

SERVICE SABOTAGE IN THE SERVICE
INDUSTRY IN MALAYSIA

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DECLARATION

We hereby declare that:

- (1) This undergraduate research project is the end result of our own work and that due acknowledgement has been given in the references to ALL sources of information be they printed, electronic, or personal.
- (2) No portion of this research project has been submitted in support of any application for any other degree or qualification of this or any other university, or other institutes of learning.
- (3) Equal contribution has been made by each group member in completing the research project.
- (4) The word count of this research report is 15,800 words (Approximate).

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PREFACE

Service sabotage is a common misbehavior activities done by service employees during the course of working as a service employees for the company and is usually done for a certain reasons. This deviant behavior may be done without being notice by customers and there are times where the employers do not notice it as well. There has been much research done on employee service sabotage but are mostly reflected on western cultures and very few of the many research are done based on the Asian culture where both of these regions differs in terms of culture that influence the way how employees works. The authors would like to further investigate these sabotage activities and to look into the factors that might be the cause for service sabotage in Malaysia among the service employees.

ABSTRACT

The company service employees or better known as frontlines are the company's workers that provides services to customers and at the same time to help maintain the customer-company relationship so that the customers are able to stay loyal to the company. Frontlines are important as they are the middle person between the customers and the organization where feedbacks from customers will be address to the company for further improvement. Service employees are divide into two groups based on their daily interactions with customers where there are certain frontlines who deals with customers face-to-face daily such as hotel receptionists or over the counter customer service while other companies service employees interact with customers without having to have physical contact and this is normally done over the phone (e.g. telephone customer service) or other communication devices like online customer feedback forms. Employees too are imperfect and they are bound to made mistakes but it depends if the mistakes done is unintentionally or intentionally. This behavior will in time lead to service sabotage where employees' deviant behavior could cause the company to lose their loyal customers just because the employees are unhappy with the company. This deviant behavior is related to individual and group rewards, long exposure to customer contact as well as other performance factor. The authors have adopted and modified the hypothesis necessary for the Malaysia context as the research is mainly focus on the Malaysian context whereby a research is done on service employees in Malaysia and the researches have narrow down the location scope to only Klang Valley service employees. This research is done using work related variables (job stressors) to identify which variables are mostly likely to trigger employee's deviant behavior and how it is related to sabotage by using only hand distributed and online based survey. The researches manage to collect a total of 150 surveys and the research finding reflects the service sabotage of frontlines in Malaysia.

CHAPTER 1: INTRODUCTION

1.0 Introduction

Chapter one of this paper depicted the purpose and objectives of the study. This section will include the background of the research, problem definition, research questions and objectives, and justification or significant of the research.

1.1 Research Background

The behavior of frontline service personnel or customer-contact employees is the most salient factor that affecting customer perceptions of service quality and related to organizational profitability (Sergeant & Frenkel, 2000). Harris and Ogbonna (2002) indicated that service sabotage is common and an accepted part of the working lives of most customer-contact employees. This deliberate employee misbehavior happened in a variety of service settings (Harris & Ogbonna, 2006).

Services are intangible products which cannot be inventoried and transported. Therefore, the costs of employee sabotage are difficult to calculate as it affected not only the service performance but also the firm's growth (Harris et al., 2006). Sabotage behaviors either deliberately deviant or intentionally dysfunctional should be eliminated to a minimize circumstance because deliberate sabotage will affect the organizational survival in the service industry.

Service sabotage of the frontline customer-contact personnel may be influenced by many factors, such as employees' demographic element, employees' risk-taking proclivity, employees' need for social approval by work colleagues, employees' perceptions of the extent of frontline employee surveillance, employees' perception

of labor market fluidity and employees' perceptions of the extent of employee-customer contact. This research will conduct a survey on frontline customer-contact employees in the service industry. The main discussion here is what are the core factor that causes the sabotage behavior of frontline service personnel.

1.2 Problem Statement

One of the biggest contemporary challenges of management in service industries is providing and maintaining customer loyalty. Among all customer demands, quality service has been increasingly recognized as a critical factor in the success of any business. Much of the existing research into service quality and customer satisfaction has overlooked evidence that suggests that such employees intentionally act in a variety of deviant, counterproductive ways (Harris et al., 2002). In addition, most of the service workplace researches have indicated the impact of supportive supervisors, teams, other departments and technology on employee satisfaction which influence customer-contact employee behavior (Sergeant et al., 2000).

In this study, the research will focus on individual characteristics that influence the service sabotage behaviors. The aim of this study is to explore and classify the individual perception elements that will affect the intention of sabotage behaviors. These elements of individual perceptions most probably come from the internal and external environment surrounding them. Therefore, the attributes that influence deliberate employee misbehavior in the service industry include employees' demographic element, employees' risk-taking proclivity, employees' need for social approval, employees' perceptions of the extent of surveillance, employees' perception of labor market fluidity and employees' perceptions of the extent of employee-customer contact. These six variables are important as these will help to understand the core reasons why the frontline service employees behave in such a way to the extent of affecting the service provided.

Service sabotage is not a new research as there are many prior research done (Harris et al., 2006; Schwepker and Hartline, 2005; Ambrose, Seabright and Schminke, 2002). However, a study of antecedents of service sabotage has not been tested in the context of Malaysia. Therefore, this study was designed to investigate the antecedents of service sabotage in the Malaysian service industry. There are several reasons for selecting these six variables to conduct the service sabotage research in the service industry. As below:

- i. **Employees' Demographic Element** that might influence the frontline service employee's misbehavior actions is gender. Different gender will have different perceptions in perceived job satisfaction. Therefore, this research would examine whether there will be a significant difference in gender in responds to service sabotage.
- ii. **Employees' Risk-Taking Proclivity** was considered to be one of the influential factors in determining service sabotage of frontline service employees. It is because employees' deviant behaviors are linked to various personality types and traits (Harris et al., 2006). Therefore, the study will investigate whether "Employees' risk-taking proclivity" would affect service sabotage.
- iii. **Employees' Need for Social Approval** is the extent to which a service worker feels the need for social approval from work colleagues (Harris et al., 2006). Teamwork is essential for the improvement of service quality. Therefore, the study will investigate whether "Employees' need for social approval" would affect service sabotage.
- iv. **Employees' Perceptions of the Extent of Surveillance** refers to mechanisms designed to control employees' behavior. Sophisticated electronic surveillance technologies threaten employee privacy. The right for privacy is more important than an organization's right to efficiency and profitability (Allen,

Coopman, Hart & Walker, 2007). Thus, the study will investigate whether “Employees’ perceptions of the extent of surveillance” would affect service sabotage.

- v. **Employees’ Perceptions of Labor Market Fluidity** will influence the frontline service employees misbehavior actions if they believe that alternative employment opportunities exist can be exploited (Harris et al., 2006). Therefore, the study will investigate whether “Employees’ perception of labor market fluidity” would affect service sabotage.
- vi. **Employees’ Perceptions of the Extent of Employee-Customer Contact.** As stated by Harris et al. (2006), the more time of frontline service employees spend with customers, the higher potential the employees will react to deviant behavior. Therefore, the study will investigate whether “Employees’ perceptions of the extent of employee-customer contact” would affect service sabotage among frontline customer-contact employees.

With an understanding of what causes service sabotage among frontline customer-contact employees, the service firms can act to develop and maintain high levels of customer satisfaction, service quality and customer loyalty.

1.3 Research Objectives

The main purpose of this study is to examine the relationship between six variables (as mentioned above) and service sabotage in Malaysia’s service industry. Frontline customer-contact employees play an important role in service industry as these employees are directly responsible for service quality, customer satisfaction and ultimately the overall performance of the firm (Schwepker et al., 2005). However, such service industries also have a dark side where frontline staff members will

intentionally disrupt service and even violently attack customers. Therefore, it's vital to study what's causes the employees to act in deviant behaviors towards customers.

1.3.1 General Objective

The main objective is to identify the antecedents of service sabotage in the context of individual's perceptions to determine what creates sabotage among the frontline service employees.

1.3.2 Specific Objectives

This research addressed a number of objectives which examine their relative effects on service sabotage in the service sector. This study offers the following research objectives:-

- i. To examine whether there is a difference between gender and service sabotage.
- ii. To investigate whether employees' risk-taking proclivity may cause positive impact on service sabotage.
- iii. To determine whether employees' need for social approval may cause positive impact on service sabotage.
- iv. To examine whether employees' perceptions of the extent of surveillance may cause negative impact on service sabotage.
- v. To investigate whether employees' perception of labor market fluidity may cause positive impact on service sabotage.

- vi. To determine whether employees' perceptions of the extent of employee-customer contact may cause positive impact on service sabotage.

1.4 Research Questions

This research addressed a number of questions which examine their relative effects on service sabotage in the service sector. This study offers the following research questions:-

- i. Is there any significant difference between gender and service sabotage?
- ii. Is there a positive relationship between employees' risk-taking proclivity and service sabotage?
- iii. Is there a positive relationship between employees' need for social approval and service sabotage?
- iv. Is there a negative relationship between employees' perceptions of the extent of surveillance and service sabotage?
- v. Is there a positive relationship between employees' perception of labor market fluidity and service sabotage?
- vi. Is there a positive relationship between employees' perceptions of the extent of employee-customer contact and service sabotage?

1.5 Hypotheses of the Study

This research addressed a number of objectives and questions which examine their relative effects on service sabotage in the service sector. Thus, the following hypotheses are formed in this study:-

H1: There is a significant difference between gender and service sabotage.

H2: Employees' risk-taking proclivity has a positive effect on service sabotage.

H3: Employees' need for social approval has a positive effect on service sabotage.

H4: Employees' perceptions of the extent of surveillance have a negative effect on service sabotage.

H5: Employees' perceptions of labor market fluidity have a positive effect on service sabotage.

H6: Employees' perceptions of the extent of employee-customer contact have a positive effect on service sabotage.

1.6 Significance of the Study

To identify attributes that cause service sabotage, service companies need to consider what happens before, during and after the customers interact with the frontline service workers. The pivotal importance of service sabotage is clearly demarcated by intent (Harris & Ogbonna, 2009). Employees who make mistakes, get things wrong and occasionally do silly things are not necessarily sabotage. Sabotage of frontline service

employees encompass deliberate actions which knowingly by them and negatively disrupt or harm the service encounters.

Frontline service employees play a salient role in customers' satisfaction and perceptions of service quality (Whiting, Donthu & Baker, 2011). Therefore, this study provides insight into factors that affect employees' service sabotage behaviors by examining six variables of determinants as mentioned above.

The short-range consequences of this study were to better understand current service quality. It provided the management with insights as where short-term improvements need to be made to satisfy customers and retain the business. While, long-range consequences were to help management to make effective decisions and it aids managers in adjusting services system ideas such as electronic surveillance in the workplace so as to meet superior service performance or even exceed the customer expectations.

1.7 Definition of Terms

Terms	Definitions	Sources
Service Sabotage	An employee deviant behavior which intentionally designed negatively to affect service; deliberate disrupt service; and affect customers' evaluations about the service quality given by the firm.	Harris et al. (2002)
Risk-taking proclivity	An individual tendency – preference or being adventurous for taking risks.	Harris et al. (2006)

	Voluntary pursuit of activities which may lead to losses including monetary, social and interpersonal.	Skeel, Neudecker, Pilarski & Pylak (2007)
Social approval	The extent to which individual employee actions are influenced by others or to belong to a group. People feelings about themselves are related to others interpersonal evaluations.	Harris et al. (2006) MacDonald, Saltzman & Leary (2003)
Surveillance	The installation of systems and devices to ensure that service staff complies with service guidelines.	Harris et al. (2006)
Labor market fluidity	The extents to which individual employees believe that there are still many job opportunities exist in the labor market.	Harris et al. (2006)
Extent of contact	An exposure and interaction of individual employees with external customers.	Harris et al. (2002)

1.8 Chapter Layout

- **Chapter One: Introduction** is the introductory chapter which provides an overview of the study and explains the research problem.

- ***Chapter Two: Literature Review*** consists of comprehensive review of relevant journals and articles. Besides, this section aims to identify research issues which are worth for researching. Development of hypotheses and proposed conceptual framework will include in this section too.
- ***Chapter Three: Methodology*** for the quantitative phase of the study is addressed. This includes a discussion of a research design, methods, measures used and data analysis procedures.
- ***Chapter Four: Data Analysis*** is the section to present the results of the data analysis which are relevant to the research questions and hypotheses.
- ***Chapter Five: Discussion, Conclusion & Implications*** contains a discussion of managerial implications, limitations of the study and direction for future research.

1.9 Conclusion

Service quality has been heavily emphasized in the service industry. Thus, if the companies want to increase customer satisfaction, then they need to identify the attributes that cause service sabotage among frontline staff members. This research explores how the six variables (as mentioned in the beginning of this chapter) influence the intention of service sabotage of frontline customer-contact employees. Chapter One designated the purpose and objectives of the study.

Next, Chapter Two will review the literature on service sabotage and the six attributes that cause service sabotage.

CHAPTER 2: LITERATURE REVIEW

2.0 Introduction

This chapter reviews the literatures on service sabotage and will begin a brief review of the definition for service sabotage in a variety of service settings. In addition, the researchers will investigate the antecedents of service sabotage in service line instead of manufacturing area. This chapter will include the proposed conceptual model and development of hypotheses too.

