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Enhancing employee well-being through prosocial rule-breaking: Insights from the hospitality sector

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Abstract: This study explores relationships of prosocial rule-breaking (PSRB) on employee well-being in the hospitality industry. The study integrates the dynamics such as employee engagement as a mediator, emotional intelligence, and job autonomy as moderating variables. It offers insights into complex dynamics shaping employee behavior and well-being of hospitality industry. The data was collected through structured questionnaire form hospitality sector. The results showed significant positive relations between PSRB, employee engagement, and well-being. Emotional intelligence appeared as a moderator, escalating the relationship between PSRB and employee engagement. Job autonomy also escalating the relationship as moderator between employee engagement and well-being.

Keywords: hospitality; prosocial rule-breaking (PSRB); employee wellbeing; job autonomy

1. Introduction

The hospitality industry is a broad term that encompasses a variety of businesses, including accommodation, food and beverage services, event planning, theme parks, transportation, cruise lines, travel, and airline services in association with the tourism industry (Jayawardena et al., 2023; Judith and Riani, 2024). The hospitality business, as a commercial enterprise, is focused on two critical factors: extended visitors duration and disposable income generated by clients and travelers (Achmad and Yulianah, 2022; Ntounis et al., 2022). These characteristics distinguish the hospitality business from others. Prosocial rule breaking is critical for improving employee habits, since it may result in increased employee performance and visitor pleasure (Khattak et al., 2022). Organizational rules and regulations play an essential role in promoting desirable employee behavior (Giacalone and Knouse, 2019). As a result, employers' primary job has evolved into successfully defining and enforcing rules aimed at enhancing employee behavior (Islam et al., 2021). PSRB, which is related to an organization's policies, is also critical for employee well-being since it serves as a motivator for workers to violate rules in order to meet the needed standard and requirements of the visitor (Fleming, 2020). According to the World Travel and Tourism Council (WTTC), the hospitality sector is a significant source of employment and labor, employing around 100 million people and projected to increase at a stable annual rate of 4% over the next decade (20 April 2017) (Munasinghe et al., 2019; Scowsill, 2017). Rules, laws, and policies, as well as the workplace environment and

working circumstances, all have a substantial impact on employee behavior (Chi et al., 2022). As a result, understanding the link between prosocial behavior rule breaking and employee wellbeing is critical in the hospitality industry (Adnan et al., 2022).

Prosocial behaviors are a byproduct of strong organizational activities (Morrison, 2006), however they may or may not be for the benefit of the organization (Othman et al., 2008). It is vital to have a fundamental understanding of rules and regulations in order to comprehend contemporary organizations (Mohd Yusoff et al., 2022). Employees who breach prosocial rules defy the prevalent knowledge that they are always operating in their own self-interest and optimizing their own utility when they violate workplace standards (Ugwu and Oji, 2013; Yang et al., 2022). When employees deliberately violate an organization's official policy, regulation, or prohibition with the primary goal of advancing the company's or one of its stakeholders' welfares, this is referred to as pro-social rule-breaking (Kim and Qu, 2020). Prior study on the causes of PSRB examined risk aversion and conscientiousness, as well as organizational situational characteristics such as corporate culture (Jost, 2022; Zhang et al., 2023). Although the link between employee engagement and PSRB has not been well examined, it is likely that PSRB has an influence on employee engagement, a crucial predictor of employee wellbeing (Khan et al., 2022).

Employee behavior in the workplace is complicated and varies widely across businesses (Liu et al., 2022). Morrison defines pro-social rule-breaking (PSRB) as behaviors in which "people voluntarily violate organizational rules and procedures that will further develops the organizations and stakeholders' interests, such as job efficiency, assisting colleagues, and customers (Khan et al., 2023; Magnano et al., 2022). Employee actions that promote self-interest in the workplace are characterized as organizational rule violations. PSRB is a kind of work behavior that is motivated by a desire to defy organizational standards in order to boost productivity. PSRB among colleagues is a kind of conduct motivated by the voluntary breach of organizational rules in order to help coworkers. As a consequence, PSRB conduct includes identifying areas for improvement via the documentation of positive improvements, as well as encouraging the company to follow new norms and instructions (Chandak et al., 2020; Fleming, 2020; Latz, 2022).

Employees were compelled to go above and beyond their work responsibilities as a result of the intensified dynamics and environmental vulnerabilities, resulting in increased well-being. Wellbeing motivates conduct (He et al., 2021). When workers' well-being improves, they are more willing to provide essential information while also communicating their opinions and concerns effectively. Indeed, the PSRB habit confers greater liberty on workers by enhancing their overall well-being (Baskin et al., 2016; Irshad et al., 2022; Mekhala, 2024).

Wellbeing is a wide, nebulous, and ambiguous notion whose meaning changes and develops depending on the individual (Shum and Ghosh, 2022). A wide definition is necessary since there is so much disagreement about what constitutes happiness and what qualifies. This chapter delves further into the nuances and subtleties of the topic. Carol Black created the phrase "subjective well-being" in her 2008 review. In this research, that definition will be employed. It encompasses a person's "physical, material, social, emotional (happy), developmental, and recreational components".

