



## ROLE OVERLOAD IN HOTELS AND ITS EFFECT ON ERROR STRAIN AND CONSTRUCTIVE DEVIANT BEHAVIOURS: MODERATING ROLE OF ETHICAL CLIMATE

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### Abstract

This study was conducted to measure how the mediating effect of ethical climate affects this relationship while examining the relationship between role overload, constructive deviant behavior and error strain. While excessive role overload was accepted as the independent variable, constructive deviant behavior and error strain were accepted as dependent variables, and ethical climate was accepted as the mediating variable. Revealing these relations is important for the determination of the tendency of constructive deviant behavior of hotel employees working under excessive role overload and the degree of their error strain and for the managerial tactics to be followed in such cases. The universe of the study consists of 5-star hotels located in Bodrum, Turkey. 154 questionnaires were collected from the selected hotel managers and regression and correlation analyzes were applied to the questionnaire results. The moderation analysis was performed using the Process Macro statistical tool created by Hayes (2013), with Model 1 being used for the interaction effect measurement. According to the results of the study, there is a partial relationship between role overload and constructive deviant behavior, and a weak relationship with error strain, and ethical climate also exerts a significant positive mediation effect on this relationship.

**Keywords:** Role Overload, Constructive Deviant Behaviours, Ethical Climate, Error Strain

### Introduction

In the dynamic and demanding environment of the hospitality industry, hotels stand as vital hubs where service quality and guest satisfaction are paramount. Within this context, hotel employees often find themselves grappling with multifaceted roles and extensive job demands. The phenomenon of role overload, characterized by an excessive burden of responsibilities and tasks, emerges as a prevalent issue affecting the well-being and performance of hotel staff. This intricate interplay between role overload and its repercussions on employee behavior forms the focal point of our exploration in this research article.

Entitled "Role Overload in Hotels and Its Effect on Error Strain and Constructive Deviant Behaviours: Moderating Role of Ethical Climate," this study delves into the nuanced dynamics of role overload within hotel settings and its impact on two critical outcomes: error strain and constructive deviant behaviors. Error strain encompasses the strain experienced by employees when errors occur due to heightened job demands, while constructive deviant behaviors refer to proactive and unconventional actions undertaken by employees to improve organizational processes and outcomes. Central to our investigation is the examination of the moderating role of ethical climate in shaping the relationship between role overload and its consequences. Ethical climate, defined as the prevailing perception of what constitutes morally right or wrong behavior within an organization, serves as a crucial contextual factor that may buffer or exacerbate the effects of role overload on employee behavior.

Through an empirical inquiry utilizing quantitative research methods, this study seeks to elucidate the intricate mechanisms underlying the relationship between role overload, error strain, constructive deviant behaviors, and ethical climate in hotel environments. By unraveling these complex dynamics, we aim to provide valuable insights for hotel managers, human resource professionals, and organizational leaders to effectively manage role overload and cultivate a supportive ethical climate conducive to employee well-being and performance optimization. In the following sections, we will delve deeper into the theoretical underpinnings of our research,

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outline our methodology, present our key findings, and discuss their implications for theory and practice in the hospitality industry. Through this exploration, we endeavor to contribute to the growing body of knowledge on organizational behavior within the context of hotels and advance strategies for fostering a conducive work environment that promotes employee thriving and organizational success.

### **Role Overload and Error Strain Relationship**

Fear of making mistakes is referred to as error strain, a form of negative attitude (Rybowiak, Garst, Frese, and Batinic, 1999). Employees who spot a mistake have to accept responsibility and deal with the distressing feelings that are frequently felt when mistakes happen. Individuals and organizations are frequently prevented from effectively coping with errors due to fear of exposure, punishments, and other undesirable error effects. While reducing the stressfulness of mistakes is crucial to enable learning from them (Heimbeck, Frese, and Sonnentag, 2003), it is still important to identify who is to blame for the mistaken action in order to encourage learning and avoid an environment where “anything goes” (Ron, Lipshitz and Popper, 2006: 1078). It is rare that an actor will notice the need and opportunity to actively learn from an error if they only ascribe external, uncontrollable causes to it (Ellis, Mendel, and Nir, 2006).