2.1 Overview

Before begin the topic that engage with service sabotage, here's a better understanding of the importance of frontline employees in service industry. Customer-contact employees are also known as front liners where their main role is to deliver service to their customer. Customers' perception of service quality is often based on the manner in which the services are delivered promptly and courteously (Mohd Noor, n.d). This means employees in the service performance will have to control both their conscious communication and unconscious signs and cues (Browning, 2008). Therefore this is not an easy job as frontline employees play a crucial role not in only service delivery during the so called service encounter but also during service recovery (Boshoff & Allen, 2000). However, Boshoff et al. (2000) also stated that everyday working environment in which employee operate has an enormous influence on the way they behave and thus perform.

In human's nature, there are sure to be times where employees do not want to obey the rules and regulation set by the authority and tend to be rebellious. This was also commented in Sussman (2008, p.333) work where some employees are deceitful and

unethical, and will violate gag orders regardless of the import of those order or severity of threatened sanctions if the orders are violated.

The reason which related to deviant employee behavior may due to unfairness of the employer. Employees who perceive unfair from their employer / organization will be more likely to engage in deviant behavior in the workplace especially regarding pay or salary (Gruys, 2000). The second reason is related to employee's job satisfaction. Yee, Yeung and Cheng (2008) found that employee's job satisfaction is significantly related to customer satisfaction and service quality. In addition, the employees are more satisfied with jobs, they will less likely to engage in deviant workplace behavior (Gruys, 2000).

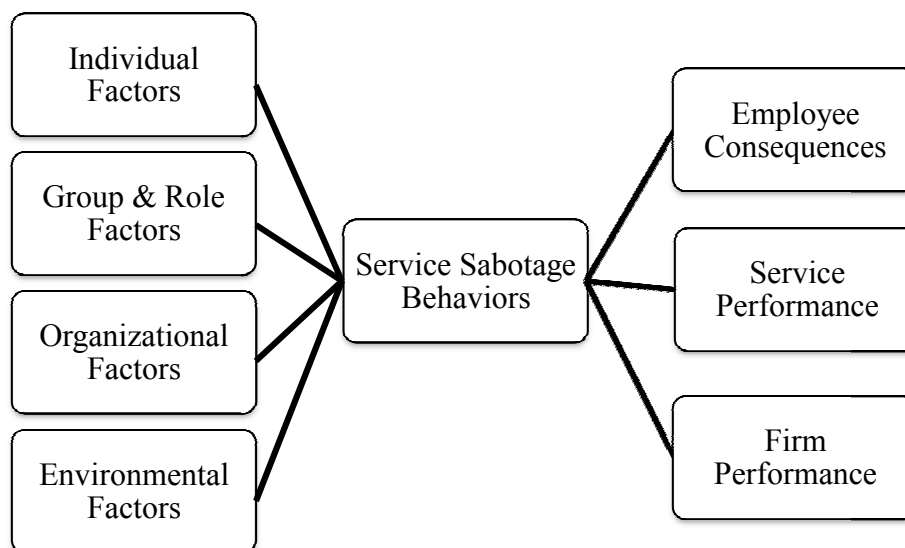
2.2 Review of Relevant Theoretical Framework

As mentioned earlier in Chapter 1, service sabotage is not a new research and prior research has studied. Basically, this research main draws from some of the researchers' works as below:-

- i. Harris et al. (2002) – Exploring Service Sabotage: The Antecedents, Types and Consequences of Frontline, Deviant, Antiservice Behaviors.
- ii. Gruys (2000) – The Dimensionality of Deviant Employee Behavior in the Workplace.
- iii. Harris et al. (2006) – Service Sabotage: A Study of Antecedents and Consequences.

2.2.1 Exploring Service Sabotage: The Antecedents, Types and Consequences of Frontline, Deviant, Antiservice Behaviors

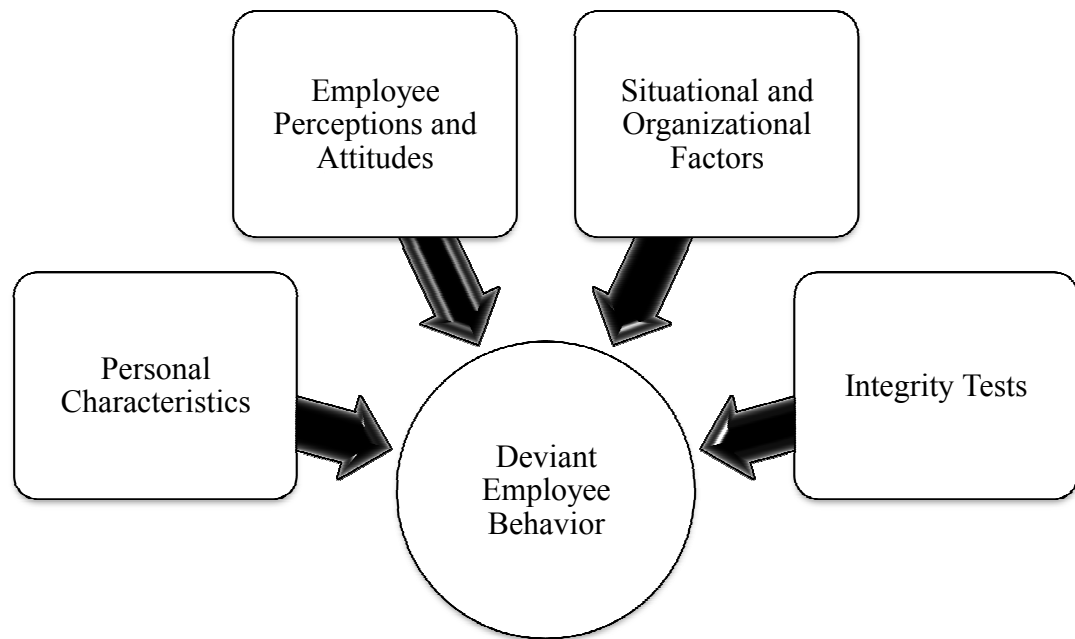
Figure 2.1 Harris et al. (2002) Service Sabotage Typology



This research draws heavily from these few studies of sabotage but it will only look insight into individual perceptions that influence the service sabotage behaviors (which is the aim of this study – to explore the individual perception elements that will affect the employee deviance and dysfunctional behaviors). Harris et al. (2002) conceptual framework comprises three sets of factors: (a) antecedent factors that facilitate or impede service sabotage, (b) the service sabotage construct, (c) the effects of service sabotage. This research study will only look insight into antecedent factors that cause frontline staffs engage in service sabotage and to explore only the individual perception elements that cause them react deviant behaviors. Therefore, this study only adopted the antecedents of “individual factors” of the model. It is because the more influential factors that directly affecting sabotage actions of frontline employees are individual concepts and the linkage with personality types and traits (Harris et al. 2006). As stated by Mosier and Fischer (2010, p.199), individuals bring their particular characteristics to the decision situation – memory, motivation, attention, knowledge and skills, experience, expertise, and age.

2.2.2 The Dimensionality of Deviant Employee Behavior in the Workplace

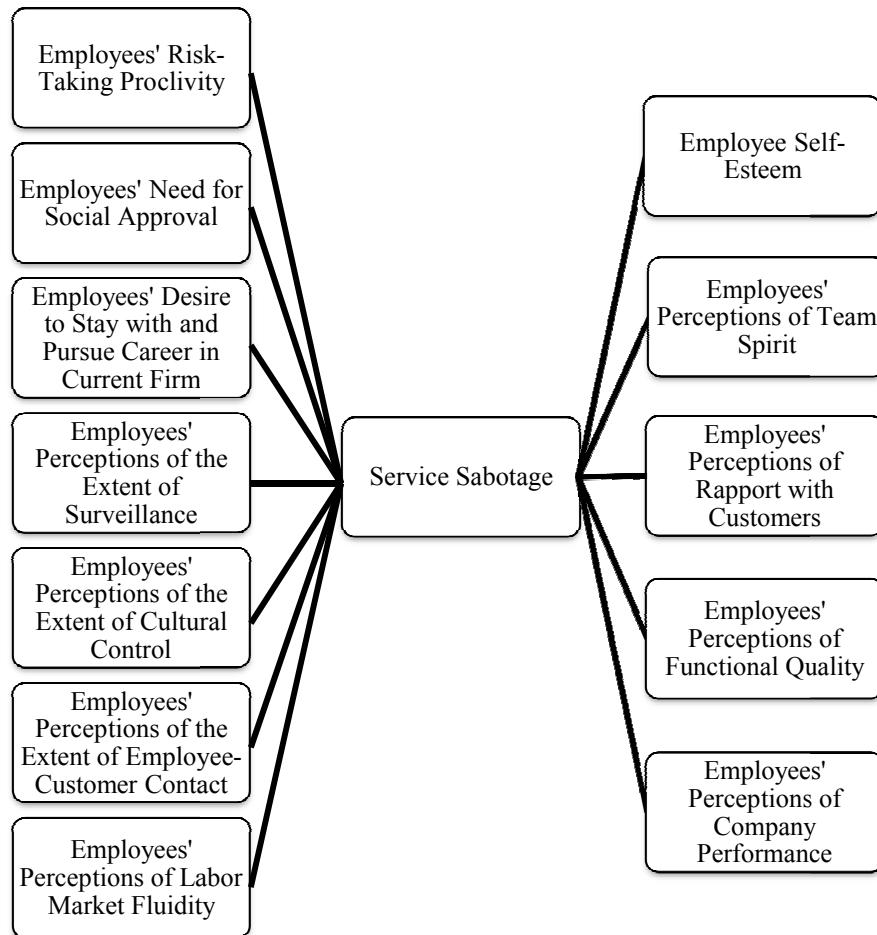
Figure 2.2 Gruys (2000) Deviant Employee Behavior



Gruys (2000) conceptual framework outline four different types of variables which are related to deviant employee behavior: personal characteristics, employee perceptions and attitudes, situational and organizational factors, and integrity tests. However, this research only adopted the personal characteristic, and employee perceptions and attitudes of the model as these two variables are the most closely to the research's aim. Gruys (2000) indicated two personal characteristics independent variables which have consistently been found to be important in affecting workplace deviant are employee age and length of tenure. Besides, one factor which is related to deviant employee behavior is the perceptions of employee. Therefore, these two variables in the model are highly specific to individual factors which are suitable for this research study theme.

2.2.3 Service Sabotage: A Study of Antecedents and Consequences

Figure 2.3 Harris et al. (2006) Service Sabotage Typology



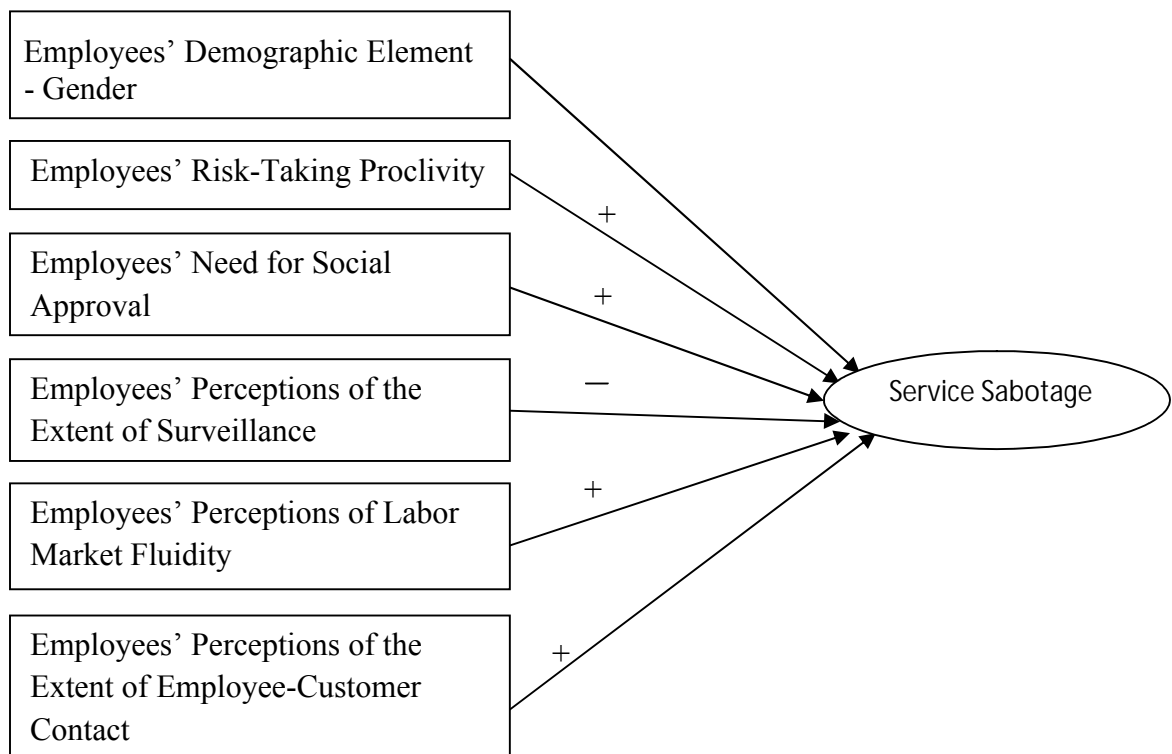
The last theoretical framework is Harris et al. (2006) which focuses on seven antecedents and five consequences associated with service sabotage. In particular, this research conceptualization is mainly a refinement and extension of the Harris and Ogbonna model. This study identified the factors

in the following ways: first, reevaluated Harris and Ogbonna model and removed the variables which are not related to this study's purposes. Thereafter, critically reviewed the remaining factors and excluded those that closely related to either one of the variables and found limited support in the literature. For example, Harris and Ogbonna proposed two of the independent variables which are highly close to each other – Employees' Desire to Stay with and Pursue Career in Current Firm and Employees' Perceptions of Labor Market Fluidity. These two variables are almost the same as if the employee desire to stay in the career firm, he/she will perceive low fluidity at outside labor market. Consequently, this study only choose either one to focus with.