The utilization of research is critical for shifting away from a reactive model of PSRB and wellbeing toward a preventative perspective (Holy-Hasted and Burchell, 2022) but future research must diversify both the conceptualization of wellbeing in context workplace rules and regulations. If a firm wants to make its employees happier and more productive, it doesn't have to limit itself to implementing regulations (Shum and Ghosh, 2022). There are a variety of additional possibilities available. The efficiency with which employees can do their responsibilities, the amount of control they have, and the amount of autonomy they have are all essential factors in the success with which they complete their employment (Liu et al., 2022; Wang et al., 2020).

As defined by the Job-Demand-Control-Support Model (JDCS) (Hörcher et al., 2022) job expectations, job autonomy, and social support are all important components of employee wellbeing (Chatterjee et al., 2022). According to the additive version of the JDCS model, work with high expectations, little autonomy, and little assistance is detrimental to the well-being of employees (Hörcher et al., 2022; Vassos et al., 2019). Both low-strain professions (with minimum demands, excellent autonomy, and plenty of support) and active activities (with high demands, extensive autonomy, and plenty of assistance from others) have the potential to increase workers' well-being, which is encouraging development. According to the buffer hypothesis, under the JDCS model, job management and social support may assist to mitigate the detrimental impacts of high work demands on workers' health and well-being by helping them to manage their time more effectively (Nordin et al., 2024; Serole et al., 2021).

When it comes to today's business environment, emotional intelligence is generally recognized as a key trait that helps people communicate more effectively, solve problems more effectively, and form stronger interpersonal ties (Zhao et al., 2023). Additionally, studies feel that it is a talent that can be enhanced with practice and instruction. practice and instruction (Akber 2020; Xu et al., 2021). This research paper aims to address the imperative need for a comprehensive understanding of the relationships within the dynamic hospitality industry. With the pivotal role of prosocial rule-breaking (PSRB) in enhancing employee habits and performance, and considering the influence of organizational rules, it strives to investigate the link between PSRB and employee well-being.

Furthermore, this study responds to a critical gap highlighted by Liu et al. (2022) emphasizing the necessity of examining the positive outcomes for employees associated with PSRB to gain deeper insights into its implications. In an era of globalization and evolving organizational dynamics, this research seeks to shed light on these intricate relationships, ultimately contributing to the well-being of employees in the hospitality sector.

2. Literature review

Pro-Social Rule Behavior (PSRB) is procedural deviance that involves action towards the common good ignoring set organizational norms. More than that, this behavior promotes teamwork and cooperation from the coworkers, which in turn creates a healthy working culture (Li et al., 2023). According to the studies PSRB has a positive impact on the level of engagement since people are encouraged to contribute to their workplace entities (Nordin et al., 2024). The study by (Batool and Lewis, 2020)

revealed both high PSRB and willingness to help others while in the organization can enhance organizational commitment. However, PSRB can also lead to stress resulting from the danger that operational deviation from rules entails (Judith and Riani, 2024). It is vital to comprehend the attendant ethical dyad for PSRB in order to foster a positive organizational environment that will facilitate the realization of potential positive effects with due regard to potential negative effects (Yang et al., 2022). Employee engagement is the extent to which an employee identifies with their organization. This is associated with favorable organizational results, since committed employees work harder, and are loyal to organizational positions they are hired for (Brown Sr, 2019). The factors show that the engaged employees receive more well-being at work, as the engagement turns into one important aspect of their lives (Mubashir and Siddiqui, 2023). Engagement and well-being at work are nutrient relationships that suggest the missing link for building supportiveness that enables the best in employees (Batool and Lewis, 2020). Individual wellbeing at the workplace includes psychological health and satisfaction in the workplace. Scientific studies report that people with better employee engagement are mentally healthier because they are fully involved in work processes (Mekhala, 2024). This shows the correlation between engagement and well-being demonstrates to promote mental health and also develop positive work culture. High levels of emotional intelligence entail the ability of an employee to solve problems tangling with him/her at the workplace, appreciate norms, and feel for other employees (Lee and Jo, 2023). This ability makes them to practice within their responsibilities without a lot of stress. Emotional intelligence plays a significant role in the promotion of a positive organizational climate in which employees and/or subordinates feel free to engage in positive behaviors with an understanding that they will not be sanctioned for such actions, thus increasing overall levels of engagement. Job autonomy is the extent to which an employee is allowed discretion as to how the particular job is accomplished (Bilal et al., 2024). Self-directedness or amount of decision-making control at the workplace has been found to enhance creativity and take risk (Meng et al., 2023). Autonomous employees are more likely to engage in PSRB since they feel able to decide what is right to do and do it (Jain and Duggal, 2018). To that end, a perceived control over one's work results from this process enhances productivity and proactively creates a favorable climate towards the achievement of organizational goals while at the same protecting the health of the personnel (Kalyar et al., 2013).