In this context, Guchait, Qin, Madera, Hua, and Wang (2020) claim that if businesses want to be more creative, practical, and empirical, they need have a positive view toward errors. Clearly, error-orientation is a highly valuable personal asset in the challenging circumstances of the hotel industry. It is crucial to take initiative when making mistakes rather than abstaining from doing so in order to learn from them (Guchait et al., 2020). Along with the possible outcomes of error strain in a work place, in this regard, it stays critical to investigate the drivers of error strain. Thus the present work aimed to examine the role of role overload on this phenomenon.

The consequences of role overload on employment outcomes are supported by prior studies. Role overload, according to Eatough, Chang, Miloslavic, and Johnson (2011), is a particular stressor that represents the belief that one's job role's expectations surpass personal resources, causing a considerable burden on people and organizations (Alfes, Shantz, and Ritz, 2018). Role overload is linked to a variety of detrimental effects, including turnover intention and diminished organizational citizenship behaviors (Eatough et al., 2011; Jensen, Patel, and Messersmith, 2013). It is well acknowledged that workplace stressors like role overload make it harder for an individual to manage their environment at work, which affects their capacity to function effectively (e.g., Bhujan Menguc, and Borsboom, 2005; Fried, Ben-David, Tiegs, Avital, and Yeverechyahu, 1998). Malik, Sajjad, Hyder, Ahmad, Ahmed, and Hussain (2013) reported that role overload had a detrimental impact on productivity and staff retention. Role overload could therefore be a stressor barrier that leads to psychological distress, which would ultimately hinder work performance (LePine, Podsakoff, and LePine, 2005). However, to the authors' best knowledge, there is no empirical evidence regarding the effect of role overload on error strain. On the basis of the discussion above, the current investigation suggests the following hypothesis;

*HP1: Role overload is positively related to error strain*

### **Role Overload and Constructive Deviant Behaviours Relationship**

According to role theory, which deals with one of the important characteristics of social behavior; People are expected to exhibit different and predictable behaviors depending on their social identity and position (Biddle, 1986). Aquino and Lamertz (2004) it expresses that the facts accepted by the society or normal behaviors are expected from the individual according to the social category to which the individual is a member. As long as people occupy the status they have, they have to fulfill the requirements of that status. Role overload is important not only as a concept that affects individuals, but also as a concept that affects organizations and society. So much so that the role overload in general; It is stated that it is a very common and important issue for individuals, organizations and society (Duxbury, Lyons, and Higgins, 2008).

People have many responsibilities and responsibilities that come with their work life (such as their employer, superior, friends, subordinates) and outside of business life (such as their spouse, children, family, friends, society). It is stated that all of these may be factors that bring the role overload (Frone, Yardley, and Markel, 1997). In this case, it is necessary to address the determinative factors of the individual's life, both at work and outside of work, on the excessive role load. Accordingly, the time spent in the workplace to fulfill the requirements of the job is also shown as an important factor in the relationship between role overload and job-related demands (Duxbury, Lyons, and Higgins, 2008). The inadequacy of the time that the individual has compared to the excess of the assigned tasks can make the individual face time pressure and this situation is

related to the time worked in the workplace. Thus, work-related roles bring along with time pressure, the perception of role overload. It is also stated that the time spent at work has an effect on the roles in family life and causes work-family conflict (Major, Klein, and Ehrhart, 2002; Parasuraman et al., 1996). Excessive role perception can cause employees to take different decisions and initiatives in the process. The main reason for this is the desire to create a higher benefit by over-appropriating the role of the employee in business life. In these cases, it is encountered that the generally accepted norms are ignored and the control mechanism provided within the organization is disrupted. This emerging situation is defined by Galperin (2012) as behaviors that contribute to the improvement of the organization or its members, or both, by deliberately violating organizational norms and rules. While some researchers define constructive deviant behavior by measuring work outcomes such as exceptional performance or unexpected success (Pascale and Sternin, 2005), others focus on exceptional behavior (Spreitzer and Sonenshein, 2004; Galperin, 2012). In other words, some refer to the outcome of behaviors to describe positive deviance, while others refer to the behavior itself. While organizational citizenship behavior and constructive deviant workplace behavior are similar in nature, organizational citizenship behavior that goes beyond current role expectations has a passive quality. While organizational citizenship behavior requires compliance with organizational and administrative norms and rules, constructive deviant workplace behavior requires proactive actions of employees against norm violations (Vadera et al., 2013). Due to this feature, it was thought that excessive role perception and constructive deviant behavior might be related and it was examined as an independent variable in the model of the study. There is no research finding in the literature that reveals the relationship between role overload and constructive deviant behavior. For this reason, the following hypothesis is suggested for the current research based on the discussion mentioned;

