitigate the positive consequences of this behavior. Findings suggest that work-related deviant behavior exerts an immediate positive influence on recovery level. Moreover, conducting work-related deviant behavior has a positive indirect effect on work engagement via recovery level. Additionally, the observed effects are moderated by moral identity, such that these effects become stronger among employees with low (vs. high) moral identity. We further interviewed 17 hotel employees to supplement our quantitative results. Implications and limitations of the study are discussed.

1. Introduction

Research regarding workplace deviance perpetrated by employees has growingly taken the spotlight in the followership literature over the past four decades (Bennett, Marasi, & Locklear, 2018; Bennett & Robinson, 2000; Hollinger & Clark, 1982; Lugosi, 2019; Robinson & Bennett, 1995; Sharma, 2020). Work-related deviant behavior, as one pervasive form of employee workplace deviance (Bennett & Robinson, 2000), is defined as "behavior that contravenes the formally proscribed norms delineating the minimal quality and quantity of work to be accomplished" (Hollinger & Clark, 1982, p. 333). This behavior, compared with non-work-related deviant behavior that seriously undermines organizational functioning, tends to do minor harm to organizations (Robinson & Bennett, 1995). Examples of work-related deviant behavior conducted by employees in the hospitality industry include taking longer breaks than allowed, purposefully slowing down the work, putting little effort into the work (Yen & Teng, 2013; Zhuang, Chen,

Chang, Guan, & Huan, 2020). Previous research has explored several factors that promote or thwart work-related deviant behavior, such as work-family conflict (Ferguson, Carlson, Hunter, & Whitten, 2012), emotional exhaustion (Wilson, Perry, Witt, & Griffeth, 2015), openness to experience (Bolton, Becker, & Barber, 2010), and service climate (Chen, Hu, & King, 2018). Indeed, a plethora of precursors that shape the occurrence of work-related deviant behavior conducted by employees have been probed, which may beg the question of what happens to them after committing this behavior.

Although scattered evidence that executing work-related deviant behavior exhibits the malign effects on employees' well-being exists (workplace incivility, Meier & Spector, 2013; abusive supervision, Lian et al., 2014; insomnia, Yuan, Barnes, & Li, 2018), possible positive effects of performing this behavior on employees' well-being and downstream behavior have, unfortunately, not siphoned considerable attention from the deviance literature with the exception of Ilies, Peng, Savani, and Dimotakis' (2013) study. This oversight of these effects is

problematic considering its potential to positively influence employees' well-being and future workplace behavior. Delving into such effects is particularly important, because, theoretically, it may challenge the conventional wisdom concerning the universal drawbacks of work-related deviant behavior by scrutinizing its potential benefits. Furthermore, it can help researchers to avoid overstating the perils of work-related deviant behavior for hospitality and tourism organizations, as well as provide hotel managers and organizations with some proper practical recommendations. There is great merit in examining whether committing work-related deviant behavior can have positive impacts for employees and, if so, why and when these beneficial effects can unfold.

To address these conundrums, we apply an actor-centric lens to scrutinize the potential positive impacts of displaying work-related deviant behavior for employees. Borrowing from conservation of resources (COR) theory, stipulating that individuals are "motivated to obtain, retain, foster, and protect those things that they value" (Westman, Hobfoll, Chen, Davidson, & Laski, 2005, p. 168), we propose a vital underlying mechanism through which engaging in work-related deviant behavior has an indirect influence on employees' work engagement, defined as "a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption" (Schaufeli, Salanova, González-Romá, & Bakker, 2002, p. 74). Specifically, we argue that work-related deviant behavior may help employees conserve and build resources, both of which make them maintain high recovery level, defined as "the negative consequences of short-term strain reactions are reduced and individuals are brought back to their pre-stressor level of functioning" (Qin, Huang, Johnson, Hu, & Ju, 2018, p. 1952). Moreover, high recovery level experienced by employees in turn enhances work engagement (e.g., Liu, Xin, Shen, He, & Liu, 2020). Accordingly, the first objective of our work is to investigate the elusive association of work-related deviant behavior with work engagement via recovery level to elucidate an important, yet understudied conduit that underpins the beneficial effects of this behavior for employees.

COR theory also argues that individual characteristics can affect personal resource conservation and generation processes (Halbesleben, Neveu, Paustian-Underdahl, & Westman, 2014; Hobfoll, Freedy, Lane, & Geller, 1990). More specifically, as highlighted by COR theory (Hobfoll, 1988), coping strategies implemented by individuals due to job stress (e. g., Zhang, Mayer, & Hwang, 2018), such as work-related deviant behavior identified here, may be more beneficial if they fail to evoke extra stress for perpetrators. In this regard, we introduce moral identity, which refers to "the cognitive schema a person holds about his/her moral character" (Aquino, Freeman, Reed, Lim, & Felps, 2009, p. 124), to be one key individual factor moderating the potential benefits of work-related deviant behavior for employees, because employees' moral identity can discern whether executing work-related deviant behavior elicits extra pressure. Thus, the second objective of our research is to position employees' moral identity as a pivotal and underexplored moderator acting as a means for amplifying or cushioning the potential benign effect of administering work-related deviant behavior on immediate work engagement channeled through recovery level.

With our theorizing, this work can deliver theoretical contributions to the emerging literature relating to work-related deviant behavior, recovery level, and COR theory. First, by pivoting the locus of theorizing away from a victim-centric to an actor-centric, this study seeks to advance the literature surrounding work-related deviant behavior. Second, by exploring how engaging in work-related deviant behavior affects employees' immediate work engagement as meditated by recovery level, this study paints a more coarse-grained picture of understanding the resource gain nature of work-related deviant behavior on a daily basis, which dovetails nicely with the episodic and dynamic nature of resource gain framework indicated by COR theory (Halbesleben et al., 2014). Third, by examining work-related deviant behavior's immediate intrinsic benefits for employees, as opposed to recipients, this study actively heeds scholarly calls for the proposition that "we encourage researchers to consider … other potential positive effects of CWB[1] [such as work-related deviant behavior] on the individual" (Krischer, Penney, & Hunter, 2010, p. 163). Finally, this study offers a more granular insight for understanding the applicability of COR theory by pinpointing work-related deviant behavior, a so-called "bad" deed, as a critical event or activity occurring daily at workplace, which may activate a beneficial process encompassing resource conservation and generation.

2. Theoretical background and hypothesis development

2.1. Workplace deviance

Deviance refers to "voluntary behavior that violates significant organizational norms and in so doing threatens the well-being of an organization, its members, or both" (Robinson & Bennett, 1995, p. 556), which is historically considered as negative deviant behavior (Bennett & Robinson, 2000). To holistically understand the conceptual underpinnings of deviance, it is imperative to extend the traditional conceptualization of deviance, negative deviance, to include positive deviance (Spreitzer & Sonenshein, 2004). Defined as "intentional behaviors that significantly depart from the norms of a referent group in honorable ways" (Spreitzer & Sonenshein, 2004, p. 841), positive deviance encapsulates criticizing incompetent leaders, refusing to follow dysfunctional instructions, and exhibiting innovative behaviors (Galperin, 2002).