Therefore, synthesizing the literature, the relationships between PSRB, EE, individual well-being, EI and job autonomy are interrelated.

2.1. PSRB and employee engagement

Pro social rule behavior enforces employees to put their own personal interests ahead of their colleagues and customers (Khattak et al., 2022). They choose to break the organization's regulations on their own. The organizational structure of a business may be evaluated using organizational norms and employee behavior, as well as commercial strategy (Khan et al., 2023). Employees are encouraged to take an active part in their personal health and well-being by the PSRB that eventually develop their engagement with organization (Malik and Mishra, 2023). On the other side, the PSRB shows a person's drive to accomplish a task despite difficulties (Wang et al., 2020).

Employees with a high pro-social motivation are more inclined to provide a hand to their colleagues (Ghosh, 2020). Employees who get less compensation for their pro-social initiatives are less likely to assist their coworkers in need. Pro social work behavior (PSRB) has been connected to employee well-being in the workplace, according Liu et al. (2022) studies (i.e., moral and toleration behaviors). According to the PSRB, it seems to have an impact on workers' internal and external psychology, leading to increased employee engagement (Hayward, 2022).

The PSRB serves as a resource for workers who are having workplace difficulties. Employees are encouraged to bring new ideas so that managers should be tolerant of small errors. In this way, employee's effort may result in significant company achievements (Irshad & Bashir, 2020). Employees that have a strong feeling of belonging to the organization are more likely to perform successfully in the company's and other stakeholders' best interests. As a result, individuals become more engaged to their organization (Khattak et al., 2022). As a consequence, the PSRB is projected to have a significant effect on how individuals see their work. As a result, the PSRB has a significant effect on employee engagement. Consequently, based on the literature findings, the following hypothesis is proposed:

Hypothesis 1: PSRB has a significant impact on Employee engagement.

2.2. PSRB and individual well being

According to Morrison (2006), "PSRB" refers to an employee's deliberate disobedience for established organizational rules, procedures, and standards. This is for the advantage of the company (rather than damage it). Despite the fact that risk proclivity, work autonomy, and a lack of conscientiousness have all been identified as predictors of PSRB, little study has been conducted on the influence of ethical concerns on PSRB (Dahling et al., 2012). Because of the possibility of unanticipated outcomes, the PSRB must be properly regulated (Bryant et al., 2010). Organizational norms, rules, and methods are primarily motivated by employees' psychological capital, psychological safety, self-efficacy, and engagement. Despite the PSRB's best efforts, many workers are unaware of the regulation's specific objective. PSRB, which may have unexpected and severe implications for both the organization and the rule-breaker, may be the outcome of less logic (Yang et al., 2022). Employees may lack of understanding of the reasoning behind an organization's rules, resulting in undesirable effects. It is necessary to violate society conventions in order to help others. Because purposeful rule violations produce stress in the individual's thinking, the ethical workplace environment (EWC) play important role in promoting or discouraging this kind of conduct (Malik and Mishra, 2023).

Hypothesis 2: PSRB has a significant impact on Employee wellbeing.

2.3. Employee engagement and well being

Individuals spend a large amount of time at work, which promotes employee engagement and creates environments that promote well-being. It is claimed that employment is a significant focus point in an individual's life since it helps to generate positive psychological situations (Friedman and Greenhaus, 2000). Furthermore, employee involvement may be a useful indicator of employee well-being (Wright,

2010). This exemplifies the critical aspect of positive psychology, which tries to improve rather than just ease psychological distress. Employee engagement refers to the way employees act while at work and how that relates to the tasks they are supposed to do (Brien et al., 2012; Weiss, 2002). Employee engagement reinforces the values that are vital in an organization's culture, causing workers to become engaged to their employment (Shu, 2022). Employees who believe they will be rewarded for doing excellent work will be driven to produce outstanding job, which will make them more engage. Employee engagement formalizes ways to show people how well they are doing with their well-being at work. Well-being cannot be achieved unless the workplace refocuses on the human condition and enables employees to prioritize their own needs above the company's (Rafi et al., 2022). And organizations cannot begin to understand their needs, especially those relating to mental health, unless they engage them appropriately. Hence, it is hypothesized as

Hypothesis 3: Employee Engagement has a significant impact on Employee wellbeing.

2.4. PSRB employee engagement and individual wellbeing

Employee engagement occurs when employees at a company use and exhibit their bodies, brains, and emotions while on the work. This is known as "utilizing organizational members' selves their work responsibilities" (Kahn, 1990). Others have said that EE is a psychological presence made up of two key components: attention (the amount of time spent thinking about a job) and absorption (the degree to which one is engaged on a role). PSRBs are work behaviors motivated by a desire to break organizational rules in order to boost productivity and involvement in their jobs. PSRB is a kind of behavior among colleagues that is done on purpose to help coworkers in ways that are important for the company to thrive. O'Reilly and Chatman (1986) defined psychological attachment as a psychological relationship between a person and a group. According to fit theories, a person's behavior and performance may be influenced by both the individual and the work environment. These objectives might be things the individual wants to accomplish (positive valence) or things they wish to avoid (negative valence). Employee engagement, according to ISR, is the process through which a company cultivates its employees' excitement and dedication to achieving better outcomes. Employee engagement and individual wellbeing are outcomes that the business cultivates via procedures and rules in order to achieve customer satisfaction, profitability (2014). PSRB via employee engagement has an impact on wellbeing because organizations need employees' dedication and involvement because of the potential contributions they may make to the company's success (Vance, 2006).