*HP2: Role overload is positively related to constructive deviant behaviours*

*HP2a: Role overload is positively related to innovative sub-dimension*

*HP2b: Role overload is positively related to challenging sub-dimension*

*HP2c: Role overload is positively related to interpersonal sub-dimension*

### **The Relation of Ethical Climate, Constructive Deviant Behavior, Error Strain, and Role Overload**

The ethical climate, put forward by Victor and Cullen (1988), is expressed as common perceptions about how to deal with ethical problems and what is the ethically correct course of action. Ethical climate, Wimbush et al. (1997) as a useful way of predicting and explaining ethical positions within the organization. Bartels et al. (1998), Fritz et al. (1999), Martin and Cullen (2006) ethical climate; They not only affect the perceptions of individuals in the organization about what ethically appropriate issues are, but also define the issues that individuals in the organization face as a helpful element in how they will ethically evaluate and resolve issues. For example, the ethical climate allows individuals in the organization to make decisions about whether the concept of bribery is right or wrong (Victor and Cullen, 1988).

ethical climate; It is a concept that reflects the shared perspective on ethical behavior that is reflected in the organization's policies, practices and procedures and supported, rewarded and desired by the organization<sup>26</sup>. In this direction, an employee who has to make an ethical choice, interprets the prohibitions, permissions and directives he perceives regarding moral obligations in the organization and asks, "What should I do?" seeks an answer to the question. At this point, employees who go beyond the behavior required by the organizational climate, which plays a key role in the decision-making preference regarding the behavior they will display, can engage in constructive deviant behaviors. On the other hand, having knowledge of the ethical climate of an organization's managers will enable the creation of policies and practices that encourage ethical behavior among employees (Trevino, et al., 1998). In addition, employees' perception of the importance of ethical issues depends on the ethical priority of the management. An unethical climate is likely to emerge in organizations where employees think that senior management does not attach much importance to ethical values (Shafer, 2015). If the behavior of the member of the organization is influenced and shaped by the internal environment of the organization, the rate of ethical behavior increases (Erondu et al., 2004). While egoistic approach is used in making ethical decisions in organizations according to instrumentality climate type, individual and organizational interests also affect ethical decision making. This situation causes selfishness to come to the fore in behaviors and to the detriment of the members of the organization (Martin and Cullen, 2006; Weber and Seger, 2002).

According to Upchurch and Ruhland (1996), rules are the dominance of organizational rules and procedures in the decisions made in the ethical climate type. In this type, it is hoped that the members of the organization

will comply fully with the rules and procedures in question. Therefore, the rules have the feature of guiding the decisions taken by the members of the organization on ethical issues. We can say that the source of behavior that is described as unethical or constructive deviant may be the weakening of the ethical climate, as well as different factors such as excessive workload or error strain. These situations can also be described as counterproductive behaviors by some researchers (Giacalone and Greenberg, 1997). In our study, in which the relationship between excessive workload, constructive deviant behaviors and error strain was examined, a regulatory role analysis was carried out by trying to reveal the degree of influence of these variables from the ethical climate.

*HP3: Ethical climate moderates the relationship between role overload and constructive deviant behaviours*

*HP3a : Ethical climate moderates the relationship between role overload and innovative*

*HP3b: Ethical climate moderates the relationship between role overload and challenging*

*HP3c: Ethical climate moderates the relationship between role overload and interpersonal*

## **Methodology**

### *Sampling and data collection*

The sample of this study consists of 5-star hotel managers in Bodrum. Since it is thought that the hotels in the Bodrum region will contribute to the work in terms of institutionalism and management, larger and well-known hotels have been preferred in terms of capacity. Considering that examining the variables within the scope of the research in large-scale and corporate businesses may yield more accurate results, hotel employees were preferred as the research sample. The surveys were conducted online and face-to-face, with the consent of all the participants, in order to reach an evaluable number as much as the number of samples. Of the 203 questionnaires obtained, 154 were evaluated. It was determined that there were missing data or incorrect entries in the questionnaires that were not included in the evaluation. Of the 203 questionnaires, 154 were completed and usable for further data analysis, yielding a response rate of 75.8%.