2.3 Proposed Theoretical / Conceptual Framework

The determinants that used to conduct this research study about service sabotage are as below the proposed conceptual framework.

Figure 2.4 Proposed Conceptual Framework of Determinants of the Service Sabotage



2.4 Hypotheses Development

2.4.1 Service Sabotage

Sabotage normally defined as the deliberate destruction, disruption or damage of equipment as by enemy agents, dissatisfied employees and etc. The definition of sabotage can be variously defined as many studies create their own definition to suit the purpose of their study. Sabotage explicitly focused on doing harm and more “subtle and covert” forms of retaliation (Ambrose et al., 2002, p.2). Ackroyd and Thompson (1999) viewed sabotage as “anything you do at work you are not supposed to do”. However, Harris et al. (2002) defined and viewed service sabotage as organizational member behaviors that are intentionally designed negatively to affect customer service.

Generally, employee sabotage can define as an intentional act which calculated the damage of the company, company property, corporate assets, or the corporate entity itself (Weston, n.d). From these definitional perspective, service sabotage viewed as harm the organization and have strong influence on employee’s job performance. Furthermore, service sabotage will reflect employee’s work behavior that derogate from organizational goals (Abdul Rahim, 2008).

In the service line industry, customers tend to see the employee is the service and the employees represent the service brand. Dysfunctional service employee is the one who deliberately contribute a poor service experience for a customer. The misbehavior is often labeled as “deviant” and the employee labeled as a “service saboteur” (Patterson & Baron, 2010). Southey (2010) mentioned that deviant activity involves intentionality activity and counter-normative activity within the workplace. Deviant behavior can be divided into two broad categories – “property deviance” and “production deviance” (Gruys,

2000). Property deviance is related to employees actions of stealing or damaging the property and assets of their organizations. This category of actions includes taking money, misusing discount privileges and getting paid for more hours than were actually worked. However, service sabotage is in the category of “production deviance” as production deviance deals with behaviors which violate norms of the production or work in the organization. Employees in the production deviance will alter the speed of service to match their personal needs, took out their frustration on customers (Harris et al., 2009) and showed off in front of customers.

In the context of services, there are two dimensions of deviant behaviors: covert-overt behaviors and routinized intermittent behaviors (Harris et al., 2002). These both intentional behavior dimensions will form the service sabotage in working lives of most customer-contact employees. Covert behaviors are indirect actions whereas overt behaviors are purposely displayed in front of various customers. Besides, Patterson et al. (2010) also stated that there are detectable (overt) and undetectable (covert) employee deviant behaviors to customers. Examples of such behaviors like service employees mistreat customers by deliberately not to give free items (overt action) or customer-contact employees give wrong information to customers (covert action).

2.4.2 Employees’ Demographic Element

In order to deeply understand the deviant behavior in the service encounter, the first factor centers on employee’s demographic element in term of gender. Male workers are more likely to exhibit overt sabotage while females are more to covert service sabotage (Harris et al., 2002). This was further proved by Karjalainen and Raaij (2011); Tucker (1993) that male employees are more likely to engage in deviant workplace behavior as well as perform numerous

unethical behaviors. This happens mainly because of the males' natural characteristic which makes them more daring to show their unpleasant feelings as compared to females who are known to be timid and petite and are not able to express their unpleasantness. These female characteristic leads to forms of resistance that are more different in kind than more traditionally observed resistance among male workers but are still as important in negotiating for consent, effort and compliance (Hodson, 2004).

However, the differences in salary and promotional opportunities which have improved over the years may be one of the factors that cause female employees to sabotage as this inequality leads to low job performance because of the women's belief in how other will evaluate them and this could be notice in the upper and middle management positions (Taylor & Hood, 2011). Correll (2004) mentioned that the differential occupational distribution of men and women is the main cause of the gender gap in wages. Even when female employees demonstrate equivalent levels of competency, their success in terms of promotion and salary is below that of males (Taylor et al., 2011).

Taylor (2010) stated that women and men have differential levels of access to social networks and mentors. Women are known for their low self assessment in their own abilities which may leads to poor job performance and relates the cause to job dissatisfaction (Correll, 2001) but this may not be all true as Taylor (2010) examined women had higher levels of job satisfaction and lower expectations for the quality of their jobs than men. Likewise, Jung, Moon and Hahm (2007) stated that women are happier at work and feel very proud of their jobs than men. Conversely, men are often observed to be more confrontational and aggressive at work (Hodson, 2004).

Correll (2001) indicated that the differences in gender where men is believe to be more competent than women may be also due to the long beliefs as the factor that shapes the man natural characteristic and it may not be a surprise

that man may be the majority gender to likely sabotage due to their natural competence characteristic. Taylor et al. (2011) mentioned that men are higher than women on tasks which related to managerial skills. Likewise, Corell (2004) also stated that men are better at some particular tasks such as mechanical tasks while women are better at nurturing tasks. This study also continue to find that men are generally more capable and competent than women. Besides, men displaying a higher proclivity to take risks than women (Baker Jr. & Maner, 2009). To explore this, this study proposes the following hypothesis:

Hypothesis 1: There is a significant difference between gender and service sabotage.

2.4.3 Employees' Risk-Taking Proclivity

The second factor argued to be linked with service sabotage is the risk-taking proclivity of service personnel. Harris et al. (2006) defined risk-taking proclivity as an individual addiction or “desire for taking risks or being adventurous”. Risk-taking has been defined in various ways, but the definition will not run too far from these include balancing potential rewards and losses, and valuing the relationship between short-term and long-term consequences (Skeel et al., 2007). In addition, risk perceptions defined as individual's awareness of the amount of risk involved in a particular decision. These perceptions of risk will influence the likelihood of quitting the current job (Vardaman, Allen, Renn & Moffitt, 2008).

However, in today's rapidly changing and highly uncertain business markets, firm executives must be willing to take risks and risk-taking dimension is positively related to firm performance and growth (Naldi, Nordqvist, Sjoberg & Wiklund, 2007). Spreitzer and Doneson (2005) explains that self-determination helps people to feel in control of their destinies which facilitates

the potential for risk taking. As innovative and proactive strategies normally are generally associated with risk taking (Naldi et al., 2007). In addition, risky decision-making is profoundly shaped by emotions, goals and other drive states (Baker Jr. et al., 2009). Jordan, Sivanathan and Galinsky (2011); March and Shapira (1987) research stated that risk taking is said to happen when an individual's decision choice engenders variance in the possible of earning profits or losses that may be resulted from that particular choice in the decision making. As many of the individual knows the quote "with power comes great responsibility" may linked to their risk taking behavior as it increases due to power motivation. Stress causes may have been related to power and stability which could be one of the factors that triggers an individual risk taking behavior.

Risk-taking employees who deliberately sabotage service are to relieve boredom or to alleviate what they see as monotony, and they intentionally deviate from company service procedures and policies (Harris et al., 2009). These employees' deviant behaviors are linked to various personality types and traits (Harris et al., 2006). Personality factor will differentiate risk takers from non-risk takers. As stated by Fischer and Smith (2004), personality traits influenced the type of risk taking activities that individuals choose. In contrast, agency theory highlighted that the extent of involvement in risky activities is likely to be influenced by the ownership and governance of the firm (Naldi et al., 2007).

Although some thrills can be gained without harmful to customers, it is not surprisingly to find that the most thrill seeking acts in some way will involve the customers (Harris et al., 2009). The negative evaluation of customers toward risk-taking employees will affect the service quality and customer satisfaction about the particular service firm. Therefore, Harris et al. (2006) proposed that the greater the risk-taking proclivity of service employees, the

greater the likelihood of service sabotage. Thus, the following hypothesis is tested.

Hypothesis 2: Employees' risk-taking proclivity has a positive effect on service sabotage.

2.4.4 Employees' Need for Social Approval

The third factor is the extent to which a service worker feels the need for social approval from work colleagues. It is the extent of desire for acceptance by others or belong to a group that influenced an individual employee action is known as social approval (Fisher, 1993). This was agreed in by Patterson et al. (2009) which stated that occasional recognition of good service is noted to counter the prevailing default mode of misbehavior.

This was further tested and proven by Staw, Sutton, and Pelled (1994) that employees with greater emotion will receive more social support from their supervisors and co-workers. This shows that social approval plays an important function to help and encourage employees from misbehaving in their workplace. Besides, according to Detert, Schroeder, and Mauriel (2000), firm cultures are formed by subcultures of employees' groups who share assumptions, views, and opinions. Cialdini (2007) and Southey (2010) research study mentioned that employees who do not wish to follow or might go against it may become unpopular or will be excluded from their peers and in the service line industry employees tend to be more socialize with their colleagues and are mostly in groups. This will make the employees working life very unpleasant and may sabotage just to be accepted as they tend to follow whatsoever the group is done.

MacDonald et al. (2003) indicated that individual do acknowledge that others' evaluation may play a role when individuals' do personal self-evaluations.

People's feelings about themselves will relate to how they believe others evaluate them as subjective feelings of self-esteem provide information regarding one's standing in the eyes of other people or society at large. Therefore, the quality of social interactions influences employee work outcomes such as job attitudes and employee performance (Brandes, Dharwadkar & Wheatley, 2004). This shown the importance of social interactions of employees are critical for organizational functioning and work performance. Sergeant et al. (2000) stated that the importance of teams in supporting employee satisfaction and the effectiveness of teams for organizational performance.

Staw et al. (1994) indicated that social contexts will shape employees' attitudes and needs. In addition, Cialdini (2007) also stated that injunctive social norm (perception of what most others approve) and descriptive social norm (perception of what most others actually do) also play a significant role in influencing people's behaviors. In another study done by Chaudhuri and Ghosh (2011), they found out that Millennial employees clearly shows their high need for approval, affiliation and most of all recognition among their colleagues in the organization that are working in. Ackroyd et al. (1999) found that low-wage employees tend to deviate subculture norms and behaviors as a sign of sabotage. It has been found out that deviant behaviors due to the needs for group conformity or approval may leads to sabotage activities. Thus, the following hypothesis is proposed.

Hypothesis 3: Employees' need for social approval has a positive effect on service sabotage.

2.4.5 Employees' Perceptions of the Extent of Surveillance

The fourth factor is the association between the level of surveillance of service personnel and the extent to which service sabotage occurs. Surveillance is

define as an act of supervision or close observation in the Oxford Dictionary and in this case the supervision or close observation is done by the top management on their own company's service personnel to the extent that they comply with the agreed service guidelines.

In the past, surveillance on employees was only limited as the supervisor could only monitor the employees through observing and recording. Workplace electronic surveillance has been steadily increasing over the past few years and the main factor of this increase is due to the rapid advancement in the technologies. Organization beliefs that subordinate workers need close supervision and surveillance. Harris et al. (2002) mention that many of frontline service staffs are actually aware of the surveillance by their top management and its purpose is to control the workplace behavior. VorVoreanu and Botan (2000) further studies pointed out that most of the jobs that are being observed by their supervisors are in clerical fields and lower levels of the professional field and in this research studies this could refer the frontline employees.

Surveillance or monitoring is usually done using system or even devices that are installed in certain areas with the purpose to monitor the employees. The statement was agree and supported by Fleming and Sewell (2002) which also mentioned that there are many authors whom have pointed out the increase in control through disembodies and unobtrusive forms and one of it is the electronic surveillance (VorVoreanu et al., 2001). Certain organization workplace employers might even use a 'discreet surveillance' such as surveillance camera to monitor their employee for any misbehave behavior without the employees' knowledge and when any misconduct is done employee will be caught red-handed (Seidman 1988).

It was argued by Daft and Marcic (2009) that employees dislike being watch too closely and would try to sabotage and take over the system. This is to said

to be an invasion of the employees' personal privacy (Dorval, 2004) as employees do not have their personal space. This was further elaborated by VorVoreanu et al. (2001) that the employee negative behavior due to the electronic surveillance creates additional stress and lack of workplace privacy. Actions and decision making are restricted because it needs to be approved by their employers and this limits the employee's self-improvement. Employees that are being controlled too tightly could cause deviance (Wallace, Chernatony & Buil, 2011) but employees do have to keep in mind that their employers do have the rights to the employees work performance because employers are 'expert' only so long as this form of surveillance does not intrude into of working life which may consider to be private to the employees (Sewell, Barker & Nyberg, 2012).

According to Pomaki, Maes and Doest (2002), self-regulatory plays an increasingly important role in the motivational and personality literatures of employees. Self-regulatory process may contribute to a better work-related outcomes. Employees which value freedom from supervision and opportunity for free time may see flextime work schedules have a positive impact on their motivation, satisfaction and organizational commitment (Twenge, Campbell, Hoffman & Lance, 2010). With this being said, companies that developed and increase their surveillance system effectively will pay off by reducing employee theft and sabotage (Harris et al., 2009). These arguments lead to the following suggestion:

Hypothesis 4: Employees' perceptions of the extent of surveillance has a negative effect on service sabotage.