Previous literature hinted at the possibility that some clear links exist between positive deviance and organizational citizenship behaviors (e. g., Spreitzer & Sonenshein, 2004). Organizational citizenship behavior is defined as an "individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and in the aggregate promotes the efficient and effective functioning of the organization" (Organ, Podsakoff, & MacKenzie, 2006, p. 3), which is an active deed that goes beyond employees' job and role expectations. First, organizational citizenship behavior involves a "behavior that could not be enforced by the organization in terms of formal role expectations or job requirements" (Lepine, Erez, & Johnson, 2002, p. 53); positive deviance, however, captures a behavior conducted by individuals, which honorably and voluntarily departs from referent group norms (Spreitzer & Sonenshein, 2004). Second, organizational citizenship behavior refers to "small acts of consideration" as characterized by their minor magnitude (Van Dyne & Lepine, 1998, p. 109); whereas positive deviance describes a deed majorly deviating from referent group norms (Spreitzer & Sonenshein, 2004). Third, organizational citizenship behavior can boost organizational performance (Van Dyne, Cummings, & Parks, 1995); however, positive deviance is not always beneficial for organizational performance (Spreitzer & Sonenshein, 2004).

2.2. Conservation of resources theory

Conservation of resources theory (COR theory; Hobfoll, 1989, 2001; Halbesleben et al., 2014) as a guiding framework is leveraged to highlight the potential positive effects of enacting work-related deviant behavior for employees. This theory argues that people strive to maintain, protect, and build resources that are valuable (Hobfoll, 1988, 1989, 2001), with resources being "objects, personal characteristics,

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conditions, or energies" (Hobfoll, 1989, p. 516). Furthermore, resources broadly involve "anything perceived by the individual to help attain his or her goals" (Halbesleben et al., 2014, p. 1338). More importantly, COR theory has been proven to be useful for capturing proximal perpetrator-centric consequences of daily deeds (e.g., organizational citizenship behavior, Koopman, Lanaj, & Scott, 2016; abusive supervision, Qin et al., 2018). The core tenet of this theory is that "humans are motivated to protect their current resources and acquire new resources" (Halbesleben et al., 2014, p. 1335), which is particularly pertinent to this study since it expounds why and when engaging in work-related deviant behavior may help avoid resource losses and gain new resources, ultimately bringing desirable immediate outcomes for employees themselves.

Work-related deviant behavior as one form of negative deviance (Bennett & Robinson, 2000) not only makes employees hinder resource losses, but also enables them to obtain new resources, both of which can lead to high level of immediate recovery. Recovery refers to "the process through which employees alleviate the detrimental effects of work stressors through restorative experiences" (Chawla, MacGowan, Gabriel, & Podsakoff, 2020, p. 19). In particular, high level of recovery refers to feeling physically energetic and mentally refreshed (Binnewies, Sonnentag, & Mojza, 2009; Steed, Swider, Keem, & Liu, 2021). COR theory suggests that high level of recovery via resource conservation and generation associated with work-related deviant behavior must be experienced for employees to improve their state of work engagement (Binnewies, Sonnentag, & Mojza, 2010; Byrne, Peters, & Weston, 2016; Christian, Garza, & Slaughter, 2011; Rich, Lepine, & Crawford, 2010). Therefore, recovery level as a key mechanism may explicate the indirect link between work-related deviant behavior and work engagement.

2.3. Work-related deviant behavior and recovery level

This study theorizes that engaging in work-related deviant behavior can improve resource recovery level as suggested by COR theory (Halbesleben et al., 2014; Hobfoll, 1989). This behavior may enable employees to avoid further resource losses and maintain their current resource levels. Since individuals possess limited physical, cognitive, and emotional resources (Hobfoll, 1988, 1998), it might be difficult for them to return those resources to their initial levels once they are depleted or taxed (Hobfoll, 1989). Engaging in work-related deviant behavior can enable employees to avoid further resource losses and maintain their current resource levels because resource losses experienced by employees during the workday prompts them to develop a defense mechanism such as conducting this deed to (1) protect limited resources by preventing further resource losses, and (2) maintain their present levels of resources by minimizing further resource losses (Halbesleben et al., 2014; Hobfoll, 1989, 1998). Furthermore, dismissing work-related deviant behavior may spur further resource losses for employees (Halbesleben et al., 2014). Compared to resource gains, individuals are more sensitive to resource losses when they suffer from stress and discomfort due to reduced resources (Cacioppo & Gardner, 1999; Lee & Ashforth, 1996; Tversky & Kahneman, 1974, 1979). Thus, conducting work-related deviant behavior releases employees from the resource-depletion process caused by deed suppression. Taken together, engaging in work-related deviant behavior aids employees in preventing further resource losses and even making them recover resources (Halbesleben et al., 2014).

Second, previous studies demonstrated that stress from workplace acts as a vital catalyst that triggers employees to perform work-related deviant behavior (e.g., Eschleman, Bowling, & LaHuis, 2015; Kluemper, Mclarty, & Bing, 2015; Spector & Fox, 2005; Zhang et al., 2018). Even in high stress work environments, employees are expected to resist the impulse of deviating from organizational norms in order to cater to work requirements. Yet, as past research has asserted, any self-control activity or behaviors conducted by individuals during the workday can expend their resources (Johnson, Muraven, Donaldson, & Lin, 2018;

Keinan, Friedland, Kahneman, & Roth, 1999; Muraven & Baumeister, 2000). In other words, if employees are compelled to resist the impulse of perpetrating work-related deviant behavior under high-pressure conditions in order to preserve their existing resources, further resource losses experienced by them will be more likely to happen (Halbesleben et al., 2014; Hobfoll, 2001).

Finally, COR theory also includes motivational components that enable individuals to take actions to avoid the occurrence of resource losses (Westman et al., 2005). When an individual is suffering from resource losses induced by workload, he/she produces a strong motivation to take actions, such as partaking in work-related deviant behavior, to avoid further resource depletion (Hobfoll, 2011) because resource losses experienced by employees during the workday pose a threat to employee well-being (Halbesleben et al., 2014). Conducting work-related deviant behavior may enable employees to escape from high-pressure work environment and avoid further loss of individual resources, as well as maintain their current level of resources (Halbesleben et al., 2014).

In addition to considering the perspective of resource conservation from COR paradigm, this study will also adopt the lens of resource generation and propose that performing work-related deviant behavior can bring new resources into work for employees, including the sense of self and the sense of control (Hobfoll, 1988, 2001). The process of resource generation may emerge via a broad swath of deeds (e.g., work-related deviant behavior) to garner more resources (Hobfoll, Halbesleben, Neveu, & Westman, 2018). Specifically, stressful work requirements tend to pose a threat to employees' sense of self (Maehr, 1984), which is an important individual resource (Hobfoll, 2001). Particularly employees under high-pressure work environment may not be able to express what one truly feels about the current work but they are expected to follow the regulations imposed by the organization (Hochschild, 1983), thereby reducing employees' sense of self (Uy, Lin, & Ilies, 2017). In contrast, when employees engage in work-related deviant behavior, their behavior is governed by themselves (Ryan & Deci, 2000), which can be instrumental in enhancing employees' autonomy (Ryan & Deci, 2006). Employees' autonomy refers to their beliefs that they have an ability to shape and control their workplace experiences (Hackman & Oldham, 1980). Thus, conducting work-related deviant behavior may enable employees to restore their sense of self from previous resource losses caused by high-pressure work environment. Perhaps it is not this behavior per se but autonomy experienced by employees involved in the process that enables them to restore the sense of self. Collectively, exhibiting work-related deviant behavior can help employees indirectly regain their sense of self that they lost under high-pressure work environment via autonomy.