### *Instrument development and measures*

The research questionnaire composed of 16 items for the constructive deviant behaviors scale developed by Galperin (2002) was used; 5 items for innovative, 6 items for challenging, and 5 items for interpersonal. Internal consistency of that measure was  $\alpha = 0,83$ . Role overload was measured using eight items derived from Jones, Chonko, Rangarajan, and Roberts (2007). There is empirical evidence that this scale had high Cronbach's alpha (0.85) (Brown, Jones, and Leigh, 2005). Ethical climate was tested using six-item scale adopted from Mulki, Jaramillo, and Locander (2008). This scale had high Cronbach's alpha (0.90) (Mulki et al., 2008). Finally, error strain was adopted from Rybowski et al. (1999)'s study using five-item scale. This scale had high Cronbach's alpha (0.79) (Rybowski, et al., 1999).

A 5-point Likert-type scale, with 1 denoting "strongly disagree," and 5 denoting "strongly agree," was utilized for all measurements. Age, organizational tenure, education, and gender were the four demographic questions that made up the second section of the poll.

### *Data analysis*

The association between the independent and dependent variables was examined in the present study using SPSS Version 23. The study scales were subjected to factor analysis after the psychometric features of the measurements to establish dimensionality and convergent validity. Then, corresponding regression analyses and correlation coefficients were carried out. Finally, the moderation analysis was performed using the Process Macro statistical tool created by Hayes (2013), with Model 1 being used for the interaction effect measurement. The findings part below included a presentation of all test results.

## **Findings**

### *Descriptive statistics*

According to the demographic data of the participants in the research, there were 84 (54%) male and 70 (46%) female participants, 73 (47%) of these participants were single, and 81 (53%) participants were married. The majority of the participants have been working in the relevant enterprise for more than 10 years. When we look at the income status, the average monthly income level of the segment with an income above 40 thousand Turkish Liras is 65%.

*Psychometric properties of the measures*

Table 2 lists the measurement items in detail. Values for Cronbach's alpha ( $\alpha$ ) were greater than .60. This demonstrates that the items' internal consistency is sufficient and that they represent latent structures (Hair, Black, Babin and Anderson, 2010), (role overload = 0.911; ethical climate = 0.854; error strain = 0.522; inventive = 0.690; difficult = 0.782; interpersonal = 0.509); these values all above the 0.50 criterion after further analysis using the Kaiser-Meyer-Olkin (KMO) sample measurement, as indicated by Field (2000).

Additionally, the multivariate normality of the distribution set is normal for each research variable according to Bartlett's test of sphericity ( $p = 0.000$ ), suggesting a significant value. Therefore, the data can be used to do factor analysis (Hair, Anderson, Tatham and Black, 1998). Each component is above the 0.40 threshold value as a result of the Explanatory Factor Analysis, as shown in Table 2, showing convergent validity (Hair, Black, Babin and Anderson 2014; Tabachnick and Fidell, 2007). For further analysis, item 6 from the challenging scale was excluded since its factor load was less than 0.40. Finally, findings for the mean and standard deviation were shown in Table 1.