2.4.6 Employees' Perceptions of Labor Market Fluidity

The fifth factor is the extent of labor market fluidity, that is, the extent to which frontline employees believe that there are still many employment

opportunities outside the firm which can be exploited (Harris et al., 2006). Labor force fluidity is the free movement of workers among industries during rise or fall of demand. As per some economists, fluidity of labor markets is a necessary condition in order to win through a competition (Lazear & Oyer, 2003). According to Geartner and Nollen (1992), the reason for an employee to stay in the organization will be affected either by the individual's career preferences or the organization's characteristics. Tallman, Phipps, and Matheson (2009) stated that employees' commitment to the organization may be affected if they beliefs in legitimacy.

Correll (2004) mentioned that an individual do believe that they have the necessary skills for the given career of their choice in order for them to have a preference for their career choice by understanding their own competence or "self-assessment". Certain workers' are reluctant investing in specific skills if they perceived the risk of loss of employment opportunities that require those specific skills is high (Estevez-Abe, Soskice & Iversen, 2001). Organizational commitment is the extent to which an employee involves him/herself in the organization which includes accepting the organization goals and values as well as staying loyalty (Lambert, Hogan, & Griffin, 2007). Fang (2001) continued by explaining that loyalty is where employees refuse attractive offers from others and maintain the employment relationship with current organization they work with. Service personnel who have strong desire in staying with an organization are less likely to initiate service sabotage (Harris et al., 2002). Continuance commitment is affected by the availability of suitable employment with another employer. Less continuance commitment will be contributed by highly marketable employees (King, 2008).

Berntson, Sverke and Marklund (2006) stated that individual's perception of his or her possibility to get a new job is a crucial concept. Furthermore, human capital such as education and work experiences will increase his or her employability possibility. Harris et al. (2002) examined that individual which

perceived high possibility in labor market fluidity, the greater the levels of service sabotage and the likelihood that such behaviors are overt. Thus, the following hypothesis is proposed.

Hypothesis 5: Employees' perceptions of labor market fluidity has a positive effect on service sabotage.

2.4.7 Employees' Perceptions of the Extent of Employee-Customer Contact

The sixth and final factor is the extent of contact between frontline employees and customers, that is, the extent to which customer-contact employees are exposed to and interact with customers (Harris et al., 2006). Activities of the service employees connect organization to their customers and operation managers heavily rely on their frontline employees' personal interaction to impress their customers (Yee, Yeung & Cheng, 2011).

According to Bolton and Drew (1991), a customer perceived satisfaction if the offering performs better than expected and vice versa. "The employees relationship to the customer and to the organization has a huge relevance, its balance is necessary to the success of the both parties in the exchange relationship as their influence on the service, service delivery, service production and ultimately customer satisfaction is very substantial, also is their profitability to the organization necessary to the sustenance of the business" (Chigozirim & Mazdarani, 2008, p.35). Existing research found that customer-contact employees will engage in unethical behaviors to cover their mistakes, to increase firm's business, or to simply keep customers happy (Schwepker et al., 2005). Examples of common unethical customer-contact behaviors are hiding mistakes or errors in service delivery and being unresponsive to customer requests.

However, Harris and Reynolds (2003) has been analyzing on the consequences of dysfunctional customer behavior. Result shows that more than 80% of customer-contact employees witnessed or experienced aggressive behavior from the customers. Four types of consequences from dysfunctional behavior are long-term psychological, short-term emotional, behavioral, and physical effects. Frontline employees experienced sustained feelings of degradation or stress disorders during long-term psychological consequences. In short-term emotional effects, employees are impacted of short-term emotional distress such as fear, stress, frustration, anger and irritation. It also has been found out that as of behavioral effects, service personnel would design for revenge or to sabotage on the preceding dysfunctional behavior customers for equalization.

Harris et al. (2003) revealed that all of the customer-contact employees were involved in or witnessed, some form of dysfunctional customer behavior on a daily basis. These deviant consumer behavior also known as “problem customers” and “consumer misbehavior”. Jaarsveld, Walker and Skarlicki (2010) has takes into consideration that the employees job demands and emotional exhaustion as mediators of the relationship between customer incivility and employee incivility may eventually leads to sabotage. Jaarsveld et al. (2010) also further explained that in the service industry interaction, the longer the employee exposure to customer inappropriate manners could increase the employees’ perceptions of job demands and reduce the employee ability to interact with the customers in a civil manner. Thus, the following hypothesis is tested.

Hypothesis 6: Employees’ perceptions of the extent of employee-customer contact has a positive effect on service sabotage.

2.5 Summary of Hypotheses for the Study

H1: There is a significant difference between gender and service sabotage.

H2: Employees' risk-taking proclivity has a positive effect on service sabotage.

H3: Employees' need for social approval has a positive effect on service sabotage.

H4: Employees' perceptions of the extent of surveillance has a negative effect on service sabotage.

H5: Employees' perceptions of the extent of employee-customer contact has a positive effect on service sabotage.

H6: Employees' perceptions of labor market fluidity has a positive effect on service sabotage.

2.6 Conclusion

This chapter provided a review of several literatures. Prior to the discussion on service sabotage and the six antecedents to service sabotage, which are employees' demographic element – gender, employees' risk-taking proclivity, employees' need for social approval, employees' perceptions of the extent of surveillance, employees' perceptions of labor market fluidity and employees' perceptions of the extent of employee-customer contact. Next, Chapter Three will be the methodology part that describes how the research is carried out.

CHAPTER 3: METHODOLOGY

3.0 Introduction

Research Method is defined as the particular strategies researchers used to collect the evidence necessary for building and testing theories. This chapter involved formulating the research design, selecting samples, collect data and data analysis.

3.1 Research Design

This research is using deductive approach, through the existing theory to shape the approach that the researcher adopts to the qualitative research process and to aspects of data analysis. The purpose is to identify statistical relations of variables. Apart from that, this research is conducted as a quantitative research, which based on meanings derived from numbers, collection results in numerical and standardised data and analysis conducted through the use of diagram and statistic.

The research design that has been carried out in this research is exploratory studies. This study will be undertaken when not much is known about the situation at hand, or no information is available on how similar problems or research issues have been solved. Therefore, the research is planned to identify the antecedents which affecting service sabotage among Malaysian employees. This research has provides a new insight towards such issue in the country. Apart from that, this research has also been studying on the causal relationships between variables of service sabotage. There are six variables that to be tested in order to determine the importance of each variables impacting service sabotage in Malaysia – Demographic factors (gender), employees' risk taking proclivity, employees' need for social approval, employees' perceptions of

the extent of surveillance, employees' perceptions of labor market fluidity and employees' perceptions of the extent of employee-customer contact.

3.2 Data Collection Methods

There are two types of data can be collected. Primary and secondary data need to be collected to serve as the basis for study and analysis. It also provides basis answer for the hypotheses and research questions.

3.2.1 Primary data

The primary data is collected through questionnaire from this research. Saunders, Lewis and Thornhill's study (as cited in deVaus, 2002) stated that questionnaire is defined as a technique of data collection in which each person is asked to respond to the same set of question in a predetermined order. Sekaran (2003) mentioned that questionnaire is a preformulated written set of questions with closely delineated alternatives given to the respondents in order to records the answers.

3.2.2 Secondary data

Secondary data includes both raw data and published summaries. Journal is the secondary data used in this research in order to give the whole research an idea of which aspect to be focus on. The material has also given researcher to explore such ideas more deeply in a new environment to provide new insight.

3.3 Sampling design

Sampling design is a plan that specifies the population frame, sample size, elements and estimation method in detail. The objective is to describe the characteristic of the population.

3.3.1 Target population

Target population is defined as the entire group of possible respondents to the survey question. Groves, Fowler, Couper, Lepkowski, Singer and Tourangeau (2011) explained that target population is the group of elements finite in size for which researchers want to make inferences and the populations are observable and with some time restriction. As to determine the factors affecting service sabotage in Malaysia, employees are the main target population in this research. There are different types and level involvement of employees in the market. Frontline service employees are the main target in this research.

3.3.2 Sampling frame and Sampling location

Sampling frame is a representation of the elements of the population, for any probability sample is a complete list of all the cases in the population from which the sample is drawn (Saunders, Lewis & Thornhill, 2009). According to Bajpai (2009), sampling frame is the list possesses the information about the subject. It is impossible to estimate numbers of frontline service employees spread across thirteen states in East and West of Malaysia. Therefore, a sample of states must be selected.

The sampling location refer to the place that researcher conduct the study. In this research, questionnaires have been distributed in Klang Valley shopping complexes due to large number of crowds coming from different states. Distributing questionnaire in the public can avoid biasness of collecting data from only one industry employees such as bank or hotel industry. Apart from that, the questionnaire was posted on social media network and also sends out through e-mail as to conduct an on-line survey. By using social media network and e-mailing, more frontline employees from different states can be participate in this research which can then provide further insight of the service sabotage in Malaysia.

3.3.3 Sampling elements

The targeted employees must as have a relative high percentage of direct communication with their customers. Frontline employees are important in maintaining their relationship with customers in order to build customer loyalty as well as flourish the company. Therefore, it is vital in examining those employees behaviour and service quality while dealing with different customers, internal (ie. self recognition) and external issue (ie. labor market fluidity).

3.3.4 Sampling technique

The methods used in drawing samples from a population are the sampling techniques. Non-probability sampling has been used in this research. Non-probability sampling is where respondents are selected in non-random manner from the population. The sampling technique used in this research is convenience sampling (or haphazard sampling), which involved selecting

those cases are easiest and ease to obtain the sample, this process is continued until the required sample size has been reached.

Furthermore, it is also suitable by using self-selection sampling where this method required relative low cost. Questionnaire can be posted on the Internet and data can be collected once the public respond to it. This method is useful for exploratory research.

3.3.5 Sampling size

Due to cost, time and others resources constraint, the number of observation being used in this research is to be 150 sample sizes. However, sample size may be increased when necessary. According to Roscoe (1975), most research is sufficient with the samples sizes between 30 and 500.

3.4 Research Instrument

Self-administrated type questionnaire is carried out in this research. The questionnaires are delivered by hand to each respondent and collected back later. This is also known as delivery and collection questionnaire. The main reason of choosing this method is to ensure high response rate. However, questionnaire is also posted on the social media network such as Facebook to increase the width of coverage of respondents.

Table 3.1: Items in the questionnaire

Variable	Items	Source
1. Service Sabotage	1. People here take revenge on rude customers. 2. People here hurry customers	Harris, L.C., &

	<p>when they want to.</p> <p>3. It is common practice in this industry to “get back” at customers.</p> <p>4. People here ignore company service rules to make things easier for themselves.</p> <p>5. Sometimes, people here “get at customers” to make the rest of us laugh.</p> <p>6. People here never show off in front of customers.</p> <p>7. Sometimes, when customers aren’t looking, people here deliberately mess things up.</p> <p>8. At this outlet, customers are never deliberately mistreated.</p> <p>9. People here slow down service when they want to.</p>	Ogbonna, E.(2006)
2. Employees’ Risk-Taking Proclivity	<p>1. I am the kind of person who would try any new product once.</p> <p>2. When I go to a restaurant, I feel it is safer to order dishes that I am familiar with.</p> <p>3. I am cautious in trying new-different products.</p> <p>4. I would rather stick with a brand I usually buy than try something new.</p> <p>5. I never buy something I don’t know about at the risk of making a mistake.</p> <p>6. I will buy only well-established brands.</p> <p>7. I enjoy taking chances in buying unfamiliar brands.</p>	
3. Employees’ Need for Social Approval by Work Colleagues	<p>1. It’s very important to me that my work colleagues approve the way I do my job.</p> <p>2. It’s not important to me that my work colleagues approve the way I talk to customers.</p> <p>3. It’s very important to me that my work colleagues approve how I get on with the manager.</p> <p>4. It’s not important to me that my work colleagues approve the way I organize my work.</p> <p>5. It’s very important to me that my</p>	

	work colleagues approve how quickly I work.	
4. Employees' Perceptions of the Extent of Frontline Employee Surveillance	<ol style="list-style-type: none"> 1. My line manager monitors the extent to which I follow established procedures. 2. My line manager evaluates the procedures I use to accomplish a given task. 3. My line manager modifies my procedures when desired results are not obtained. 4. I receive no feedback on my performance. 	
5. Employees' Perceptions of Labor Market Fluidity	<ol style="list-style-type: none"> 1. If I left my current job, I could easily get another. 2. Given my experience, there are other jobs I could do. 3. There are few opportunities for promotion outside of this firm. 4. Changing jobs now would be difficult for me to do. 	
6. Employees' Perceptions of the Extent of Employee-Customer Contact	<ol style="list-style-type: none"> 1. On an average working day, how much time do you spend talking to customers? 2. On an average working day, how much time do you spend away from customers? 3. On an average working day, how much time do you spend around customers? 4. On an average working day, how much time do you spend where customers can see you? 	

Adapted from: Harris, L. C., & Ogbonna, E. (2006). Service Sabotage: A study of antecedents and consequences. *Journal of the Academy of Marketing Science*, 34(4), 543-559.

3.5 Pilot Testing

Pilot testing has been carried out by taking up to 10 sample sizes before full distribution of questionnaire to the public. Pilot testing helps to refine the

questionnaire. It can also ensure the respondents have no problems in understanding and answering the question. Responses provide the idea of reliability and suitability of the questions being asked in the questionnaire.