Second, the amount of time and effort employees need to devote to the future work-related tasks may place stress on their current resources, which may force them to adjust their work pace such as working slowly in order to enhance their sense of control over their work environment (Ferguson et al., 2012). Sense of control is not only a human instinct (Stevens & Fiske, 1995), but also an implicit cognitive resource (Hobfoll, 2001). Enhancement of sense of control makes employees feel physically energetic and mentally refreshed, which can lead to high level of resource recovery (Binnewies et al., 2009; Steed et al., 2021). Aligning with the above logic and reasoning, this study proposes the following assumption.

Hypothesis 1. Engaging in work-related deviant behavior is positively associated with recovery level.

2.4. The indirect effect of recovery level

As highlighted by COR theory (Hobfoll, 1989), employees who experience high level of resource recovery are prone to devote more individual resources, including emotional, cognitive and physical ones, to work, which can promote work engagement (Kahn, 1990; Rich et al.,

2010). Work engagement as the dependent construct in our model is particularly relevant to consider since it has positive effects on employees' job performance (Christian et al., 2011), organizational citizenship behavior (Buil, Martinez, & Matute, 2016), employees' well-being (Leijten et al., 2015), family life (Ilies, Liu, Liu, & Zheng, 2017) and extra-role customer service (Trong, 2018). Moreover, experiencing high level of recovery denotes that individuals feel physically energized and psychologically refreshed during work (Binnewies et al., 2009; Sonnentag & Kruel, 2006; Steed et al., 2021). By contrast, employees experiencing low level of resource recovery tend to use limited resources to maintain work requirements and cope with work pressure (Sonnentag, 2003), which can result in further resource depletion over time and even emotional exhaustion (Uy et al., 2017). Therefore, employees will be less able to devote their limited resources to future tasks related to work.

Resource-based view suggests that resource gains are positively related to work engagement (Hobfoll, 2002; Priem & Butler, 2001). Specifically, if individuals can gain access to resources from work environment, they will quickly enter a state of high recovery (Halbesleben et al., 2014), which can result in increases in work engagement (Kahn, 1990; Rich et al., 2010; Schaufeli & Bakker, 2004). By contrast, if employees do not have access to valuable resources from their work environment, they will not experience high level of resource recovery and are therefore less likely to exhibit high level of work engagement. Thus, this study proposes that conducting work-related deviant behavior positively shapes employees' recovery level, thereby leading to high level of work engagement (e.g., Park & Haun, 2016; Venz, Pundt, & Sonnentag, 2018). The following prediction is posed.

Hypothesis 2. Recovery level plays an indirect role in the effect of performing work-related deviant behavior on work engagement.

2.5. The moderating effect of moral identity

COR theory also stipulates that certain individual personality traits can shape the process individuals employ to avoid resource losses and gain new resources (Hobfoll et al., 1990). Moreover, a recent study further suggests that individual factors can impose additional stress on individuals and further consume individual resources, which in turn reduces the current level of resource recovery (Qin et al., 2018). Integrating COR theory with the earlier research, this study casts employees' moral identity as a key contingency or boundary condition moderating the correlation between work-related deviant behavior, recovery level, and subsequent work engagement.

Engaging in work-related deviant behavior is likely to consume psychological resources of employees with high moral identity because this deed is a violation of their personal moral codes (Cohen, Panter, Turan, Morse, & Kim, 2014; Klotz & Bolino, 2013; Yuan et al., 2018). The idea of executing work-related deviant behavior poses a threat to employees' positive self-image, self-respect and moral codes/beliefs (Festinger, 1957; Liao, Yam, Johnson, Liu, & Song, 2018; Yuan et al., 2018), which can impose additional psychological pressure on employees.

On the contrary, employees who has low moral identity are less motivated to regard work-related deviant behavior as a kind of violation of their personal moral codes. It may be difficult for them to recognize this deed as wrong because of its immediate benefits such as enabling them to save resources and increase their work engagement. Employees holding low moral identity are less prone to evoke moral cognitive schema (Aquino et al., 2009) when engaging in work-related deviant behavior because those employees who are inclined to focus on their own welfare levels rather than on the welfare level of others (Aquino & Reed, 2002) are less likely to induce negative moral emotions (e.g., guilty experience; Tangney, 1990) and negative cognitive perceptions (e.g., moral deficits; Liao et al., 2018). Thus, the idea of engaging in work-related deviant behavior is less likely to yield additional

psychological stress and trigger the loss of psychological resources (e.g., emotional exhaustion; Uy et al., 2017). As such, the following assumption is proposed.

Hypothesis 3. Moral identity moderates the positive association between work-related deviant behavior and recovery level, such that this association is prone to be stronger for employees holding low, instead of, high moral identity.

2.6. Moderated mediation model

The final assumption of this study combines Hypotheses 1 to 3 into a single moderated mediation framework (Edwards & Lambert, 2007), we weave into an integrated conceptual framework as presented by Fig. 1, where moral identity serves a moderating function in the indirect effect of engaging in work-related deviant behavior on work engagement as transmitted by recovery level. Consistent with the theoretical expectation that moral identity weakens the positive effect of work-related deviant behavior on recovery levels (H3), the positive indirect relationship between work-related deviant behavior and work engagement through recovery level is likely to be stronger when employees have low (vs. high) moral identity. Therefore, we propose the following assumption.

Hypothesis 4. Moral identity moderates the positive indirect association between work-related deviant behavior and work engagement channeled through recovery level, such that this association tends to be stronger when employees have low, as opposed to, high moral identity.

3. Methodology

3.1. Participants and procedures

Participants were recruited from three hotels owned and operated by a hotel chain, as presented in Table 1, located in Southern China. The organization's human resources department distributed the study announcement, ensuring that hotel employee participation is voluntary and confidential. One hundred and nine of 134 employees (81.34%) agreed to participate in our study, but 22 of them were not able to complete all two phases of data collection (i.e., initial assessment (10), daily survey (12), particularly, seven employees fail to finish the morning survey, five employees fail to finish the afternoon survey), and 13 of them switched to another department during the data collection period. Data from those 35 employees were excluded from the analysis. Therefore, our final dataset comprised responses from 74 participants out of 109 (67.89% retained) who provided assessments of their work-related variables for at least three workdays (e.g., Chawla et al., 2020). As presented in Table 2, the majority of employees in the sample (52.70%) were female. Of the 74 participants, 16 of them were employed in the front office, 16 of them were in marketing department, 32 in the food and beverage department, 9 in the housekeeping department and 1 in another department.