Hypothesis 4: Employee engagement mediates the PSRB and individual wellbeing.

2.5. Moderating role of emotional intelligence

Emotional intelligence is an important individual differentiator that must be assessed in the PSRB employee engagement relationship (EI). An employee who is emotionally and intellectually involved in the success of their organization will deliver

their best performance. As a result, their contributions to the organization's success will grow, and they will be more likely to stay. Emotional intelligence is the ability to convey one's emotions correctly, accurately judge the emotions of others, self-regulate one's own emotions, and successfully use one's emotions to achieve individual's goals (Salovey and Mayer, 1990). An employee with a high degree of EI will comprehend the organization's regulations and the repercussions of violating the rules, which includes self-acceptance, good interpersonal connections, autonomy, environmental mastery, life purpose, and organizational progress. Individuals that are emotionally intelligent are capable of putting themselves in the shoes of another and empathizing with their feelings. Empathy entails more than just comprehending how others feel. It also involves the response to these emotions. In essence, emotional intelligence in the workplace is about understanding, expressing, and managing good relationships, as well as problem-solving under pressure. This is how it influences the link between an employee's PSRB and their degree of employee engagement.

Hypothesis 5: Emotional intelligence moderates the link between PSRB and employee engagement.

2.6. Moderating role of job autonomy

Job autonomy refers to an individual's ability to choose his or her own techniques, pace, and effort for fulfilling job responsibilities (Hackman and Oldham, 1980; Spector, 1986). Because autonomous jobs give individuals with a sense of self-determination and independence from external restraints or limitations, they are believed to inspire higher creativity than regulated ones (Deci et al., 1989; Spreitzer, 1995). That is, autonomous job design encourages novel and beneficial combinations of different components of a job assignment, while regulated professions are designed to prevent such combinations (Oldham and Cummings, 1996). Employees with a high degree of job autonomy are therefore more inclined to take risks, think creatively, and solve problems, all of which are believed to enhance creativity (Amabile, 1988; Oldham and Cummings, 1996; Tierney and Farmer, 2002).

To begin, workers with a high degree of job autonomy choose to pursue moral goals, and pro-social behavior may be seen as a physical manifestation of moral goals (Hannah and Walumbwa, 2011). As a consequence, employees who enjoy a high level of workplace liberty are more likely to participate in pro-social behavior (Hannah and Walumbwa, 2011). Second, autonomous employees are less fearful and hesitant when presented with perceived risk, and they are more confident in dealing with possible negative outcomes than their meek counterparts (Seligman et al., 2005). In other words, even if autonomous employees are aware that PSRB may result in negative consequences such as punishment (Dahling et al., 2012; Morrison, 2006), they are still highly likely to engage in PSRB due to their ability to regulate their fear, reduce their anxiety, and deal with any negative or even fatal consequences of their rule-breaking behaviors.

Hypothesis 6: Job autonomy moderates the link between employee engagement and Individual wellbeing.

3. Methodology

The study follows a positivist research philosophy, employing a cross-sectional design to capture data at a specific point in time. A non-probability stratified sampling technique was applied, with strata based on major cities, ensuring representation across key geographic areas. This structure aims to enhance the validity and reliability of the data collected, addressing concerns regarding the appropriateness of the methodology.

3.1. Measures

The exogenous variable prosocial rule breaking measured on 13 items scale developed by Dahling et al. (2012). Participants were asked to respond on a five-point Likert scale, ranging from 1 (“strongly disagree”) to 5 (“strongly agree”) on each item. The mediating variable employee engagement by Rasool et al. (2021) based on 4 items measured on five-point Likert scale ranging from 1 (“strongly disagree”) to 5 (“strongly agree”). The endogenous variable employee wellbeing was measured 5 items scale developed by (Rasool et al., 2021). Participants were asked to respond on a five-point Likert scale, ranging from 1 (“never”) to 5 (“always”) on each item. First moderator emotional intelligence measured through 16 item scale developed by Wong and Law (2017) the scale was also based on five-point Likert spectrum ranging from 1 (“strongly disagree”) to 5 (“strongly agree”). Second moderator, job autonomy measured through 3 item scale developed by Voydanoff (2004) based on five-point Likert scale ranging from 1 (“never”) to 5 (“always”).