**Table 1. Factor Loadings, Reliability, Mean, And Standard Deviation Results**

Scale items	Factor Loads	Mean	SD
<b><i>Role Overload (<math>\alpha = 0.95</math>)</i></b>			
1. "I have to do things I don't have the time and energy for"	.61	3.38	1.42
2. "There are too many demands on my time"	.87	3.09	1.54
3. "I need more hours in the day to do the things expected of me"	.80	3.50	1.27
4. "I can't ever seem to get caught up"	.79	3.11	1.38
5. "I don't ever seem to have time for myself"	.77	3.24	1.42
6. "Many times I have to cancel commitments"	.61	2.87	1.29
7. "I seem to have to overextend myself in order to be able to finish everything I have to do"	.86	3.29	1.45
8. "I feel I have to do things hastily and maybe less carefully in order to get everything done"	.71	3.05	1.43
<b><i>Ethical climate (<math>\alpha = 0.92</math>)</i></b>			
1. "This business has formal. written code of ethics"	.73	3.96	1.38
2. "This business enforces a code of ethics"	.81	3.68	1.36
3. "This business has policies regarding ethical behaviour"	.79	3.58	1.28
4. "This business enforces policies regarding ethical actions"	.78	3.39	1.27
5. "Unethical actions are not tolerated in this business"	.59	3.41	1.26
6. "This business reprimands for behaviour leading to personal gains"	.66	3.22	1.35
<b><i>Error strain (<math>\alpha = 0.66</math>)</i></b>			
1. "I find it stressful when I err"	.75	4.30	.84
2. "I am often afraid of making mistakes"	.66	3.54	.96
3. "I feel embarrassed when I make an error"	.56	3.64	1.11
4. "If I make a mistake at work. I 'lose my cool' and become angry"	.74	2.47	1.06
5. "While working I am concerned that I could do something wrong"	.63	2.88	1.03
<b>Constructive Deviant Behaviours</b>			
<b><i>Innovative (<math>\alpha = 0.73</math>)</i></b>			
1. "I developed creative solutions to problems"	.55	4.40	.60
2. "I searched for innovative ways to perform day to day procedures"	.54	4.31	.68
3. "I decided on unconventional ways to achieve work goals"	.55	3.52	.98
4. "I departed from the accepted tradition to solve problems"	.47	3.28	1.04
5. "I introduced a change to improve the performance of your work group"	.41	3.55	1.05
<b><i>Challenging (<math>\alpha = 0.89</math>)</i></b>			
7. "I violated company procedures in order to solve a problem"	.78	1.60	.68
8. "I departed from organizational procedures to solve a customer's problem"	.69	1.78	.88
9. "I bent a rule to satisfy a customer's needs"	.76	1.66	.77
10. "I departed from dysfunctional organizational policies or procedures to solve a problem"	.63	2.16	1.05
11. "I departed from organizational requirements in order to increase the quality of services or products"	.78	2.13	.96

<b>Interpersonal (<math>\alpha = 0.68</math>)</b>			
12. "I reported a wrong-doing co-workers to bring about a positive organizational change"	.74	3.75	.81
13. "I didn't follow the orders of your supervisor in order to improve work procedures"	.53	1.94	.79
14. "I disagreed with others in my work group in order to improve the current work procedures"	.62	2.84	.96
15. "I disobeyed my supervisor's instructions to perform more efficiently"	.86	2.30	.98
16. "I reported a wrong-doing to another person in my company to bring about a positive organizational change"	.78	3.52	1.13

**Notes:** "All items are measured on five-point Likert scales ranging from 1 = *strongly disagree* to 5 = *strongly agree*". "All loadings are significant at the 0.05 level or better". SD = Standard Deviation.

### Correlation Analysis

Table 2 shows the correlation values for all constructs. According to these results, it is seen that role overload is positively correlated to error strain ( $r = 0.543$ ,  $p < 0.01$ ). Second, role overload was positively correlated with innovative ( $r = 0.272$ ,  $p < 0.01$ ). Third, a positive association was found between role overload and challenging, but this was not at the significant level ( $r = 0.152$ ,  $p > 0.05$ ) and finally there was no significant correlation among role overload and interpersonal ( $r = -0.054$ ,  $p > 0.05$ ). As a result, the highest correlation was reported among role overload and error strain. Since these values are not higher than 0.90, they are indicative of discriminant validity as well (Tabachnick and Fidell, 2007).

**Table 2. Correlations Test Results**

Variables	ROL	EC	EST	INN	CHA	INT
ROL	1					
ECT	-.101	1				
EST	.543**	.031	1			
INN	.272**	-.057	.169*	1		
CHA	.152	-.102	.120	.215**	1	
INT	-.054	.154	.270**	.228**	.351**	1

### Regression Test

Before analysis, multicollinearity was checked, because Ringle, Sven, and Jan-Michael (2015) suggest that "multicollinearity is a concern if variance inflation factor (VIF) value is higher than 5 and tolerance value is  $< 0.20$ ". Accordingly, these values were checked and as a result no multicollinearity problem diagnosed in the current work. As shown in Table 3, hierarchical regression was used to test the proposed hypotheses in the current work. All  $t$ -values over 1.96 are accepted as significant values (Hair et al., 2014). Accordingly, the present study finding confirms the relationship between role overload and error strain ( $t = 7.93$ ,  $p < 0.00$ ). Thus, Hypothesis 1 was accepted. Role overload explains 29% of the variance in error strain variable. Secondly, the finding confirms the relationship between role overload and innovative ( $t = 3.47$ ,  $p < 0.01$ ). Thus, Hypothesis 2a was accepted. Role overload explains 7% of the variance in innovative variable. Thirdly, the finding does not confirm the relationship between role overload and challenging ( $t = 1.88$ ,  $p > 0.05$ ). Thus, Hypothesis 2b was rejected. Fourthly, the finding again does not confirm the relationship between role overload and interpersonal ( $t = -0.66$ ,  $p > 0.05$ ). Thus, Hypothesis 2c was rejected too.