Once the pilot test was conducted, the data was used to test on the reliability of each variable. The result obtained shown the strength of reliability of each variable. The Cronbach's alpha values have been justified according to Hair's Rule of Thumb. From the result table, **service sabotage, employees' need for social approval by work colleagues and employees' perceptions of the extent of employee-customer contact** have the highest Cronbach's alpha values, which are more than 0.70, among the variables. This shows that three of these variables have a good reliability. Employees' risk taking proclivity and employee's perceptions of labor market fluidity both have moderate reliability with Cronbach's alpha values fall between 0.60 and 0.70. Employees' perceptions of the extent of frontline employee surveillance have the lowest Cronbach's alpha which is 0.479. The reliability for this variable is poor and unacceptable. However, since number the respondent in the pilot test is quite small. Therefore, the result is expected to be improved when the number of respondent increased.

Table 3.2: Result from pilot testing

Variable	Total Number of Question	Cronbach's Alpha	Outcome
Service Sabotage	9	0.794	Good
Employees' Risk-Taking Proclivity	7	0.691	Moderate
Employees' Need for Social Approval by Work Colleagues	5	0.776	Good
Employees' Perceptions of the Extent of Frontline Employee Surveillance	4	0.479	Poor
Employees' Perceptions of Labor Market Fluidity	4	0.625	Moderate

Employees' Perceptions of the Extent of Employee-Customer Contact	4	0.869	Very Good
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Source: Developed for the research

During the pilot testing, it was found out that respondents faced difficulty in understanding the questions. Each variable may mixed with questions with different directions. Therefore, the questionnaire has been readjusted in order to create more simple and direct questions to the respondents. List of questions which changes have been made is as below:

Table 3.3: Changes in questions

Variable	Before	After
Service Sabotage	6. People here never show off in front of customers.	6. People here show off in front of customers.
	8. At this outlet, customers are never mistreated intentionally.	8. At this outlet, customers are mistreated intentionally.
Employees' Risk-Taking Proclivity	1. I am the kind of person who would try any new product once.	1. I am the kind of person who would not try any new product once.
	7. I like taking chances in buying unfamiliar brands.	7. I do not like taking chances in buying unfamiliar brands.
Employees' Need for Social Approval by Work Colleagues	2. It's not important to me that my work colleagues approve the way I talk to customers.	2. It's very important to me that my work colleagues approve the way I talk to customers.
	4. It's not important to me that my work colleagues approve the way I organize my work.	4. It's very important to me that my work colleagues approve the way I organize my work.
Employees' Perceptions of the Extent of	4. I receive no feedback on my performance.	4. I receive a lot of feedback on my performance.

Frontline Employee Surveillance		
Employees' Perceptions of Labor Market Fluidity	4. Changing jobs now would be difficult for me to do.	4. Changing jobs now would be easy for me to do.

Adapted from: Harris, L. C., & Ogbonna, E. (2006). Service Sabotage: A study of antecedents and consequences. *Journal of the Academy of Marketing Science*, 34(4), 543-559.

3.6 Questionnaire Design

There are few steps involved in order to ensure the entire questions are fully answered by target respondent. Firstly, check to ensure that all questionnaire and cover letters are printed. Cover letter is important as to give an idea to the respondent of who the researchers are as well as to understand what types of research are carried out. Second, distribute questionnaire to the target respondent by asking them which industry they are currently in. Identifying the correct respondent can decrease the rate of unnecessary or irrelevant responds. Although there is no specific industry taken in this research, but it is important to only identify frontline service employees but not others. Third, introduce the questionnaire and stress its anonymous or confidential nature. Respondents may be reluctant in taking part of the research due to confidential issue. Questionnaire must clearly mentions about the private and confidential issue apart from verbally informing those respondents. Lastly, ensure the target respondent complete the questionnaire and collect it back. Incomplete questionnaires are useless and will then decrease the respond rate.

3.7 Construct measurement

Scales of measurement refers to variables or number defined and categorized. In this research, nominal, ordinal and interval scales are used in designing the questionnaire. **Nominal scale** is used to identify the category of the data (Stephens & Stephens, 2009). Data in nominal scale cannot be arranged in an ordering manner. It is suitable on data which consists of names, labels, or categories only. On the other hand, data for **ordinal scale** can be arranged and ranked. Ordinal data has an order from highest to lowest or biggest to smallest. However, ordinal scale data lack of equal unit size or absolute zero (Jackson, 2008). **Interval scale** doesn't have absolute zero point, but it has an equal interval between adjacent units (Pagano, 2006). Five points likert-scale in Section B of the questionnaire is suitable in using interval scale measurement as the criteria of identity, magnitude, and equal size units are met (Jackson, 2008).

Table 3.4: Scale of Measurement

Part		Scale of Measurement
Section A	Gender Race Marital Status Area of Employment	Nominal Scale
	Age Education Level How long have you been working in this company?	Ordinal Scale
Section B	Service Sabotage Employees' risk taking proclivity Employees' need for social approval Employees' perceptions of the extent of surveillance Employees' perceptions of labor market fluidity Employees' perceptions of the extent of employee-customer contact	Interval Scale Indication of scale: 1 - Strongly Disagree 2 – Disagree 3 – Neutral 4 – Agree 5 – Strongly Agree

Source: Developed for the research

3.8 Data analysis

Data are required to be converted into knowledgeable message in order to help managers to improve their decision making (Hair, Money, Samouel & Page, 2007). Analysis of data is separated into three parts – Reliability of measures, Descriptive Statistics and Inferential Statistics.

3.8.1 Reliability of measures: Cronbach's Alpha

“Cronbach's alpha is a reliability coefficient that indicates how well the items in a set are positively correlated to one another” (Sekaran, 2003, p. 307). Reliability of the variable is demonstrated by checking the Cronbach's alpha for the items for each variable and the correlation among the items for the variable. The items for each variable were checked for reliability using SPSS. Higher value of Cronbach's alpha which is closer to 1 indicates higher internal consistency reliability.

In the research, Cronbach's alpha is used to test the reliability of all the six (independent and dependant) variables such as employees' risk taking proclivity, employees' need for social approval, employees' perceptions of the extent of surveillance, employees' perceptions of labor market fluidity, employees' perceptions of the extent of employee-customer contact and service sabotage. According to Hair et al. (2007), rules of thumb about Cronbach's alpha coefficient size are as below:

Table 3.5: Rules of Thumb about Cronbach-Alpha Coefficient Size

Rules of Thumb about Cronbach-Alpha Coefficient Size	
Alpha Coefficient Range	Strength of Association
< 0.6	Poor

0.6 to < 0.7	Moderate
0.7 to < 0.8	Good
0.8 to < 0.9	Very Good
≥ 0.9	Excellent

* If $\alpha > 0.95$, items should be inspected to ensure they measure different aspects of the concept.

Adopted from: Hair Jr., J. F., Money, A. H., Samouel, P., & Page, M. (2007). *Research methods for business*. John Wiley & Sons, Ltd.

3.8.2 Descriptive Statistics: Frequency Distributions

“Descriptive statistics is a medium for describing data in managerial forms.” (Babbie, 2010, p. 467). Personal data can be classified into frequency distributions. Under this analysis, researchers are able to identify majority and minority of the distribution of individuals in the sample. Pie charts, histograms or bar charts are usually being used to show the frequency distribution of the data.

3.8.3 Inferential Statistics

“Inferential statistics give information regarding kinds of claims or statements that can be reasonably made about the population based on data from a sample.” (Koch, 2008, p. 14). Inferential statistics concerned about drawing conclusions.

3.8.3.1 Multiple Linear Regressions

The general purpose of multiple linear regressions is to learn more about the relationship between several independent variables and a dependent variable. This analysis is important especially when few variables are jointly regressed against the dependent variable. Multiple linear regressions show that which independent variable is a significant predictor for the dependent variable. R-square given in this analysis indicates the amount of variance explained in the dependent variable by the predictors.

3.8.3.2 Pearson Correlation

The Pearson's correlation is used to find a correlation between at least two continuous variables or quantify the strength of the linear relationship between two ranked / numerical variables. Pearson correlation measures the degree and direction of the linear relationship between two variables. (Gravetter & Wallnau, 2010). The value for a Pearson's can fall between 0.00 (no correlation) and 1.00 (perfect correlation). The correlation coefficient can be either in positive or negative sign which represent a positive correlation or negative correlation. Pearson correlation does not indicate which variable causes which but it indicates that the two variables are associated with each other. Other factors such as group size will determine if the correlation is significant. Generally, correlations above 0.80 are considered pretty high.

3.8.3.3 Independent t-test

Independent t-test can be used to differentiate the means of two groups using a measure to the spread of the scores. Independent t-test is important when the groups to be analyzing are in different scales. In this research, independent t-

test is used in measuring the differences between demographic factors and service sabotage. The demographic factor is the gender of the respondent as the independent variables and service sabotage is the dependent variable. Gender (nominal scale) is then being tested with service sabotage which is in interval scale.

3.9 Conclusion

In summary, data analysis began when data collection began; it was a “simultaneous process”. It is important to identify the correct target population as well as provides a complete and error free questionnaire to avoid collecting useless data. Next, Chapter Four will present the results of the data analysis.

CHAPTER 4: DATA ANALYSIS

4.0 Introduction

Previous chapter has been discussing on the measurement which will be used to analyze the data collected from questionnaires. However, in this chapter, data collected will be entered into SPSS to run for analysis and results will be presented. Raw data has no value unless it has been transformed into useful and understandable data. The objective of this chapter is to identify whether the hypotheses stated in Chapter 2 will be supported through the analysis of the data collected.

4.1 Descriptive Analysis

4.1.1 Respondent Demographic Profile

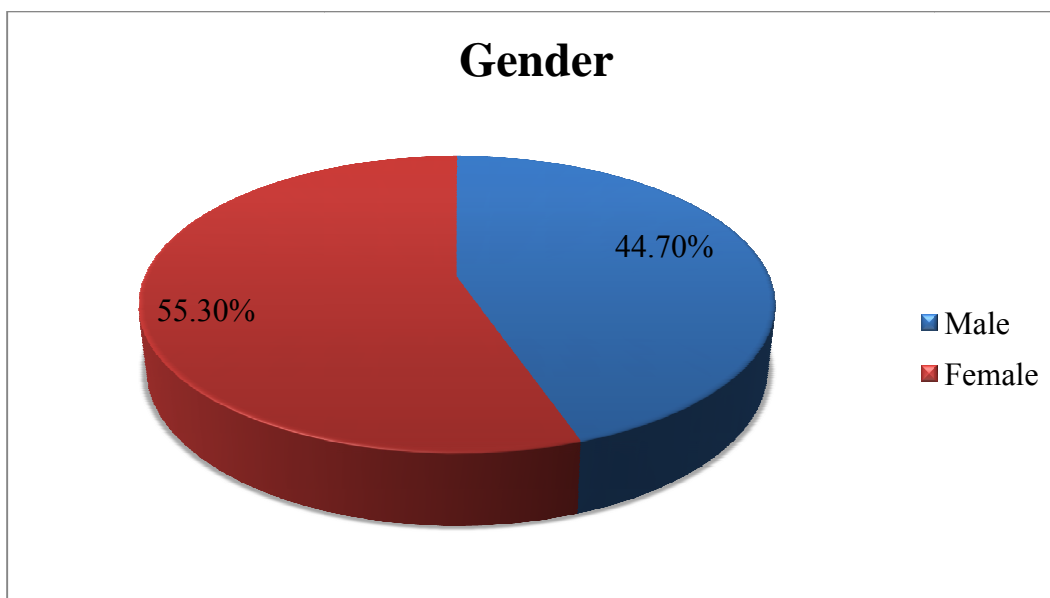
4.1.1.1 Gender

Table 4.1: Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	67	44.7	44.7	44.7
	Female	83	55.3	55.3	100.0
	Total	150	100.0	100.0	

Source: Developed for the research

Figure 4.1: Gender



Source: Developed for the research

There are a total of 150 respondents took part in this survey. Majority of the respondents are female (55.30%). Percentage of male respondents in this survey is 44.70% which is 67 out of 150 respondents.

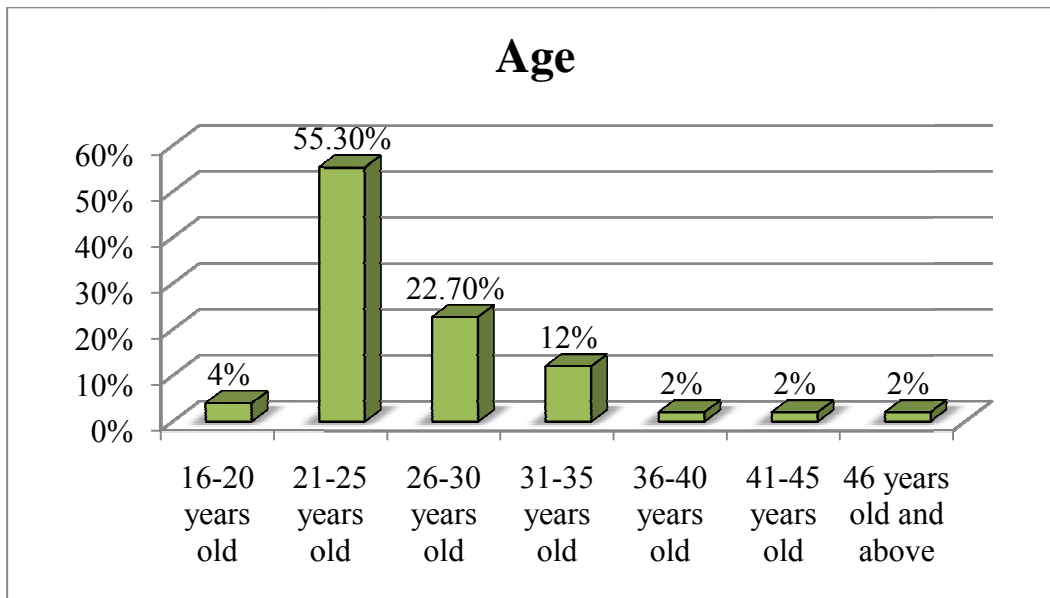
4.1.1.2 Age

Table 4.2: Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	16-20 years old	6	4.0	4.0	4.0
	21-25 years old	83	55.3	55.3	59.3
	26-30 years old	34	22.7	22.7	82.0
	31-35 years old	18	12.0	12.0	94.0
	36-40 years old	3	2.0	2.0	96.0
	41-45 years old	3	2.0	2.0	98.0
	46 years old and above	3	2.0	2.0	100.0
	Total	150	100.0	100.0	

Source: Developed for the research

Figure 4.2: Age



Source: Developed for the research

Most of the respondents aged around 21 to 25 years old (55.30%), followed by 22.70% from 26 to 30 years old respondents. The third major group is from the age category of 31 to 35 years old. 4% of respondents are the youngest which range from 16 to 20 years old. Lastly, age groups of 36 to 40 years old, 41 to 45 years old and 46 years old and above each consist of 2% of respondents.