3.2. Control variables

Control variables are necessary to isolate the influence of the independent variable of interest (in this case, prosocial rule breaking) on the dependent variable. The first factor is hotel size, which allows hotels of comparable size to compare operational processes and financial outcomes. Second, a specific market, the hotel caters to a wide range of customers and may be classed based on the markets to which it attempts to attract visitors. For example, Business, airport, suites, residential, resort, timeshare, casino, convention, and conference hotels are all prevalent types of markets. Third-level service, such as world-class service, is also known as luxury/Five-Star hotels, and its core markets include top corporate leaders, entertainment celebrities, high-ranking government officials, and high net worth individuals. Hotels that provide mid-range or otherwise 3 to 4-star hotel services appeal to the majority of the traveling population. Budget hotels cater mostly to budget-conscious travelers who desire a room with the bare minimum of services and facilities essential for a pleasant stay, without having to pay extra for expensive services. Fourth, ownership and affiliations, such as independent, single-owner, and chain hotels.

4. Results

4.1. Descriptive and correlation

Participants were selected to ensure diversity across various departments in hospitality organizations, including different ages, genders, and experience levels. The

sample consisted of 212 participants, with 44% in the restaurant/food and beverage sector, 21% in hotel/lodging/resorts, 14% in meetings/events management, 6% in gaming/casino, 4% in retail, 3% in golf/park/recreation, and 6% in other areas. Regarding employment levels, 86% were front-line staff (e.g., servers, cashiers) and 14% held management positions. Gender distribution was nearly even, with 108 (50.9%) identifying as male and 104 (49.1%) as female. Age distribution revealed that the majority (39.6%) were aged 31–35, followed by 22.6% in the 41–45 range, 20.8% in the 25–30 range, 16.0% in the 36–40 range, and 0.9% aged 46–50.

Table 1 presents the correlation coefficients and Average Variance Extracted (AVE) values, which help to assess the relationships among latent variables in relation to the study’s research objectives. These results are crucial for understanding the relationships hypothesized in this study and directly address the research questions.

Table 1. Correlations and average variance extracts.

Constructs	Correlations among l.vs. With sq. rts. of AVEs				
	PSRB	EWB	EE	EI	JA
PSRB	(0.671)				
EWB	0.156	(0.806)			
EE	0.301*	0.395*	(0.936)		
EI	0.281*	0.211	0.149	(0.575)	
JA	0.322*	0.271	0.332*	0.287	(0.878)

Note: “*” Denotes significance level at 0.01.

Moving on to the correlation coefficients, the results reveal significant relationships among the latent variables. Specifically, Prosocial Rule Breaking (PSRB) exhibited a significant positive correlation with Employee Engagement (EE) ($r = 0.301, p < 0.01$), Emotional Intelligence (EI) ($r = 0.281, p < 0.01$), and Job Autonomy (JA) ($r = 0.322, p < 0.01$) within the context of the hospitality industry in Pakistan.

Employee Well-Being (EWB) showed significant positive correlations with Employee Engagement (EE) ($r = 0.395, p < 0.01$) and Job Autonomy (JA) ($r = 0.271, p < 0.01$). Additionally, Employee Engagement (EE) also demonstrated a significant positive correlation with Job Autonomy (JA) ($r = 0.332, p < 0.01$). Additionally, Job autonomy (JA) demonstrated a significant positive correlation with Emotional Intelligence (EI) ($r = 0.287, p < 0.01$), while exhibiting significant positive correlations with Emotional Well-Being (EWB) ($r = 0.271, p < 0.01$) and Employee Engagement (EE) ($r = 0.332, p < 0.01$). These correlation coefficients provide insights into the relationships between the latent variables within the specific context of the hospitality industry in Pakistan, while controlling for variables such as hotel size, market type, service level, and ownership and affiliations.

4.2. Confirmatory factor analysis (CFA) and reliabilities

Reliability coefficients for the latent variables are presented in the table. Classic reliability coefficients, including composite reliability and Cronbach’s alpha, were calculated. The composite reliability scores were high, indicating good internal consistency for all latent variables: Prosocial rule breaking (PSRB) had a composite

reliability of 0.909, Employee Well-Being (EWB) had 0.893, Employee Engagement (EE) had 0.966, Emotional Intelligence (EI) had 0.868, and Job Autonomy (JA) had 0.909.

4.2.1. Composite reliability

This coefficient reflects the overall reliability of each latent variable, calculated by considering the relationships among the indicators. Composite reliability values range from 0 to 1, with higher values indicating better reliability. As shown in **Table 2**, the Composite Reliability for all variables is greater than 0.70, indicating high reliability across all constructs.

4.2.2. Cronbach’s alpha

The measure of internal consistency that is most frequently used is Cronbach’s alpha. It measures how the indicators of a latent variable are associated. Higher values (closer to 1) indicate greater internal consistency. As presented in **Table 2**, Cronbach’s alpha values for each latent variable exceed the acceptable threshold, supporting the internal consistency of the constructs.

Table 2. Reliabilities of constructs.