**Table 3. Regression Test Results**

Hypotheses	B	t-value	Sig.	VIF	Result
<i>Hypothesis 1</i> H <sub>1</sub> : ROL → EST R <sup>2</sup> = 0.29%	0.291	7.93*	.000	1.00	Accept
<i>Hypothesis 2a</i> H <sub>2a</sub> : ROL → INN R <sup>2</sup> = 0.07%	0.138	3.47*	.001	1.00	Accept
<i>Hypothesis 2b</i> H <sub>2b</sub> : ROL → CHA	0.088	1.88	.062	1.00	Reject

R <sup>2</sup> = 0.017 %					
Hypothesis 2c	-0.028	-0.66	.510	1.00	Reject
H <sub>2c</sub> ROL → INT					
R <sup>2</sup> = -0.004 %					
Notes: N = 153; *t values indicates a statistically significant relationship at the 0.01 level or better. ROL = Role Overload; ECT = Ethical climate; EST = Error strain; INN = Innovative; CHA = Challenging; INT = Interpersonal.					
Sig: Significance.					

*Moderating Test*

Finally, the current work aimed to analyze the moderating role of ethical climate as aforementioned. The moderating analysis was performed using the Process Macro developed by Hayes (2013). In the analysis, 5000 resampling option was preferred with the bootstrap technique. The values in the 95% confidence interval obtained in this method should not include the zero (0) value (Gürbüz, 2019:139; Hayes, 2015:11). The result for the interaction effect was presented in the Table 4. Model summary depicts that the interaction effect “Int\_1” seems significant (p < .0357). This means when ethical climate interacts with role overload, the positive effect of role overload on innovative decreases down (t = 2.12) and participants tend to engage less in innovative deviant behaviours. In the model, a significant effect was found in R<sup>2</sup> change (ΔR<sup>2</sup> = .0271), that means ethical climate explains %2.7 of the variance in this relationship. The interaction line in figure 2 also approves this decrease.

Along with this ethical climate did not make a moderating effect on the relationship between role overload and challenging, as well as interpersonal. Thus hypotheses 3b and 3c were not supported and so the test results were not presented.

**Table 4. Outcome Variable: Inn**

R	R-sq	MSE	F	df1	df2	p
.3192	.1019	.3534	5.6338	3.0000	149.0000	.0011

**Table 5. Model Summary**

Model	coeff	se	t	p	LLCI	ULCI
Constant	4.2402	.4345	9.7586	.0000	3.3816	5.0988
ROL	-.0877	.1131	-.7753	.4394	-.3112	.1358
EC	-.2497	.1181	-2.1137	.0362	-.4830	-.0163
Int_1	.0663	.0313	2.1201	.0357	.0045	.1281

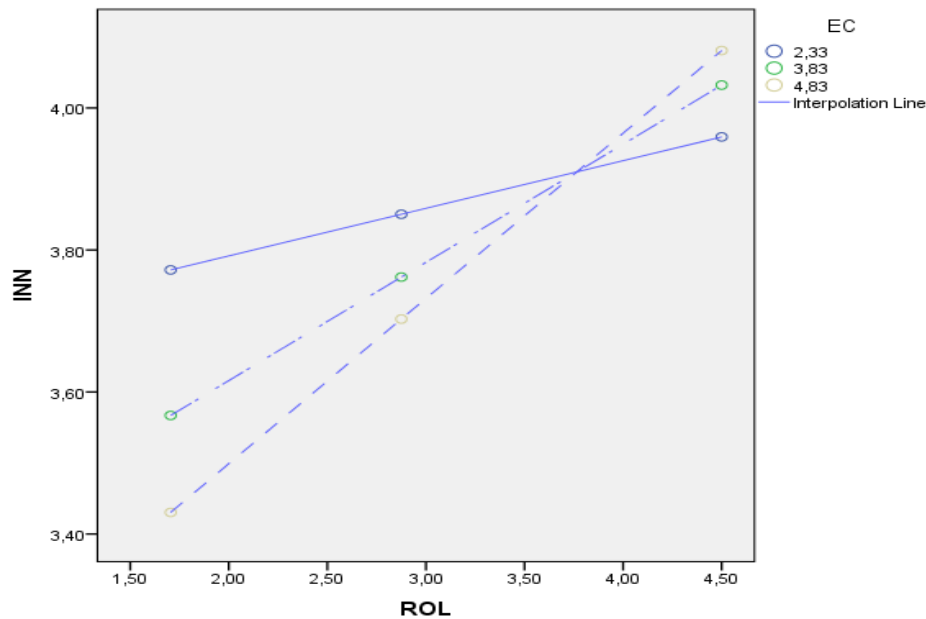
Product terms key: Y : INN X : ROL W : EC Sample Size: 153