The daily diary method (Ohly, Sonnentag, Niessen, & Zapf, 2010) was adopted to collect data from hotel employees, which was validated and applied by recent literature in the hotel context (Park, Kim, Jung,
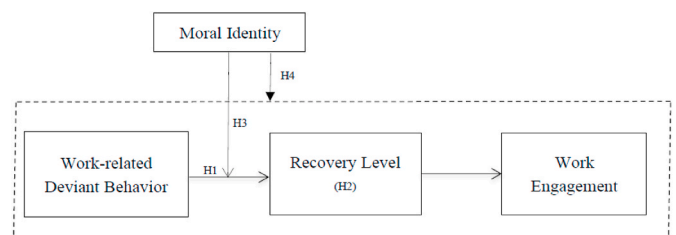

Fig. 1. The hypothesized multilevel model.

Table 1
Hotel demographics.

Hotel number	Year start	Employees	Rooms	Hotel star
Hotel 1	2001	102	80	Three
Hotel 2	2001	107	80	Three
Hotel 3	2002	114	90	Three

Table 2
Respondents' demographic profile.

Variables	Number	%		Number	%
Gender			Position		
Male	35	42.30	Front-line employee	44	59.46
Female	39	52.70	Head waiter	17	22.97
Age			Department manager	13	17.57
18–23	4	5.41	**Department**		
24–29	13	17.57	Front office	16	21.62
30–35	23	31.08	Marketing	16	21.62
36–41	19	25.67	Food and beverage	32	43.25
42 or over	15	20.27	Housekeeping	9	12.16
Education			Other	1	1.35
Junior middle school	18	24.33	**Tenure**		
Senior middle school	24	32.43	Under 1 year	10	13.51
Junior College	25	33.78	1–3 years	32	43.24
Undergraduate School	6	8.11	4–6 years	20	27.03
Graduate School	1	1.35	Over 6 years	12	16.22

Yun, & Hai, 2020; Shi, Gordon, & Tang, 2021; Yang, Lu, & Huang, 2020). That is, they were requested to complete an online survey regarding their daily activities (e.g., work-related deviant behavior) (Wheeler & Reis, 1991). As recommended by Yu, Xu, Li, and Shi (2020), the online survey was distributed through a mobile phone app called WeChat, a China's leading messaging and social media app developed by Tencent Holdings Limited.

Personalized links to online survey questionnaires were sent to participants through WeChat. All scales measured in this study needed to conduct the translation–back translation procedure propounded by Brislin (1970). Data collection was divided into two phases across three weeks. In Phase 1, online survey questionnaire links to the initial survey was sent to participants, asking them to report their demographic attributes and respond to items that measured their moral identity. In Phase 2, which takes place one week after the initial one-time survey, respondents were asked to complete the daily survey twice each day over 10 workdays. The initial and last (two-time) surveys were separated into two parts to control for the length of each survey, thus limiting participant fatigue.

Following the approach utilized in previous studies (e.g., Lin, Savani, & Ilies, 2019), the daily portion of the study in the second phase was conducted across two work weeks (i.e., from Monday to Friday), representing a generalizable sample of employee social life (Reis & Wheeler, 1991). During this phase, personalized online survey questionnaire links to the second survey were sent to participants twice each day, requiring them to complete both daily surveys in order to gain one full day level of observation. Links to the morning survey (T1) were sent at 11 a.m. because participants would have already worked for several hours by this point and would have had opportunities to display work-related deviant behavior. Participants reported whether they engaged in work-related deviant behavior, positive emotions, negative emotions, and job demands on the morning survey. The afternoon survey (T2), sent at 4:30 p.m., assessed participants' daily recovery level and work engagement. The time lag between morning and afternoon surveys allowed us to establish temporal separation and causal

precedence between the predictor and outcome variables (Brewer, 2000). The average elapsed time between the morning and afternoon surveys was 5.7 h. A total of 634 completed daily observations (responses to two surveys on a given day) out of a possible 740 was collected, yielding a response rate of 85.7%.

3.2. Measure

3.2.1. Work-related deviant behavior (T1)
Six items originally developed by Bennett and Robinson's (2000) scale towards organizational deviance are used to measure work-related deviant behavior, which have been validated by Ferguson et al. (2012). Respondents were first requested to assess the agreement anchoring a 7-point scale (1 = never, 7 = always). A sample item for work-related deviant behavior reads "Intentionally work slower than you could have worked" (Cronbach's alpha = 0.955).

Self-reports, rather than other reports, of work-related deviant behavior were used in this study because self-reports of this behavior may provide more accurate item measurement than could be captured by other reports such as leaders or peers.

3.2.2. Recovery level (T2)
We adopted three items established by Sonnentag (2003) to gauge recovery level, which were utilized and validated by Liu et al. (2020). Respondents were asked to rate the agreement via a 7-point Likert scale (1 = strongly disagree, 7 = strongly agree). An example item for recovery level reads "I feel recovered" (Cronbach's alpha = 0.882).

3.2.3. Work engagement (T2)
Five items developed from Schaufeli et al. (2002) and recently validated by Uy et al. (2017) are leveraged to measure work engagement. We requested respondents to rate the agreement anchoring a 7-point scale ranging from 1 ("strongly disagree") to 7 ("strongly agree"). An illustrative item reads "I am enthusiastic about my work" (Cronbach's alpha = 0.941).

3.2.4. Moral identity
We employed five items built by Aquino and Reed (2002) to calibrate moral identity, which were recently applied by Taylor, Griffith, Vadera, Folger, and Letwin (2019). Prior to assessing this construct, we first provided respondents with nine moral characteristics included in the original scale and requested them to image do you have these characteristics, and then they were instructed to report the levels of agreement via five statements anchoring a 7-point scale ranging from 1 ("strongly disagree") to 7 ("strongly agree"). A sample item is "Being someone who has these characteristics is an important part of who I am" (Cronbach's alpha = 0.909).

3.2.5. Control variables
First, we chose daily job demands as a control in this study based on past work touching on CWB (Yuan et al., 2018). Five items from Spector and Jex (1998) are adopted to gauge daily job demands. We asked respondents to report their agreement using a 7-point Likert scale ranging from 1 ("strongly disagree") to 7 ("strongly agree"). An illustrative item for job demands is "My job requires me to work very fast today" (Cronbach's alpha = 0.690). Second, we identified positive emotions and negative emotions as two controls. Ten items from the emotional susceptibility scales (Watson, Clark, & Tellegen, 1988) are utilized to calibrate positive emotions (five items) and negative emotions (five items). An exemplary item for positive emotions reads "I feel enthusiastic today" (Cronbach's alpha = 0.909); a sample item for negative emotions is "I feel scared today" (Cronbach's alpha = 0.881). Finally, employee sex, age, education, position, department, and organizational tenure in years were controlled following the study on CWB (Yuan et al., 2018).