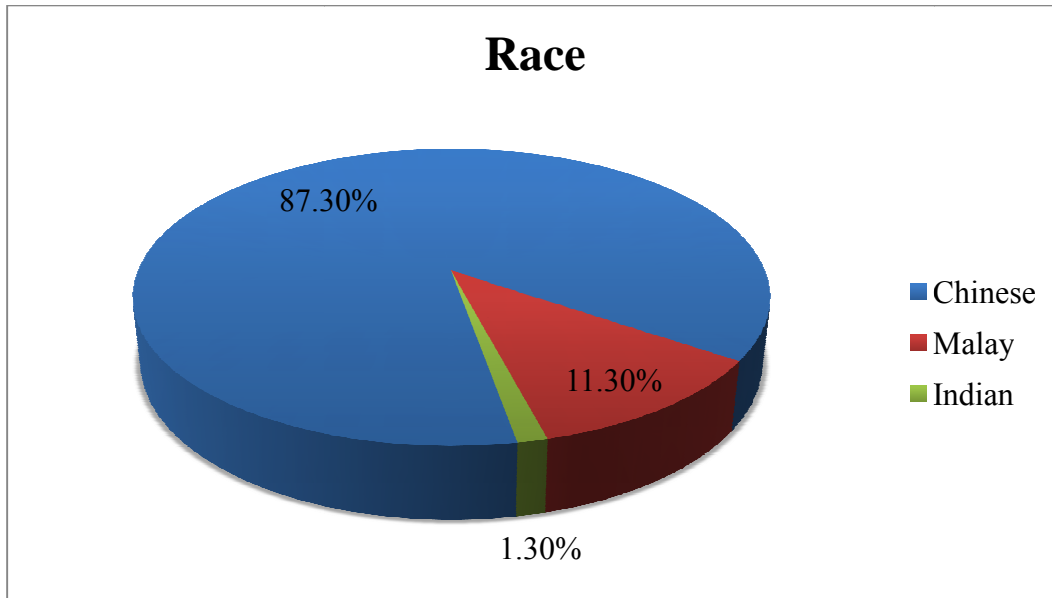
4.1.1.3 Race

Table 4.3: Race

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Chinese	131	87.3	87.3	87.3
	Malay	17	11.3	11.3	98.7
	Indian	2	1.3	1.3	100.0
	Total	150	100.0	100.0	

Source: Developed for the research

Figure 4.3: Race



Source: Developed for the research

Pie chart above shows that 87.30% of the respondents are Chinese. Malays consist of 11.30% which are 17 out of 150 respondents. Last but not least, the minority respondent of this survey is Indian which only took up to 1.30%.

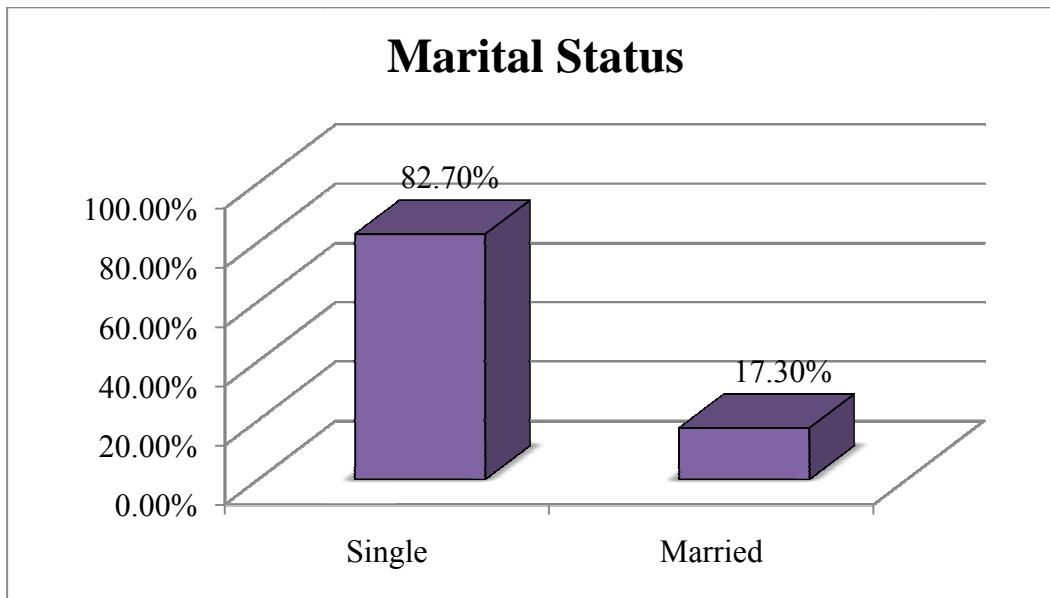
4.1.1.4 Marital Status

Table 4.4: Marital Status

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Single	124	82.7	82.7	82.7
	Married	26	17.3	17.3	100.0
	Total	150	100.0	100.0	

Source: Developed for the research

Figure 4.4: Marital Status



Source: Developed for the research

Majority of the respondents who took part in this survey are still single. The percentage taken up by this group of respondents is 82.70%. Another 17.30% are from the married respondents which consist of 26 people out of all the respondents.

4.1.1.5 Education Level

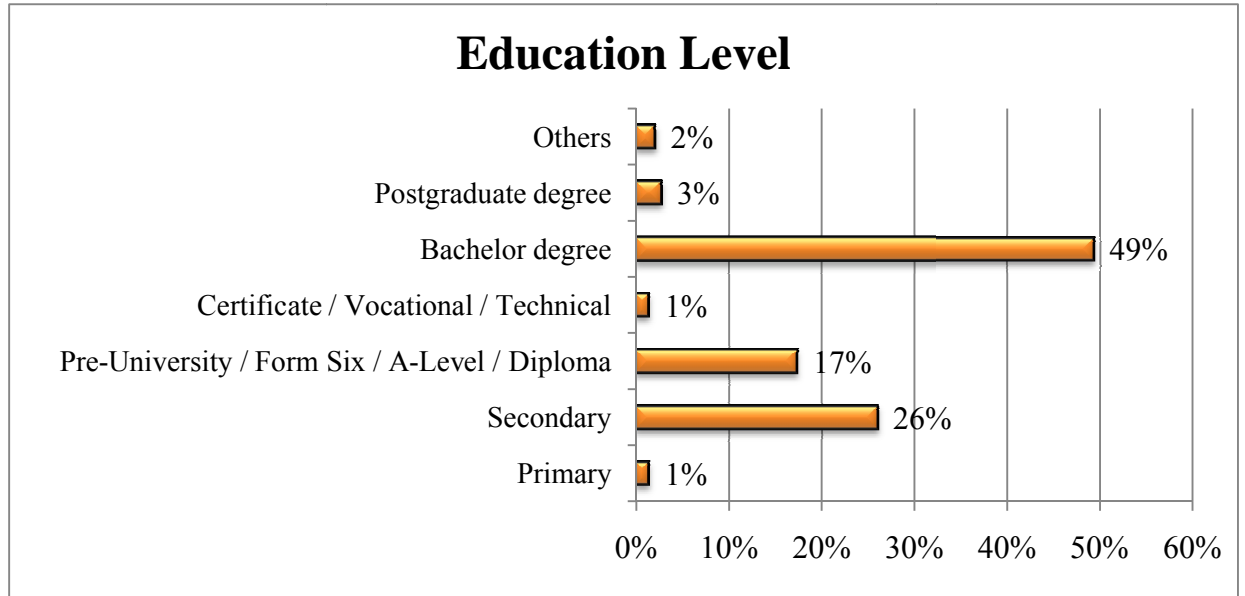
Table 4.5: Education Level

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Primary	2	1.3	1.3	1.3
	Secondary	39	26.0	26.0	27.3
	Pre-University / Form Six / A-Level / Diploma	26	17.3	17.3	44.7
	Certificate / Vocational / Technical	2	1.3	1.3	46.0
	Bachelor degree	74	49.3	49.3	95.3
	Postgraduate degree	4	2.7	2.7	98.0

	Others	3	2.0	2.0	100.0
	Total	150	100.0	100.0	

Source: Developed for the research

Figure 4.5: Education Level



Source: Developed for the research

49% of the respondents have their education background level until Bachelor degree. Second highest number of respondent is 26% which their education level is Secondary. This followed by 17% of respondents who graduated from Pre-University or Form Six or A-Level or Diploma. Postgraduate degree respondents consist of 3% and others education level consists of 2%. Certificate or Vocational or Technical and Primary educational level respondents took up to 1% respectively.

4.1.1.6 Area of Employment

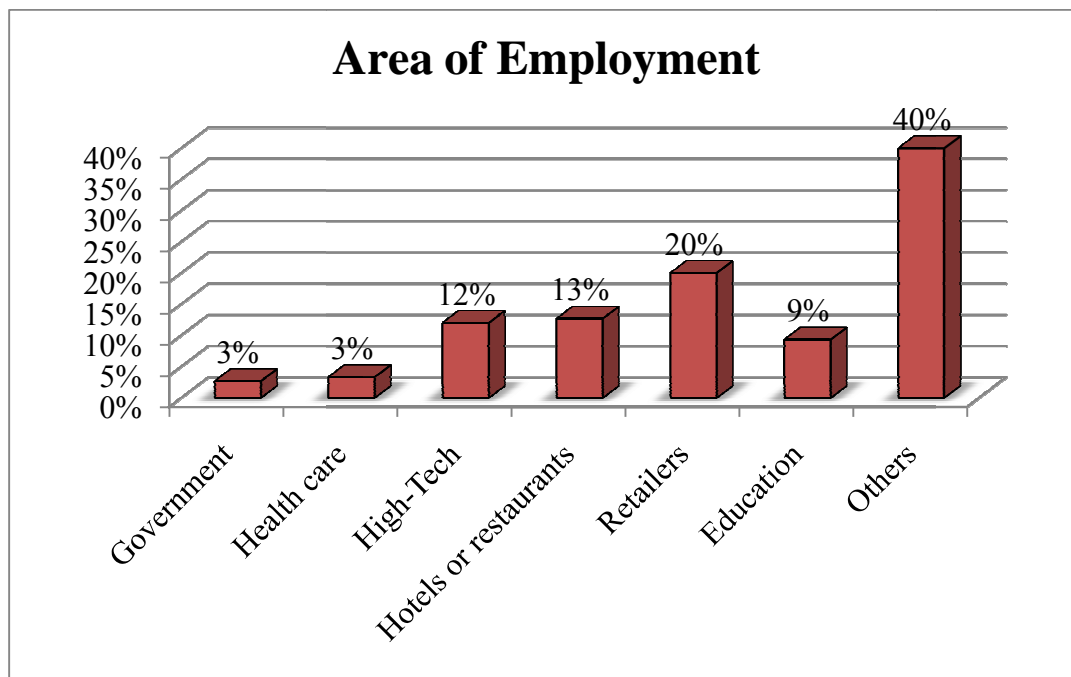
Table 4.6: Area of Employment

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Government	4	2.7	2.7	2.7

	Health care	5	3.3	3.3	6.0
	High-Tech	18	12.0	12.0	18.0
	Hotels or restaurants	19	12.7	12.7	30.7
	Retailers	30	20.0	20.0	50.7
	Education	14	9.3	9.3	60.0
	Others	60	40.0	40.0	100.0
	Total	150	100.0	100.0	

Source: Developed for the research

Figure 4.6: area of Employment



Source: Developed for the research

Most of the respondents came from other area of employment (40%). These respondents are mainly from the banking industry. Sales persons from retailers consist of 20% and followed by 13% of respondents who work in hotels or restaurants. Employees from technology industry consist of 12% and education service line employees consist of 9%. The lowest percentages, 3% each, come from government and health care industry employees.