Accordingly based on Process Macro procedure. The model 1 was adopted for interaction analysis. Ethical climate made a moderating effect on the relationship among role overload and innovative. The detail for this finding was depicted in the Table 4 and 5.

**Table 6. Conditional Effects of The Focal Predictor At Values Of The Moderator(S):**

EC	Effect	se	t	p	LLCI	ULCI
2.3333	.0670	.0516	1.2983	.1962	-.0350	.1690
3.8333	.1664	.0421	3.9533	.0001	.0833	.2496
4.8333	.2327	.0602	3.8663	.0002	.1138	.3517

Also finding was is Figure 1 as a Interaction effect index chart. Thus hypothesis 3a was supported. As shown in the Table 5.

**Figure 1. Interaction Effect Index Chart**

### Conclusion Implications and Limitations

Ethical climate has a strategic importance for businesses to maintain their competitiveness today. However, as a result of the ethical climate elements being applied differently in terms of businesses, the degree of influencing different dynamics may also change. When the effect of excessive role overload on the tendency to error strain is examined within the framework of the dependent and independent variables discussed in the study, it is seen that there is a positive, weak and significant ( $\beta = 0.291$ ,  $p = 0.000$ ) effect. According to this result, it can be concluded that the tendency of the employees who are exposed to excessive role overload to error strain is also positively affected and that the employees who are responsible for the excessive role overload may feel that they have the capacity to make more mistakes. This result is supported by Arnetz, B. B., Christensen, J. F., and Härenstam, A. (2007), Wallace, J. C., Kass, S. J., and Stanny, C. J. (2002), Sauer, J., Mühlberger, A., and Wallraven, C. (2009), Young, M. S., and Stanton, N. A. (2002). As a result of the analyzes made on constructive deviant behavior and its sub-dimensions, another dependent variable, it can be said that there is a positive but weak relationship with innovative sub-dimension, which is one of the sub-dimensions of the constructive deviant behavior variable ( $\beta = 0.138$ ,  $p = 0.000$ ). However, the relationship analysis between the other sub-dimensions, challenging and interpersonal, and the independent variable, ethical climate, was rejected. At this point, it is possible to say that there is a partial relationship between ethical climate and constructive deviant behavior. When the ethical climate, which is included as a moderator in the research model, interacts with the independent variable role overload, it is seen that the positive effect of the constructive deviant behavior variable on the innovativeness sub-dimension decreases. This situation may show that a more traditionalist situation may arise when evaluating the activities of employees with excessive workload within the framework of ethical climate, and that an innovative perspective and innovative activities are not preferred. The moderator effect of role overload variable on other sub-dimensions of constructive deviant behavior variable with the effect of ethical climate was not significant. According to this result, the effect of ethical climate partially shows that there is a moderator effect between role overload and constructive deviant behavior. This result partially supports the previous studies of Zhang, Y., and Bednall, T. C. (2016) and Mayer, D. M., Kuenzi, M., and Greenbaum, R. L. (2010). There is no study in the literature that has been modeled within the framework of the variables used in the previous study. For this reason, this study will not only lead to future studies, but also will help new strategic inferences in the field of organizational management if it is examined with different universes and variables. The size of the universe reached in the study and the limitations of quantitative research in social sciences are also valid for the study. It is thought that examining different variables with different research methods will make different contributions to the literature within the scope of both quantitative and qualitative research.



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