3.3. Data analysis

Given that our data culled from this current research are characterized by nesting (i.e., daily responses are nested in individuals), we conducted a multilevel structural equation modelling method (MSEM, Zhang, Zyphur, & Preacher, 2009) via Mplus 8.4 (Muthén & Muthén, 2019) to examine our proposed assumptions, which involves the interdependence of both levels. We modeled all within-individual variables (e.g., daily work-related deviant behavior, recovery level, and work engagement) at level 1, and a between-person cross-level moderator (e. g., moral identity) was at level 2. Further, grounded in the recommendation of Enders and Tofighi (2007), we group-mean centered daily work-related deviant behavior, recovery level, and work engagement to examine daily within-person fluctuations by removing between-individual variance (e.g., individual differences), as well as grand-mean centered moral identity to examine cross-level effects. Monte Carlo simulation approach (Preacher and Selig, 2010), guided by the suggestion from Preacher, Zyphur, and Zhang (2010), was adopted to scrutinize the indirect effect proposed by Hypothesis 2. Moreover, we employed the moderated path analysis technique (Edwards & Lambert, 2007) to test a full moderated mediation model organized by this study by calculating conditional indirect effects of work-related deviant behavior on work engagement through recovery level across different levels (e.g., low vs. high) of moral identity.

4. Results

4.1. Descriptive statistics

Table 3 presents the descriptive statistics and correlations among study variables. Results from one-way analysis of variance (ANOVA) indicate that significant between-person variances exist in terms of recovery level ($ICC_1 = 0.575$, $F (73, 560) = 12.85$, $p < 0.001$) and work engagement ($ICC_1 = 0.373$, $F (73, 560) = 6.10$, $p < 0.001$), which provided justification for leveraging the MSEM as an appropriate analytic approach.

4.2. Measurement models

Prior to examining the study hypotheses proposed in our model, a multi-level confirmatory factor analysis widely adopted and validated by previous literature (e.g., Liao, Lee, Johnson, Song, & Liu, 2021; Lin et al., 2019) was carried out to confirm whether our study variables were distinct. Results show that our four-factor model produced a reasonably good fit ($\chi^2 = 151.990$, $df = 79$, CFI = 0.974, TLI = 0.966, SRMR$_{within}$ = 0.034, SRMR$_{between}$ = 0.026, RMSEA = 0.038; Hu & Bentler, 1999) and fit better than alternative parsimonious models (e.g., a three-factor model where work-related deviant behavior and recovery level were combined into one latent variable ($\chi^2 = 553.658$, $df = 81$, CFI = 0.830, TLI = 0.788, SRMR$_{within}$ = 0.103, SRMR$_{between}$ = 0.026, RMSEA = 0.096; $\triangle\chi^2 = 401.668$, $\triangle df = 2$, $p < 0.001$). These results suggested that the latent constructs used in this study have acceptable discriminant validity.

As presented in Table 4, average variance extracted (AVE) values ranged from 0.545 to 0.717 (recovery level = 0.545; work-related deviant behavior = 0.590; moral identity = 0.705; work engagement = 0.717), which were greater than the 0.50 threshold value (Fornell & Larcker, 1981). Moreover, all standardized factor loadings exceeded the 0.50 cutoff value (Hair, Black, Babin, & Anderson, 2010). Also, all

Table 4
Standardized factor loadings, composite reliability, average variance extracted.

Items	Standardized factor loadings	Cronbach's alpha	CR	AVE
Work-related deviant behavior				
Put little effort into your work.	0.807	0.955	0.896	0.590
Take an additional or longer break than is acceptable at your workplace.	0.667			
Spend too much time fantasizing or daydreaming instead of working.	0.806			
Intentionally work slower than you could have worked.	0.756			
Come in late to work without permission.	0.813			
Neglect to follow your boss's instructions.	0.750			
Recovery level				
I felt recovered.	0.684	0.882	0.782	0.545
I was in a good mood.	0.759			
I felt relaxed.	0.769			
Work engagement				
I felt strong and vigorous in my work.	0.840	0.941	0.927	0.717
I was happily engrossed in my work.	0.854			
I was enthusiastic about my work.	0.843			
My work inspired me.	0.860			
At my work, I felt bursting with energy.	0.837			
Moral identity				
I would be ashamed to be a person who has these characteristics. (R)	0.657	0.909	0.921	0.705
Having these characteristics is not really important to me. (R)	0.666			
Being someone who has these characteristics is an important part of who I am.	0.948			
I strongly desire to have these characteristics.	0.942			
It would make me feel good to be a person who has these characteristics.	0.930			

Note: CR indicates composite reliability; AVE represents average variance extracted.

Table 3
Descriptive statistics and correlations among the focal variables.

Variables	Mean	Between -person SD	Within -person SD	1	2	3	4	5	6	7
1.Positive emotions	4.821	1.513	1.645		-.345**	.548**	-.251*	.479**	.141	.613**
2.Negative emotions	2.779	1.274	1.498	-.261**		-.093	.798**	.072	.203	-.261*
3.Job demands	4.614	0.986	1.209	.463**	-.067		-.118	.221	.179	.378**
4.Work-related deviant behavior	2.281	1.294	1.505	-.247**	.532**	-.122**		.042	.072	-.317**
5.Recovery level	4.380	1.014	1.270	.332**	.006	.125**	.140**		.430**	.501**
6.Work engagement	4.558	0.819	1.211	.034	.097*	.047	.185**	.389**		.328**
7.Moral identity	5.544	1.411								

Note: SD = standard deviation. The correlations above the diagonal represent between-individual correlations (computed using individuals' aggregated scores; N = 74). The correlations below the diagonal represent within-individual correlations (N = 634). *p < 0.05, **p < 0.01 (two-tailed).

composite reliabilities (CRs) were between 0.782 and 0.927, meeting the 0.70 criteria value (Bagozzi & Yi, 1988). The above results mirrored that the convergent validity of all constructs is encouraging.

4.3. Hypothesis testing

Hypothesis 1 proposed that daily work-related deviant behavior has a positive effect on recovery level. As anticipated, results from Table 5 reported that Hypothesis 1 receives support ($\beta = 0.406$, $p < 0.001$). Hypothesis 2 predicted that work-related deviant behavior exerts an indirect effect on work engagement as transmitted via recovery level. Results as presented in Table 5 revealed that there is a significant and positive linkage between recovery level and work engagement ($\beta = 0.433$, $p < 0.001$). We leveraged RMediation program (Tofighi & MacKinnon, 2011) to scrutinize the indirect effect by multiplying the regression coefficient ($\beta = 0.406$, $p < 0.001$) between work-related deviant behavior and recovery level with the regression coefficient ($\beta = 0.433$, $p < 0.001$) between recovery level and work engagement. Results revealed that this indirect effect as hypothesized is pronounced (*estimate* = 0.176, 95% CI = 0.112, 0.239), which provides hard support for Hypothesis 2.

Hypothesis 3 speculated that the association between work-related deviant behavior and recovery level is moderated by moral identity, such that this association tends to be weaker under the condition of high employee moral identity. Result as reported in Table 5 conveyed that a pronounced interaction effect between moral identity and work-related deviant behavior predicting recovery level exists ($\beta = -0.121$, $p < 0.001$). We further interpret the pattern regarding the moderating effect of moral identity guided by simple slopes test method (Aiken & West, 1991). This pattern is graphed and plotted in Fig. 2. Specifically, work-related deviant behavior positively predicts recovery level (*simple slope* = 0.514, $p < 0.001$) in the presence of low moral identity (M-SD); whereas work-related deviant behavior is not related to recovery level (*simple slope* = 0.058, $p > 0.05$) in the presence of high moral identity (M + SD). Thus, the above results converged to lend support for Hypothesis 3.