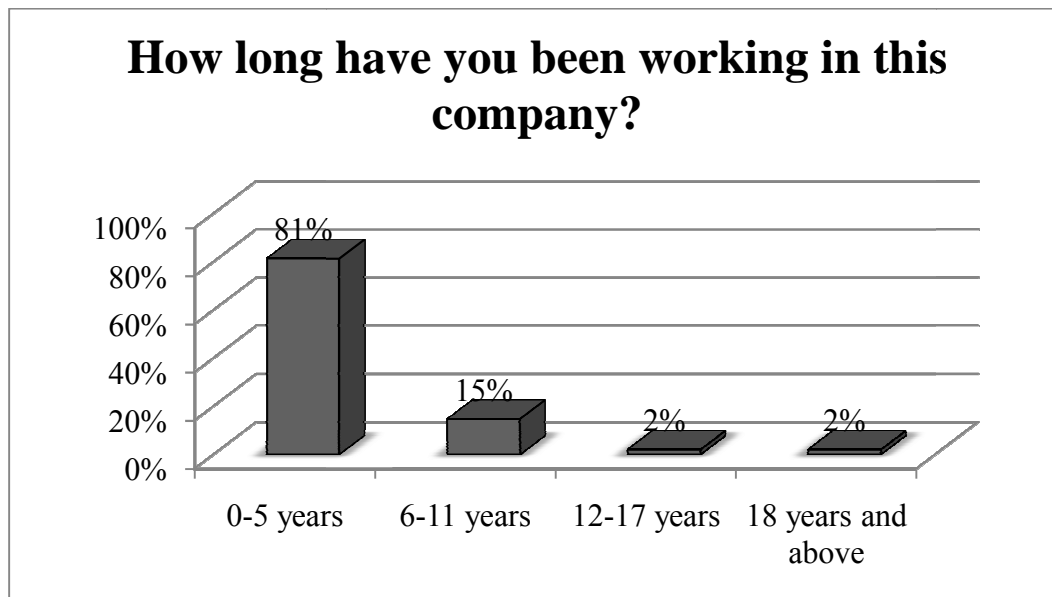
4.1.1.7 How long have you been working in this company?

Table 4.7: Period of Working in the Company

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0-5 years	122	81.3	81.3	81.3
	6-11 years	22	14.7	14.7	96.0
	12-17 years	3	2.0	2.0	98.0
	18 years and above	3	2.0	2.0	100.0
	Total	150	100.0	100.0	

Source: Developed for the research

Figure 4.7: Period of Working in the Company



Source: Developed for the research

Chart above shows that majority of the respondents (81%) have been working in the company for 0 to 5 years. In contrast, respondents who actually worked in the same company for 12 to 17 years and 18 years and above have only consist of only 2% each. This result may due to most of the respondents are still in younger age who might be a fresh graduate. 15% of the respondents have worked with their company for 6 to 11 years.

4.2 Reliability of measures: Cronbach's Alpha

Table 4.8: Reliability Test

Variable	Cronbach's Alpha	Number of Item	Strength
Service Sabotage	0.911	9	Excellent
Employees' Risk-Taking Proclivity	0.791	7	Good
Employees' Need for Social Approval by Work Colleagues	0.924	5	Excellent
Employees' Perceptions of the Extent of Frontline Employee Surveillance	0.872	4	Very Good
Employees' Perceptions of Labor Market Fluidity	0.759	4	Good
Employees' Perceptions of the Extent of Employee-Customer Contact	0.675	4	Moderate

Source: Developed for the research

Reliability tests have been conducted on each independent variables as well as dependent variable. Hair's rules of thumb about Cronbach's alpha coefficient size acts as a benchmark to the result obtained in the SPSS reliability test. Service sabotage has a Cronbach's alpha value of 0.911 which indicates the variable is highly reliable. Second, Cronbach's alpha for employees' risk taking proclivity is 0.791. According to Hair et. al. (2007), alpha coefficient range between 0.7 and 0.8 is considered good. Therefore, items on employees' risk taking proclivity have a good reliability. Cronbach's alpha value of 0.924 for employees' need for social approval by work colleagues, which is more than 0.9, shows an excellent reliability of this independent variable. Strength for Cronbach's alpha of employees' perceptions of the extent of frontline employee surveillance is very good as the value (0.872) falls between 0.8 and 0.9. Cronbach's alpha value for employees' perceptions of labor market fluidity, 0.759, falls under the same range as Cronbach's alpha value for employees' risk taking proclivity. Thus, it is said that this variable has a good

reliability too. Lastly, employees' perceptions of the extent of employee-customer contact have the lowest Cronbach's alpha value, which is 0.675. The reliability strength of this variable is moderate.

4.3 Inferential Statistics

4.3.1 Pearson Correlation

Table 4.9: Correlations

		Average Service Sabotage	Average Risk Taking	Average Social Approval	Average Frontline Employee Surveillance	Average Labor Market Fluidity	Average Employee Customer Contact
Average Service Sabotage	Pearson Correlation	1	.194*	-.137	-.228**	-.107	-.076
	Sig. (2-tailed)		.017	.095	.005	.192	.357
	N	150	150	150	150	150	150
Average Risk Taking	Pearson Correlation		1	.172*	.107	.053	.049
	Sig. (2-tailed)			.035	.193	.522	.550
	N		150	150	150	150	150
Average Social Approval	Pearson Correlation			1	.622**	.156	.065
	Sig. (2-tailed)				.000	.056	.430
	N			150	150	150	150
Average Frontline Employee Surveillance	Pearson Correlation				1	.285**	.146
	Sig. (2-tailed)					.000	.074
	N				150	150	150
Average Labor Market Fluidity	Pearson Correlation					1	.068
	Sig. (2-tailed)						.408
	N					150	150
Average Employee Customer	Pearson Correlation						1
	Sig. (2-tailed)						

Contact	N						150
*. Correlation is significant at the 0.05 level (2-tailed).							
**. Correlation is significant at the 0.01 level (2-tailed).							

Source: Developed for the research

There is a 0.194 correlation between employees' risk taking proclivity and service sabotage at 0.05 levels. These variables have a positive association. Employees' perceptions of the extent of frontline employee surveillance also have a 0.228 correlation with service sabotage. But the association of these variables is in negative direction at the level of 0.01. The 2-tailed significance test shows a probability of 0.095, 0.192 and 0.357, which are all more than 0.05, for employees' need for social approval by work colleagues, employees' perceptions of labor market fluidity and employees' perceptions of the extent of employee-customer contact respectively, therefore, it is said that these variables have no significant association with service sabotage.

4.3.2 Multiple Linear Regressions

Table 4.10: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.325 ^a	.106	.075	.78371

a. Predictors: (Constant), Average Employee Customer Contact, Average Risk Taking, Average Labor Market Fluidity, Average Social Approval, Average Frontline Employee Surveillance

Source: Developed for the research

The **R square** shows that only **10.6%** of the independent variables tested in this research are contributed to the dependent variable. Service sabotage in Malaysia is said to be 89.4% affected by other factors.

Table 4.11: ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	10.467	5	2.093	3.408	.006 ^a
	Residual	88.445	144	.614		
	Total	98.912	149			

a. Predictors: (Constant), Average Employee Customer Contact, Average Risk Taking, Average Labor Market Fluidity, Average Social Approval, Average Frontline Employee Surveillance

b. Dependent Variable: Average Service Sabotage

Source: Developed for the research

Table 4.12: Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.808	.542		5.179	.000
	Average Risk Taking	.281	.099	.228	2.844	.005
	Average Social Approval	-.034	.097	-.035	-.345	.730
	Average Frontline Employee Surveillance	-.223	.112	-.209	-1.995	.048
	Average Labor Market Fluidity	-.059	.096	-.051	-.617	.539
	Average Employee Customer Contact	-.061	.096	-.051	-.635	.527

Source: Developed for the research

Coefficients table above shows that there are only two variables which are the significant predictor for service sabotage. These variables have a significance value less than 0.05.

Hypothesis 2 predicts that employees' risk-taking proclivity has a positive effect on service sabotage. The hypothesis is supported since the coefficient value is positive (+ **0.228**) and the significance value is below 0.05.

For hypothesis 3, employees' need for social approval has a positive effect on service sabotage is not being proven in this research as the significance value is more than 0.05. Therefore, employees' need for social approval is not a significant predictor towards service sabotage.

Next, hypothesis 4 predicts that employees' perceptions of the extent of surveillance have a negative effect on service sabotage. This hypothesis is also being supported with a coefficient value of – **0.209**.

Hypothesis 5 tested that employee' perceptions of labor market fluidity have a positive effect on service sabotage. Since the significant for this variable is more than 0.05, it is said that the independent variable does not have significant prediction over service sabotage. This hypothesis does not being supported.

Lastly, hypothesis 6 predicts that employee' perceptions of the extent of employee-customer contact have a positive effect on service sabotage. The significant value for this variable is 0.527 which is also more than 0.05. Therefore, the hypothesis is not supported and employee' perceptions of the extent of employee-customer contact is not a significant predictor for service sabotage.

According to the standardized coefficients, Beta, it is known that employees' risk-taking proclivity is more important in the prediction for service sabotage. This is because employees' risk-taking proclivity has a higher standard coefficients value, Beta (0.228), compare to employees' perceptions of the extent of surveillance (0.209).

From the result obtained, the equation which can be formed through this research is as below:

**Service Sabotage = 0.228 (employees' risk-taking proclivity) –
0.209 (employees' perceptions of the extent of surveillance)**

4.3.3 Independent t-test: Gender and Service Sabotage

Table 4.13: Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2- tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Average Service Sabotage	Equal variances assumed	1.662	.199	.541	148	.590	.07251	.13413	-.19255	.33757
	Equal variances not assumed			.548	146.837	.585	.07251	.13233	-.18901	.33403

Source: Developed for the research

Means for both variables are very similar if the t value on equal variances assumed is close to 0 and this will result in a large significance value (Sweet & Grace-Martin, 2003). However, since the significance level is 0.199 which is greater than 0.05, there is no significant difference between gender and service sabotage.

4.4 Conclusion

In this chapter, data has been converted into useful material which can be used for interpretation. The results include the dispersion of the respondent's demographic

factors, the association between the variables and also the relationship between an independent variable and the dependent variable. In the next chapter, summary of the result will be presented to show whether the hypotheses have been supported. Furthermore, implications as well as the limitation while conducting the research will also be discussed. Recommendations on the way of improving the research will be suggested during the last part of Chapter 5.

CHAPTER 5: DISCUSSION, CONCLUSION AND IMPLICATIONS

5.0 Introduction

In this chapter, more discussion of the outcomes from statistical analysis will be carried out. Hypotheses tested in the beginning will be concluded based on the analysis. Recommendations were provided to make an improvement on the service industry. Limitation faced in this research and suggestions for future research will also be discussed in the last part of this chapter.

5.1 Summary of Statistical Analyses

The charts and tables in Chapter 4 show the result of data analysis obtained through SPSS. Statistics or dispersion of the demographic factors had been presented in charts. The major respondents are female (67 out of 150 respondents) and most of the respondents aged between 21-25 years old with percentage of 55.30. 87.3% of the respondents are Chinese and out of 150 respondents, 124 of them are single. 49% of the total respondents have an education level of Bachelor degree. Most of the respondents came from other industries which were excluded from the option given. Some of them are from the banking industry. Majority of the respondents has only been working with the same company for 5 years or below. Reliabilities of all the variables in this research achieved at least a moderate level which is above 0.6 alpha values. The highest value came from employees' need for social approval (0.924) while the lowest is employees' perceptions of the extent of employee-customer contact (0.675). In the Pearson Correlation, only two independent variables (employees' risk-taking proclivity and employees' perceptions of the extent of frontline employee surveillance) are seen to associate with the dependent variables

(service sabotage) with the significant value less than 0.05. As the result from multiple linear regressions, independent variables have only contributed 10.6% into service sabotage. Hypotheses suggested in Chapter 2 have been tested. However, it is proven that not all hypotheses are supported. Significant predictors of service sabotage are found to be employees' risk-taking proclivity and employees' perceptions of the extent of frontline employee surveillance. Lastly, the result obtained from independent t-test shows that there is no significant difference between gender and service sabotage.

Table below shows whether the hypotheses listed in Chapter 2 have been supported. The decisions are based on the result obtained in Chapter 4.

Table 5.1: Summary of Hypotheses

No.	Hypotheses	Supported
H1	There is a significant difference between gender and service sabotage	No
H2	Employees' risk-taking proclivity has a positive effect on service sabotage	Yes
H3	Employees' need for social approval has a positive effect on service sabotage	No
H4	Employees' perceptions of the extent of surveillance has a negative effect on service sabotage	Yes
H5	Employees' perceptions of the extent of employee-customer contact has a positive effect on service sabotage	No
H6	Employees' perceptions of labor market fluidity has a positive effect on service sabotage	No

Source: Developed for the research

Hypothesis 1 is tested by using independent t-test. This is because both of the variables are in different scales. The significance value for this test is 0.199 which is larger than 0.05. Therefore, it is said that there is no significance difference between gender and service sabotage.

Hypothesis 2, employees' risk-taking proclivity has a positive effect on service sabotage and **hypothesis 4**, employees' perceptions of the extent of surveillance has a negative effect on service sabotage have been supported. This is proven as employees' risk-taking proclivity has a significance value of 0.005 and employees' perception of the extent of surveillance has a significance value of 0.048, which both of the significance values are less than 0.05.

However, **hypothesis 3** (employees' need for social approval has a positive effect on service sabotage), **hypothesis 5** (employees' perceptions of the extent of employee-customer contact has a positive effect on service sabotage) and **hypothesis 6** (employees' perceptions of labor market fluidity has a positive effect on service sabotage) were not supported by the result obtained. These hypotheses are not being supported as the significance values for each of these variables are 0.730, 0.539 and 0.527, which are all above 0.05.

5.2 Discussions of Major Findings

The aim of the present study was to investigate the predictors of service sabotage or, in other words, the individual characteristics that influence the intention of service sabotage behaviors. The ideas concerning the predictors of perceived service sabotage were based on the assumption that service sabotage is determined by demographic element such as gender and as well as the individual perception elements. Thus, service sabotage may be affected by factors that the individual has a possibility of influencing, such as individual risk-taking proclivity, need for social approval, extent

of surveillance, perception of labor market fluidity and extent of employee-customer contact.