Reliabilities of Constructs							
	PSRB	EWB	EE	EI	JA	EI*PSRB	JA*EE
Composite reliability	0.909	0.893	0.966	0.868	0.909	1	1
Cronbach’s alpha	0.888	0.834	0.952	0.856	0.849	1	1
Additional reliability coeffs.							
	PSRB	EWB	EE	EI	JA	EI*PSRB	JA*EE
Dijkstra’s PLSc reliability	0.844	0.956	0.955	0.899	0.858	1	1
True composite reliability	0.909	0.893	0.966	0.868	0.909	1	1
Factor reliability	0.909	0.893	0.966	0.868	0.909	1	1

4.3. Factor loading

The factor loading values indicate the worth of a particular observed variable for the assessment of the correlation with the underlying latent factor. Values anticipated are usually between -1 and 1 where by the closer to 1 the relationship is the stronger, and vice versa to 0, is a weaker relationship. As a result of exploring the validity of the measures, factor loadings offer proof of the extent to which each indicator is related to a given latent variable. These concepts suggest that values will be higher and indicate that the identified indicator is a good reflection of the latent variable; In other words, it contributes well to the measurement of the variable.

Table 3. Factor loading.

	Items	Factor Loadings
PSRB1	I bend organizational regulations in order to enhance my job efficiency.	0.614
PSRB2	I disregard company policies to optimize time and cost savings for the organization.	0.771
PSRB3	I sidestep organizational rules to streamline processes and become a more productive employee.	0.704
PSRB4	If organizational rules obstruct my job responsibilities, I’m inclined to breach them.	0.681

Table 3. (Continued).

	Items	Factor Loadings
PSRB5	I defy company regulations that lead to inefficiencies within the organization.	0.704
PSRB6	I'm willing to flout organizational rules when it aids my coworkers in fulfilling their duties.	0.7
PSRB7	When a colleague requires assistance, I don't hesitate to violate organizational policies to lend a hand.	0.625
PSRB8	I support my fellow employees in their tasks by bending organizational regulations.	0.483
PSRB9	My commitment to assisting colleagues remains steadfast, even if it means disregarding organizational policies.	0.753
PSRB10	I'm prepared to break rules that hinder the delivery of exceptional customer service.	0.752
PSRB11	I prioritize providing excellent customer service over adhering to organizational policies that obstruct my job.	0.81
PSRB12	Enhancing customer service often involves breaking organizational rules.	0.712
PSRB13	I flexibly interpret organizational rules to ensure the best possible assistance to customers.	0.442
EWB1	I generally hold a favorable attitude towards my job within the organization.	0.831
EWB2	My supervisor and colleagues routinely inquire about my well-being.	0.912
EWB3	In times of stress, I believe there is readily available support.	0.905
EWB4	The culture within our organization promotes a healthy equilibrium between work and family commitments.	0.925
EWB5	Our organization offers assistance for stress management.	0.439
EE1	I wholeheartedly commit to my job and actively engage with the organization.	0.959
EE2	I consistently meet all the responsibilities outlined in my job.	0.958
EE3	I willingly dedicate my time to assist colleagues facing work-related challenges.	0.969
EE4	I unflinchingly fulfill the tasks outlined in my job description.	0.854
EI1	I consistently possess a clear understanding of the reasons behind my emotions.	0.475
EI2	I maintain a solid grasp of my own emotional states.	0.358
EI3	I genuinely comprehend and can articulate my feelings.	0.539
EI4	I consistently discern whether I am experiencing happiness or not.	0.555
EI5	I reliably decipher my friends' emotions through their behavior.	0.315
EI6	I excel at keenly observing the emotions of others.	0.308
EI7	I am finely attuned to the feelings and emotional states of those around me.	0.444
EI8	I possess a deep understanding of the emotions exhibited by people in my vicinity.	0.476
EI9	I consistently establish personal goals and earnestly strive to attain them.	0.773
EI10	I continuously reinforce my self-belief in my competence.	0.79
EI11	I am inherently self-driven and motivated.	0.869
EI12	I always find ways to encourage myself to give my utmost effort.	0.743
EI13	I effectively manage my temper and approach challenges with rationality.	0.799
EI14	I exhibit a high degree of control over my own emotions.	0.712
EI15	I consistently achieve a rapid return to calmness when experiencing intense anger.	0.746
EI16	I maintain excellent control over my emotional responses.	0.496
JA1	I possess the autonomy to determine my actions within my job.	0.925
JA2	Primarily, the responsibility for determining the approach to completing my job lies with me.	0.799
JA3	I hold considerable influence over the proceedings within my job.	0.904

Table 3 contains factor loadings, which are important indicators of how well each observed variable (indicator) corresponds to the latent variable it is meant to measure within this model. These factor loadings help assess the strength and direction of the

relationships between indicators and latent variables in your Confirmatory Factor Analysis (CFA). Here’s a detailed explanation of the values in the **Table 3**.

4.4. Hypotheses testing

Structural equation modeling is used by Warp PLS 6.0 to do its analysis. For better results, all of the initial tests of data screening, missing values and outliers, and endogeneity were done. The collected data also shows that the instrument is both reliable and valid. After that, conceptualized model is tested.