Hypothesis 4 speculated that the indirect linkage between engaging in work-related deviant behavior and work engagement as mediated by recovery level is moderated by moral identity, such that this linkage tends to become weaker when employees possess high, instead of low, moral identity. As expected, our results demonstrated that this linkage is pronounced ($\beta = -0.109$, 95% CI: [-0.195, -0.024]) in the presence of high moral identity; whereas the indirect linkage is pronounced ($\beta = 0.084$, 95% CI: [0.001, 0.166]) in the presence of low moral identity.
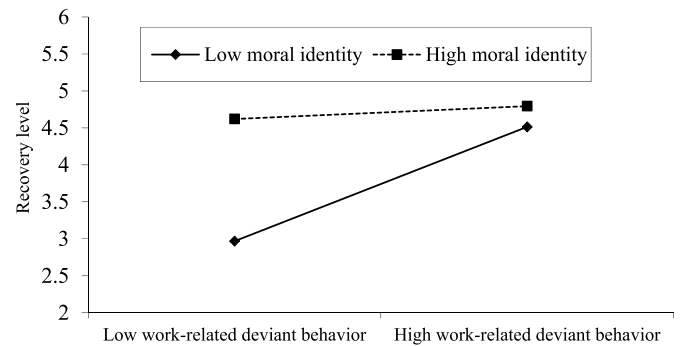

Fig. 2. Interaction between moral identity and work-related deviant behavior on recovery level.

Moreover, we apply the index of moderated mediation (Hayes, 2015) to calculate the difference between these indirect effects, mirroring that this difference is pronounced (*difference* = −0.193, 95% CI: [-0.307, −0.079]), which provided support for Hypothesis 4.

4.4. Supplementary analyses

4.4.1. Post-hoc analyses

Considering previous suggestions that work engagement is characterized by resource depletion over time (Baethge, Junker, & Rigotti, 2020; Halbesleben, Harvey, & Bolino, 2009), it stands to reason that two models, including whether work-related deviant behavior and work engagement would predict recovery level, as well as whether recovery level would predict next-day work-related deviant behavior and next-day work engagement, should be estimated. Results demonstrated that work-related deviant behavior significantly and positively shapes recovery level ($\beta = 0.147$, $p < 0.001$), and work engagement exerts a pronounced and positive impact upon recovery level ($\beta = 0.289$, $p < 0.001$). More intriguingly, there is a significant linkage between recovery level and next-day work engagement ($\beta = 0.205$, $p < 0.001$), but the positive effect of recovery level on next-day work-related deviant behavior does not exist ($\beta = 0.032$, $p > 0.05$). Put together, the significant indirect effect coincided with the proposed hypothesis (work-related deviant behavior → end-of-day recovery level → next-day work engagement; $\beta = 0.038$, 95% CI: [0.015, 0.074]); while the reversed sequence did not exist (work engagement → end-of-day recovery level → next-day work-related deviant behavior; $\beta = 0.007$, 95% CI: [-0.021, 0.037]). Combined, this analysis provides converging evidence to lend

Table 5
Multilevel structural equation modelling results.

Variables	Recovery level (T2)			Work engagement (T2)		
	M1	M2	M3	M4	M5	M6
Controls						
Sex	-.095	-.025	.180*	-.090	-.186	-.078
Age	.085	.166	.079	.201***	.160	.178**
Education	-.060	-.015	-.010	.188**	.172	.232***
Position	-.025	-.027	-.043	-.081	-.024	.059
Department	-.068	-.070	-.038	.093**	.065	.127***
Tenure	-.079	-.163	-.021	-.157*	-.116	-.158*
Job demands (T1)	.093	.114*	.101*	.095	.064	.106*
Positive emotion (T1)	.107*	.116*	-.009	-.017	-.108*	-.095*
Negative emotion (T1)	.171***	-.062	.017	.176***	.018	.052
Predictors						
Work-related deviant behavior (T1)		.406***	.058	.326*	.159**	.100*
Recovery level (T2)					.433***	.294***
Moderator						
Moral identity			.285***			.264
Cross-level interaction						
Work-related deviant behavior (T1) * moral identity			-.121*			-.233***

Note: $N_{\text{between level}} = 74$; $N_{\text{within level}} = 634$; *$p < 0.05$, **$p < 0.01$, ***$p < 0.001$ (two-tailed).

support for our theoretical model.

4.5. Supplementary interview

To further complement and confirm our quantitative results, we performed semi-structured interviews with 17 employees (11 females and 6 males) from three hotels where our survey data were collected. Participants were recruited with the assistance of hotel managers. We began with a leading research issue: *How do you describe work-related deviant behavior*? Then, to elaborate upon the phenomenon of work-related deviant behavior, hotel employees are interviewed via semi-structured interview protocol in Appendix A. Interviews, which were audio recorded, averagely lasted 19 min (range 12–25), audio-tapes of interviews were later transcribed verbatim. Moreover, the qualitative data based on the interview responses were analyzed into general themes and were coded by independently two authors. Consensus in coding from the two authors is employed to validate codes and commensurate with transcribed quotes (Srivastava & Chandra, 2018). It is through discussion that we can resolve discrepancies in coding.

Some representative quotes involving our focal research speculations were illustrated in Appendix B. First, we observed that work-related deviant behavior conducted by employees is instrumental in spawning their recovery level (e.g., a female employee from housekeeping department stated: "Working slowly […] can make me feel more energetic"). Second, we noted that employee recovery level associated with this behavior will be prone to boost their work engagement (e.g., a female employee from food and beverage department remarked: "[Feeling] somewhat energetic and relaxed [can motivate me to] devote efforts to the subsequent work"). Third, we observed that employee moral identity serves to buffer the impact of conducting work-related deviant behavior on recovery level and work engagement (e.g., a female employee from front office said, "I am a person with high moral identity, [having] a desert […] does not have a great impact on recovery experience and working states"). All told, this qualitative interview analysis we ran robustly supports our quantitative results and makes them lively.

5. Discussion

Invoking COR theory as an overarching framework (Halbesleben et al., 2014; Hobfoll, 1989, 2001), this study proposed and investigated a theoretical model specifying when and why committing work-related deviant behavior positively shapes work engagement by framing moral identity as a key boundary condition, and recovery level as a vital underlying mechanism. Specifically, our findings reported here indicated that daily work-related deviant behavior exhibited by employees has an immediate and positive effect on recovery level. Moreover, we found that daily work-related deviant behavior exerts an indirect impact on the following work engagement through recovery level. In addition, these proposed effects are bounded by employees' moral identity, such that daily work-related deviant behavior yields higher recovery level and greater work engagement only when employees have low, rather than, high moral identity. In sum, this study illuminates the usefulness of COR theory as a unique framework for capturing how and when the potential positive effects of daily work-related deviant behavior can emerge.

5.1. Theoretical implications

First, our investigation advances a more nuanced understanding of the literature surrounding work-related deviant behavior by examining how work-related deviant behavior can provide immediate benefits for employees as captured by higher recovery levels and greater work engagement. Meanwhile, our work actively responds to the scholarly call for the examination of "… other potential positive effects of CWB [such as work-related deviant behavior] on the individual" (Krischer et al., 2010, p. 163) by empirically demonstrating the potential benefits

of work-related deviant behavior for employees.

Second, this study identifies and investigates an important underlying pathway, recovery level, through which work-related deviant behavior committed by employees can positively affect immediate work engagement. This research advances and deepens our understanding of how work-related deviant behavior can yield immediate benefits to employees by identifying and testing the underlying influencing mechanism that can aid researchers to further investigate the benign immediate effects of work-related deviant behavior for employees.

Last, by combining the lenses of resource conservation and generation from COR theory into the literature on moral identity and recovery level, findings of this study account for how and when work-related deviant behavior exhibited by employees can influence their immediate work engagement. Our current investigation contributes to the existing work-related deviant behavior research by identifying work engagement as the consequence of work-related deviant behavior via recovery level and extends the emerging work engagement literature by proposing work-related deviant behavior as a novel driving force of recovery level. Furthermore, this study enlightens the work-related deviant behavior literature by investigating moral identity as a moderating factor qualifying the association between work-related deviant behavior and work engagement through recovery level. Findings clearly suggest that work-related deviant behavior, in conjunction with moral identity, shapes work engagement via recovery level.

5.2. Implications for practice

Findings observed here provide key implications for managerial practice. First, integrating the dynamic nature of hospitality job context with the job characteristics of the industry (i.e., highly stressful work conditions, Wong, Xu, Chan, & He, 2019; the daily fluctuations of job demands and resources, Shi et al., 2021), this present study adopts a two-week daily diary approach to capture the dynamic nature of work-related deviant behavior, which is a prevalent phenomenon in the tourism and hospitality industry (Lugosi, 2019) and one form of daily CWB (Yuan et al., 2018). Our study shows that daily work-related deviant behavior conducted by hotel employees, guided by COR theory (Halbesleben et al., 2014), can make them conserve current resources and generate new resources, which can bring immediate and short-lived benefits for them as reflected by high level of resource recovery and strong work engagement, even though this behavior can harm organizational functioning in the long run. Thus, managers should carefully weigh the trade-offs between the short-lived benefits of committing work-related deviant behavior for hotel employees and the long-term detriments of performing this deed for hotel organizations, rather than discouraging them from conducting this action. For example, an employee who works for a long time (e.g., six guest rooms have been cleaned) feels very tied, she takes a rest by laying on the sofa for 10 min beyond the prescribed length, this behavior was caught by her supervisor. This supervisor does not need to stop this employee behavior at once because it can bring some benefits to this employee in a short run. However, if this employee behavior continues to emerge, it may underline hotel productivity and performance. Thus, this supervisor can give this employee some clues (e.g., working hard is a virtue and is important for you and our hotel).

Second, as stipulated by COR theory (Hobfoll et al., 2018), certain employee behaviors can be more effective in generating additional or new resources during the process of resource generation as indicated by high level of resource recovery identified in this study. Managers can provide opportunities and encouragement for employees to practice those behaviors in order to increase employees' resource recovery level and the following work engagement. Our research results may proffer valuable recommendations to managers that organizations should establish flexible guidelines through which suitable work-related deviant behavior, such as taking a longer break than acceptable, can be validated. Conducting this behavior can foster employee job

autonomy, which can be useful in boosting employee's recovery level. In addition, another strategy that hotel organizations can adopt is that managers can directly empower employees to gain their individual autonomy as manifested by sense of self and thereby boost their individual resources, which can aid in enhancing resource recovery level. For example, there are some special situations under which immediate decisions made by employees are allowed in the absence of supervisors. Decision-making during worktime can make employees gain individual autonomy, therefore sparking recovery level. Hospitality industry itself has the labor-intensive nature, hotel employees are more inclined to go through a wide range of work events, and experience daily fluctuations concerning moods, attitudes and behaviors during work (Shi et al., 2021). Hence, it is necessary for managers to take into consideration that the immediate positive effects of work-related deviant behavior on employee's recovery level and work engagement as an alternative solution in handling challenges in terms of staff shortages, labor mobility in hospitality and tourism context.

Third, this research reveals that, through the perspectives of resource conservation and acquisition, hotel employee moral identity serves a critical function in moderating the positive effects of work-related deviant behavior on immediate recovery level and work engagement, such that these effects are prone to be mitigated when employees have high relative to low moral identity. Since conducting this behavior is inconsistent with moral codes of employees with high moral identity, committing work-related deviant behavior can further lower their resource recovery level, thereby decreasing level of work engagement. In other words, for those who hold high moral identity, engaging in work-related deviant behavior does not always bring immediate and short-term benefits for them. Although moral identity akin to individual personality is a relatively stable trait, effective interventions hotel human resource departments can adopt to strengthen employees' moral identity (Blackman & Funder, 2002) may cultivate a culture where work-related deviant behavior can be minimized and even warded off. This can be accomplished through launching regular training programs.

5.3. Limitations and future research

Our current work, like all studies, is inevitably subject to several limitations, which provides exciting potential areas for future research. First, a two-wave data collection approach utilized in our study may, to a greater extent, inhibit us from drawing conclusions pertaining to relational causalities in observed variables, yet there may be another research design, such as an experimental one, that can draw robust causal inferences within focal variables (Shadish, Cook, & Campbell, 2002). Following a recent study surrounding CWB committed by employees (Yuan et al., 2018), future scholars are strongly encouraged to carry out a scenario-based experiment to manipulate work-related deviant behavior in the first stage of our research framework (e.g., the effect of work-related deviant behavior on recovery level) to test and further check the robustness of relational causalities identified here.

Second, data collection for within-individual variables such as work-related deviant behavior, recovery level, and work engagement from hotel employees may raise a reasonable concern about common method variance (Kock, Berbekova, & Assaf, 2021; Podsakoff, MacKenzie, & Podsakoff, 2012). Nevertheless, the decision for culling data from the same participants was guided by theoretical reasons: regarding the measurement of recovery level, an employee knows his/her resource recovery level after engaging in work-related deviant behavior better than anyone else. Thus, employees' perception is pivotal and it is unlikely that others, including supervisors and/or peers, could provide accurate data on employees' recovery level. By the same token, it is ill suited for others to report on employees' work engagement tied to recovery level.

Third, this study typically identified recovery level as a linchpin mechanism from the lens of recovery literature and investigated its mediating role in the effect of work-related deviant behavior on work

engagement, yet there may be other underlying mediating factors that are plausible. For example, Yuan et al. (2018) argued that moral deficits, based on the angle of moral cognition, act as a key underlying pathway responsible for the positive influence of partaking in deviance on insomnia. In a related vein, Ilies, Peng, Savani, and Dimotakis (2013) documented the assertion that workplace deviance performed by employees will spark the sense of guilt, thereby giving rise to the enactment of organizational citizenship behavior. Thus, future studies should investigate these conduits to advance the literature on work-related deviant behavior.