As it is hypothesized in H₁ prosocial rule breaking impacts on employee engagement. The significant path coefficient $\beta = 0.11$, $P < 0.01$ is supported the hypothesis, and results showed that when an organization’s employee breaks the rule and understand the consequences they get more engage in their jobs. H₂ stated that prosocial rule breaking impacts on employee wellbeing. The significant path coefficient $\beta = 0.14$, $P < 0.01$ is supported the hypothesis. H₃ stated that employee engagement has a significant impact on employee wellbeing, the significant path coefficient $\beta = 0.38$, $P < 0.01$ is supported the hypothesis. H₄ stated that employee engagement mediates the PSRB and employee wellbeing, the significant path coefficient $\beta = 0.1$, $P < 0.01$ is supported the hypothesis, but the effect is minor. H₅ stated that Emotional intelligence moderates the link between PSRB and employee engagement, and significant path coefficient $\beta = 0.16$, $P < 0.01$ is supported the hypothesis. Similarly, H₆ hypothesized as Job autonomy moderates the link between employee engagement and Individual wellbeing and the significant path coefficient $\beta = 0.29$, $P < 0.01$ is supported the hypothesis.

Table 4. Model fit indices.

Model fit and quality indices (extended set)
Outer model analysis algorithm: PLS Regression
Tenenhaus GoF (GoF) = 0.347, small ≥ 0.1 , medium ≥ 0.25 , large ≥ 0.36
Simpson’s paradox ratio (SPR) = 1.000, acceptable if ≥ 0.7 , ideally = 1
R-squared contribution ratio (RSCR) = 1.000, acceptable if ≥ 0.9 , ideally = 1
Statistical suppression ratio (SSR) = 1.000, acceptable if ≥ 0.7
Nonlinear bivariate causality direction ratio (NLBCDR) = 0.700, acceptable if ≥ 0.7

Table 4 described model fit indices that assesses the quality and appropriateness of the extended set of latent variable models, specifically using the Partial Least Squares (PLS) Regression algorithm. These indices help in this study to evaluate how well the chosen model captures the relationships among the latent variables and their indicators. Classic Indices: These include measures like the Average Path Coefficient (APC), Average R-squared (ARS), and Average Adjusted R-squared (AARS), which provide insights into the explained variance and overall model fit. For instance, an APC of 0.215 ($P < 0.001$) indicates that, on average, 21.5% of the variance in the latent variables is explained by their indicators (see **Figure 1**).

Overall, these indices provide a comprehensive view of how well this model fits the data and captures relationships among variables. They help to determine the quality of the measurement model and its ability to represent the theoretical constructs in this

study are investigating. It's important to consider a combination of indices to ensure a robust assessment of your model's fit and validity.

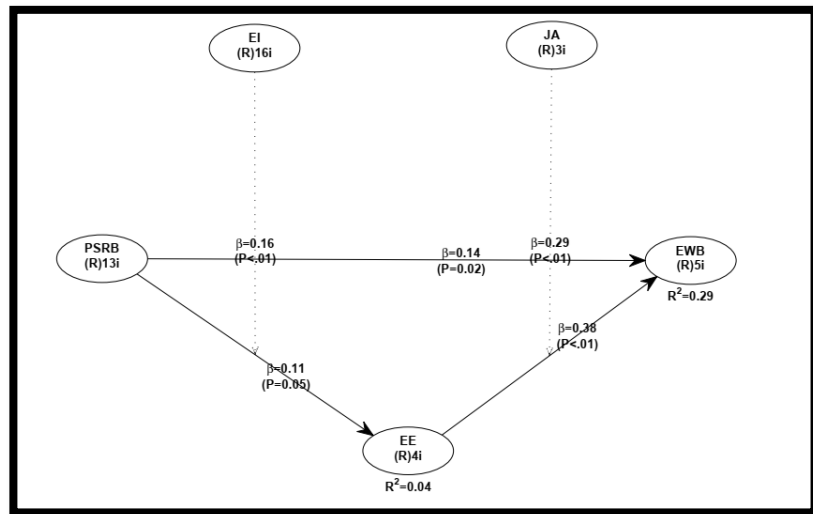


Figure 1. Path coefficients by WarpPLS 7.0.

5. Discussion

Since the concept of the Prosocial rule breaking behavior (PSRB), which is described as the deliberate violation of organizational rules or norms with the purpose of benefiting others or the organization, has a considerable influence on the welfare of employees in the hospitality industry (Bryant et al., 2010; Youli et al., 2014). In the research we also examine ways in which it is possible to improve workers' well-being by participating in prosocial rule-breaking activity within the sphere of the hospitality industry.