Fourth, this study framed and examined moral identity as a theoretically crucial individual-level moderating factor or boundary condition qualifying the linkage between work-related deviant behavior and work engagement via recovery level, yet there exist alternative individual-level variables that should be explored and scrutinized in the future. A particularly refreshing terrain of "low hanging fruit" for future investigation is to explore individual personality trait factors, such as employees' conscientiousness, which may act to moderate the impacts of enacting work-related deviant behavior for employees themselves.

Last, data from our work were culled from hotel employees with a predominantly collectivist cultural orientation (Hofstede, 2001). Since culture can serve a significant function in individuals' attitudes and behaviors, it is thus worthwhile to take the cultural differences into consideration in the future. Specifically, although our results reported in this study provide a rigorous test for the proposed model, it is paramount to cross-validate our theoretical framework by gathering further empirical evidence via multiple studies such as the integration of an experimental approach with a daily diary method across varying cultural settings. Our current research presented here, therefore, serves as a useful jumping off point for accumulating further knowledge in the increasingly vital, but rarely explored realm of work-related deviant behavior.

6. Conclusion

Previous research has in general suggested that work-related deviant behavior brings costs to organizations, yet findings of this study revealed that it may yield immediate but short-lived benefits for hotel employees themselves. Findings grounded in COR theory demonstrated that daily work-related deviant behavior has bright sides in the form of higher immediate resource recovery level and greater immediate work engagement, and that the strength of these benign effects is contingent upon hotel employee moral identity. Promising results reported here not only challenge the prevailing belief that work-related deviant behavior always jeopardizes organizational functioning, but also provide impetus for future studies to dig deeper into the possible immediate beneficial outcomes of conducting this prevalent behavior for hotel employees.

Authors contributions

Jigang Fan (First Author): Conceptualization, Methodology, Software, Formal analysis, Investigation, Resources, Data Curation, Writing - Review & Editing, Writing - Original Draft. **Meng Zhang (Coauthor)**: Writing - Review & Editing, Supervision. **Xiaolong Wei (Corresponding Author)**: Methodology, Software, Validation, Formal analysis, Investigation, Visualization, Writing - Review & Editing. **Dogan Gursoy (Coauthor)**: Conceptualization, Writing - Original Draft, Writing - Review & Editing, Supervision. **Xiucai Zhang(Coauthor)**: Investigation, Resources, Project administration.

Impact statement

In a perpetrator-centric lens, our research adopts a daily dairy approach in combination with conservation of resource theory to unravel the immediate benefits of work-related deviant behavior for hotel employees, which provides several key implications for hotel

management. Firstly, hotel managers should take the benefits of work-related deviant behavior into account by carefully weighing the trade-offs between the short-lived benefits and long-term harms of performing work-related deviant behavior for hotel organizations. Secondly, hotel management organizations can facilitate the positive side of work-related deviant behavior by empowering employees to gain their individual autonomy to maintain employee's work engagement. Lastly, from the sight of moral identity buffering the positive effects of work-related deviant behavior on work engagement, hotel management organizations should take different guidelines to lead employees who hold different moral identity (high versus low) to manage stress.

Declaration of competing interest

None.

Acknowledgements

Appendix C. Supplementary data

Supplementary data to this article can be found online at https://doi.org/10.1016/j.tourman.2021.104375.

Appendix A. Semi-structured interview protocol

1. What kind of behavior do you think work-related deviant behavior refers to?
2. How often do you conduct these behaviors (usage frequency)?
3. Do you think these behaviors can make you feel recovered, relaxed, or bring a good mood in a short-term?
4. Do you think these behaviors will influence your work state (e.g., work engagement) in a short-term? If so, how?
5. Do you think you strongly want to have these qualities (e.g., friendly, helpful, compassionate)? If so, it means you have high moral identity. How your moral identity mitigates the impact of work-related deviant behavior on recovery experience and work state.
6. Is there anything we did not cover that you think is important regarding your work-related deviant behavior?

Appendix B. Qualitative insights from interviews with hotel employees

Work-related deviant behavior, Recovery level and Work engagement	
Representative quotes	Representative quotes
"You know front-office is very busy during check-in and check-out periods […]. Communicating or chatting with my coworkers acts as an effective way to make me feel relaxed and have a good mood. Specifically, after [experiencing] the busy periods, communicating with my coworkers, such as taking about some interesting things, can relax myself." (Respondent 2, front office, female, 27 years old, over five years working here, Hotel 1)	"Feeling relaxed and having a good mood through chatting with them [my coworkers] give me more power, therefore, I want to better serve customers by carefully checking in or checking out." (Respondent 2, front office, female, 27 years old, over five years working here, Hotel 1)
"Lazy behavior [conducted by me] sometimes occurs during work hours, but it depends on the circumstances and the amount of work. When [I] finished a great deal of work (e.g., six guest rooms have been cleaned), working slowly, such as slowly cleaning the next room, can give me a lot of autonomy, having autonomy seems to let me have the sense of power […]. Therefore, this power is very important for me when finishing a great deal of work, [because] it can make me feel more energetic and have a nice mood." (Respondent 7, housekeeping department, female, 50 years old, over fifteen years working here, Hotel 2)	"[When] I have strong power and energy [from working slowly], so I have strong motivation to devote efforts into the following work." (Respondent 7, housekeeping department, female, 50 years old, over fifteen years working here, Hotel 2)
"[When feeling] very tired, [I] want to lie on the sofa, do not want to move [my body], do not want to do any things, such as marketing related-ones, I only want to have a rest now, after having a rest, I am so relaxed and comfortable for a moment." (Respondent 14, marketing department, male, 38 years old, over five years working here, Hotel 3)	"I am relaxed and comfortable for a moment, consequently, having more energy [from taking a short-term rest] can immerse myself into work, such as making the plan for selling more meticulously." (Respondent 14, marketing department, male, 38 years old, over five years working here, Hotel 3)
"[…] After serving and washing the dishes at noon, I often have a rest on the desk, and have a daydreaming, I think these [behaviors] can make me not think about work-related things, such as serving and washing. It seems like a sense of relief […]. Actually, I feel somewhat energetic and relaxed for being away from work." (Respondent 15, food and beverage department, female, 43 years old, over ten years working here, Hotel 3)	"I feel somewhat energetic and relaxed […], my body has power and my head is refreshing, so I want to devote efforts to the subsequent work […]." (Respondent 15, food and beverage department, female, 43 years old, over ten years working here, Hotel 3)

The moderating role of moral identity for the association of work-related deviant behavior, recovery level and work engagement	
Representative quotes	Representative quotes
"Taking me as an example, I personally consider myself as a person with high moral identity, that's a bit of a boast. When I have the action of putting little effort into work during worktime […], I think it runs counter to my high moral identity, so I feel somewhat upset, uncomfortable, and even nervous, I may have a bad mood […], therefore I fail to enjoy energetic recovery experience and generate good working states." (Respondent 3, marketing department, female, 36 years old, over four years working here, Hotel 2)	"I am a person with high moral identity, when I have a desert during worktime, I think it is a wrong behavior. Meanwhile, I think it is bad for my self-image, so I feel sick and uncomfortable […]. These feelings do not have a great impact on recovery experience and working states." (Respondent 8, front office, female, 24 years old, over two years working here, Hotel 3)

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