In the hospitality industry, working personality is generally subjected to strict policies and measures that facilitate organizational performance and clients' satisfaction. However, in a situation where employees indulge in prosocial rule breaking, it empowers employees and relieves frustration. Respondents explained that if they occasionally bend the rules to the guest's advantage or generally benefit the business or their colleagues, they understand and exercise the autonomy to make decisions that are positive to the guests as well as to their own work environment. Hospitality employees are usually motivated with desire of changing the experiences of the customers. When employees move outside the frames of their official duties to ensure guests receive the best experiences or respond to guests' needs, the employees gain satisfaction knowing that they were able to make a difference (Piatak et al., 2022). The belief in an organizational purpose can enhance the well-being of its employees since it helps employees find meaning and enjoy what they do. The human subjects who participated in the study were hospitality employees and it was found that people who engage in prosocial rule breaking tend to display behaviors that ensure positive interpersonal relationship. Such assistance or help to the colleagues or other employees of the place help him or her to develop a good rapport and a level of togetherness in the workplace (Shum et al., 2019). Besides, the positive relationships

not only improve the emotional health of the employees but also transform the organizational climate into a healthier one.

Many PSRB activities are conducted in teams, which creates the dynamics of cooperation, helps to establish friendly relations and a sense of togetherness among the personnel of numerous hospitality outlets. When employees bend the rules in order to help a coworker or collaborate on finding a solution, there is created a team spirit (Bryant et al., 2010; Khan et al., 2023). Such positive relationships promote organizational work climate that enhances workers' productivity as they feel supported. However, most importantly, PSRB can also improve employee involvement by promoting such aspects as creativity and innovativeness in the context of the hospitality sector. The second category refers to increased employee engagement through their desire to change the prevailing ways of doing things and improve the ways of addressing guests' concerns (Liu and Zhao, 2023; Liu et al., 2019). The ideas and initiatives they put forward are acknowledged and this in a way extends life to the pioneer's enthusiasm to keep on creating.

Hospitality employees who practice Emotional intelligence can be able to handle complex issues regarding their job or other people around them in a very loving manner. When confronted with specific issues that may be uncommon work scenarios or with customers' specific demands and circumstances, people with high degrees of emotional intelligence can alter their behavior, come up with very productive solutions concerning guest services delivery while maintaining organizational norms and policies in mind. Such an exercise of PSRB decreases tensions with the guests while enriching the relations with the employees in a way that lets them appreciate their worth to the organization (Bryant et al., 2010). Also, owing to their high levels of emotional intelligence, hospitality employees can take into account the unsaid motives and demands of the guest and hence look for opportunities for PSRB out of the box. They can guess guests' desires, accommodate them, and provide more than expected; this leads to improved customer happiness and client loyalty.

5.1. Limitation and future directions

As our study illustrates the benefits of PSRB on employees' well-being in the context of the hospitality industry, there are several limitations that have to be taken into consideration. First, it should be noted that our study's measures are based on self-reports which opens the possibility of the common method variance. Also, the study was cross-sectional, which limits the possibilities of inferring causality. Future research could therefore design studies which incorporate more structure results and more extended periods of assessment to the population of interest in order to reduce these sources of bias. Additionally, conducting studies to establish boundary conditions of our antecedents such as organization context or culture could advance our understanding on the applicability of our findings and identify specifics of PSRB's functionality in various situations.

5.2. Conclusion

This research helps to investigate the effectiveness of PSRB in improving the psychological well-being of the subject employee population within the environment

of the hospitality industry. Combined with the fact that the industry the employees operate in is highly formatted in terms of operation and most importantly the focus on guests, matters concerning PSRB show employees' incredible ability of resulting to positive well-being. PSRB exposes hospitality employees to the aspect of autonomy and hence empowers them. This flexibility to diverge from norms enables the employees to brainstorm on how to solve problems and attend to customers' needs in a highly satisfying manner hence leading to job satisfaction and therefore job involvement (Dahling et al., 2012). Moreover, as the eagerness to make guests amazed is an affinity in all hospitality employees, PSRB addresses that desire, and makes its members feel more valuable as they touch guests' lives. It should also be noted that PSRB brought direct positive changes to the sphere of relationships. Through this activity, employees who practice PSRB ensure that they develop good relations with fellow employees or guests and limited rivalry. This feeling of unity adds to the overall morale of the employees in addition to stressing the importance of cooperation as a core principle for the business. As for the factors that influence PSRB and make it bring only positive consequences, emotional intelligence is identified as one of the most effective means. Such traits as high EI enable the employees to effectively and efficiently handle the guest relations with the necessary tender and relevant approach (Bryant et al., 2010; Shum et al., 2019). They know how to follow the rule and bend it in order to meet guest's needs; through that clients are happier and staff becomes more engaged. To sum up, it has been shown that our study highlights the possibilities for PSRB to contribute to the transformation of the situation in the field of employee well-being of organizations located within the hospitality sector. Thus, letting employees be more independent and provide them with opportunities to demonstrate their imagination and emotional intelligence, PSRB supports employees' satisfaction with work, employee engagement, and positive interpersonal climate at work. For these reasons, the clearly defined organization and labor-intense service that characterizes the field of hospitality reveals the numerous possibilities that follow PSRB's positive consequences (Piatak et al., 2022). It is when organizations take actions that lead to improvement of a culture that approves responsible and sensitive violation of the rules that the way is created for better well-being of the employees and general sustainability of the whole industry.

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