There are various types of behaviors which can be caused the deviant behavior of frontline employees in the workplace. Organizations make huge efforts to minimize such deviant behaviors on the part of their employees. This research represents a small step toward a better understanding of the dimensionality of deviant customer-contact employee behavior. Examining the relationships between various individual perception elements that will influence the deviant sabotage behaviors will eventually contribute to more effective prediction and prevention of frontline employees' deviant actions in the workplace. The key findings of this study are now discussed.

Employees' Demographic Element

The first hypothesis is that there is a significant difference between gender and service sabotage. However, the fact shown that the interaction of the independent variables by gender was not significant which indicates that employee's deviant behavior does not change as a function of gender. Jung et al. (2007) research also found that there was no significant gender difference in employee satisfaction with job content. Employees' perceived satisfaction with job security, personal development and human relations.

Karjalainen et al. (2011) revealed no significant relationships were found that gender is related to any actions engage in deviant workplace behavior. In their work, they do mention that male are more driven to actions they perceive as beneficial even if such actions are against organizational policies. However, this statement was not proven by their research study. Moreover, Taylor et al. (2011) research results also stated that men and women leaders did not show an overall mean difference in how they self-rated. Therefore, demographic factor especially gender is not an issue when the research study is examining on which attributes will affect the deviant workplace behavior in the organizations.

Employees' Risk-Taking Proclivity

In accordance with Hypothesis 2, the results shown that employees' risk-taking proclivity has a positive effect on service sabotage has been supported. This finding means that individual with a high risk-taking proclivity may cause misbehavior actions and intention to react negatively to affect customer service. Fischer et al. (2004) found that the risk takers seem to be higher in sensation seeking and thrill seeking than other members of the population. Individuals high in these both proclivities will seek out risk-taking activities as the need for varied and new experiences, and willingness to take risks for the sake of those experiences.

Furthermore, Vardaman et al. (2008) revealed in their research study that risk propensity and risk perceptions influence the willingness of individuals to act on their desire to leave. Quitting is not a choice without risks and quitting would tend to be more risky than staying as this will involve many uncertainties. Human decision-making will not always base on purely rational calculations. Jordan et al. (2011) also stated that stress increased risk-taking behavior. Employees in the high-stress condition were less likely to follow organization's rules and regulations and more likely to demonstrate risk-taking behavior if compared with those employees in the low-stress condition.

Employees' Need for Social Approval

Next, the research tested on the relationship between employees' need for social approval and service sabotage. Earlier research has found that the need for social approval dimension is positively related to service sabotage which led this study to hypothesize a positive relationship between these two variables. However, this research study in Malaysia context found some interesting results that the link between need for social approval by work colleagues has not been supported.

The insignificant result associated with service sabotage also been proven by previous empirical and conceptual research. Sergeant et al. (2000) revealed their results that neither supervisor support nor team support exerted a direct effect on employees' behavior to satisfy customers. Supervisor support and team support effects are more mediated to employees' job satisfaction. Meanwhile, results of Brandes et al. (2004) also revealed that local social exchange variables are no significant predictor for the employees' job performance. Local social exchange variables include the relationships between supervisors and subordinates, and with those outside the work group but within the same organization. The need for social approval from outside the work group is not necessary important as the employees had limited knowledge of the work activities of employees in other areas.

Employees' Perceptions of the Extent of Surveillance

Hypothesis 4 contends that employees' perception of the extent of employee surveillance has a negative effect on service sabotage. This hypothesis has been supported as difference forms of control either direct or indirect will reduce the incident of service sabotage among frontline customer-contact employees. VorVoreanu et al. (2000) also stated that performance difference based on whether an individual works alone or in the presence of another person. Another's presence will increase the performance of an individual in responds to a task.

Sewell et al. (2012) revealed that the use of indirect surveillance technology to monitor the frontline customer service employees' performance can disclose more unexpected employees' attitude during working period. The continuous observations through close surveillance, the team leaders can evaluate and compare each customer service employee's performance with the call-center's standards as well as with other customer service staffs in the call center.

Employees' Perceptions of Labor Market Fluidity

In this study, hypothesis 5 focuses on perceived environmental conditions and service sabotage. Specifically, this hypothesis argues that when frontline service personnel believe that the opportunities for employment outside their current firm are high, they are more likely to disrupt service intentionally.

However, the results shown that the relationship between employees' perceptions of labor market fluidity and service sabotage has not been supported. The analysis indicates that there are no significant relationship between extent of labor market fluidity and service sabotage. At the same time, the research study also found some difficulty to find sufficient evidence to support this hypothesis result and this study encourage future research to look further into this.

Employees' Perceptions of the Extent of Employee-Customer Contact

Hypothesis 6 is about the link between the extent of employee-customer contact and service sabotage behavior. This hypothesis argued that the greater the contact between customers, the greater is the likelihood of service sabotage. Contrary to this study assumption, the hypothesis has not been supported as the results shown there are no relationship between frontline employee-customer contact and service sabotage.

However, the research statistical analysis revealed has not empirical support for Hypothesis 6 as for the claim that higher levels of employee-customer contact have no effect to lead to service sabotage. Jaarsveld et al. (2010) research indicated that emotional exhaustion mediated the relationship between employee incivility direct toward customers and customer incivility toward employees. This finding suggests that the high level of interaction between frontline personnel and customers will not lead to service sabotage behaviors, in contrast, employees' emotional exhaustion will do actually lead the deviant employee misbehavior.

5.3 Implications of the Study

This research study on sabotage behavior commonly focused on service area contexts. The first contribution of this study is derived from the focus of the present study in the personal factors that affected the dysfunctional service personnel behavior. Most of the earlier research had covered wider part which includes the antecedents and consequences that cause service sabotage behavior (see Abdul Rahim, 2008; Browning, 2008; Harris and Ogbonna, 2006; Harris and Reynolds, 2003). However, this current study is only look for the antecedents of service sabotage and more specifically into personal perception attributes that affect the frontline service personnel sabotage behavior.

This study stems from the modeling and testing of a framework of service sabotage dynamics. Thus, a key contribution of this study is came from the presentation of a model that indicates that a range of factors drive intentional sabotage. The statistical analysis results show that two (risk-taking proclivity and perception of the extent of surveillance) out of six antecedent factors are significantly linked to service sabotage. However, remaining four antecedent factors such as demographic element – gender, need for social approval, the extent of employee-customer contact and perception of the fluidity of the labor market do not have significant relationships with service sabotage.

This study also contributes methodologically which the research is operationally with the framework, successfully tests and largely confirms the model of service sabotage. Although this study is adopted from the previous research, the current study is tested on the factors of service sabotage in Malaysia context. As to reconfirm the validity of attributes which suit the Malaysia service line industry environment. Through interviews with more than 100 customer-contact employees, this study provides greater understanding to what causes Malaysia's service personnel to react deviant behavior intentionally. It is also clearly implied that dysfunctional frontline employee behavior cannot be ignored for most of the service organizations as this will affect the

effective service quality, customer satisfaction and customer loyalty (Ambrose et al., 2002).

5.3.1 Managerial Implications

Out of six antecedent factors that we have analyzed, employees' risk-taking proclivity and employees' perceptions of the extent of surveillance are the only significantly linked to service sabotage. This study has several worthwhile implications for service managers. As this research finding shown that individual perceptions in term of risk-taking and the extent of surveillance are linked to service sabotage which demonstrates that the employees' perception towards these both perceptions are critical in influencing behaviors of frontline staffs at work. Thus, these results confirm the need for service organizations to emphasize on choosing customer-contact employees, and organized control and supervise the frontline service personnel.

One of the implications of the study is that service company (especially human resource managers) should take note on these two factors during recruitment, induction, training and periodic appraisal. During recruitment, managers should be able to focus and critically evaluate the qualities of job applicants in an effort to minimize the possibility of service sabotage incidents. For example, managers will not select those applicants which have high risk proclivity perception while recruiting employees for frontline service position. It is because behaviors of frontline staff members are critical to successful organization's performance (Harris et al., 2002). Besides, service firms employ service personnel which is thrill seeker will have more burden as they need to have a better control and external monitoring system to monitor their frontline personnel. Service personnel with a risk-taking behavior are more difficult to control as they are more daring in showing their resistance to follow the firm's rules and regulations which they do not like it. However, it is

also important for service managers to identify those who are most likely to sabotage and implement some control over their behavior. It is because the qualities of frontline staff members play a salient role in influencing behaviors at work.

In addition, this research also helps service managers to overcome the service sabotage problems of existing frontline customer-contact employees. Managers should be more concern for those existing frontline customer-contact employees who are most likely to react in service sabotage and implement direct control through surveillance on them. Managers can use a range of bureaucratic control mechanisms or direct control mechanisms such as electronic surveillance – CCTV to monitor frontline staffs' behaviors. As customer good evaluation about the service provided is fundamental to effective service and perceptions of service quality (Harris et al., 2003). Through monitoring and controlling, it will help the firms to recognize the forms of dysfunctional of service personnel which could lead to poor performance of the service organizations. With the understanding of what makes the employees dysfunctional behavior, the service firms can improve the service standards according to the matters arise. However, control system can aid the managers to prevent their employees to make huge mistakes which cannot be solve wisely later as well as how management reacts when someone makes a mistake.

5.4 Limitations of the Study

There are few restrictions during the process of trying to accomplish this research and it needs to be improved for future research. Firstly was due to the time constraint, as the given period for completing this research is approximately five months. The time constraint limits the findings of the needed journals and articles to support the variables. Furthermore, time constrain has also limits the amount of total responds

collected because approaching respondents needs a longer time frame. The verification of the suitable respondents is time consuming and most of the target respondents are busy dealing with customers. They will only be available at certain time. Therefore, due to time constraint, it will be difficult to reach certain amount of target respondents. Moreover, most of the employees working in this field have their own company policy where some of the companies strictly prohibit outsiders from entering their company without permission. Due to this reason it is difficult for us to collect the required data.

Next limitation is the limited sample size obtained during the collection of data. This research has only met the minimum sample target. Only 150 respondents are able to be reached for the questionnaire and the sample size of the respondents may be considered insufficient for this research. This leads to a lower accuracy prediction for the all variables which therefore makes it harder to find a significant relationship between independent variables and dependent variable.

The other boundaries faced during the research is that some of the respondents do not have a full understanding on what the questions are asking because of different level of education received by the respondents. Some of the respondents may find the question hard to understand and may distort and misinterpret the meaning of the question. This problem causes hesitation while answering the questions and therefore leads to an inconsistency in the result.

The fourth point is with regards to the distribution of the questionnaires as it is not fairly distributed to all the different ethnic groups in Malaysia. Majority of these research respondents are Chinese which can be seen in the pie chart in Chapter 4. With the unequal distribution of questionnaire among the ethnic groups, it tends to cause biasness in the opinion obtained from this group of respondents. Therefore, the result cannot be generalized to the whole Malaysian population.

5.5 Recommendations for Future Research

There are some recommended ways that could be use to improve the limitation areas for further research. Firstly is by giving more time to do this research as researchers requires a longer time to be able to provide a more sufficient result with the appropriate support from various journal and articles. With the additional time available, the total amount of respondents could be increase to a larger sample size and therefore it will able to increase the accuracy of the result which reflects the fair opinions of the frontline service employees in this research.

Next is regarding the sample size of the target respondents. The sample size should be increase to the amount between 200 to 300 respondents in order to have a higher accuracy for the result.

Besides that, the major part of this research is the collection of data as questionnaire plays an important role in the research. Much simpler and precise questions in the survey as well as making a bilingual survey (including both in Chinese and Malay language) would be more helpful as the respondent can choose to answer in the language where they are more fluent at. This will help to reduce the problem of respondents not being able to understand the question that are being ask, taking into consideration that not all respondents are well educated. Furthermore, well defined term is very important when designing the questions. Ideally, it should mean the same things to all respondents as to the researcher.

While distributing the questionnaire, there is one main important thing to take into consideration, that is to make sure the questionnaires are equally distribute to all ethnic group and avoid being bias when respondents answer based on their opinion. Every individual has a different opinions based on the different family and cultural background influence. There should be a minimal control over the amount of questionnaire distributed to each ethnic group.

Lastly, choosing the right location is very important in collecting data as it is the location where potential target respondents are grouped. Researches with good networking will be of good use as knowing someone from the management will help to reduce the hassle of requesting permission and target respondents are able to be reached more easily.

As per the result obtained from Chapter 4, the independent variables tested in this research have only contributed 10.6% towards service sabotage. 89.4% are actually caused by other factors. Therefore, two additional variables have been suggested for future research. First, the organizational factors such as company structure and working environment may have some impact over service sabotage. For example, company which emphasized on bureaucratic system may be more easily to cause their employee to sabotage. Employees sometimes get demotivated or frustrated when their requests have to go through layer and layer of management approval. Besides, working environment may also determine the rate of service sabotage. Comfortable and interactive working environment may boost the employees to work harder. Company focuses on high interactive or communication among employees may be less likely to face service sabotage. This is because employees are able to communicate and share their problems with peers. Second, emotional intelligence is the extent of one's controlling his or her emotion. Employee who has a better emotional intelligence is less likely to sabotage. They will be more expert in handling their emotion while dealing with customers. In contrast, employees with low emotional intelligence are more easily to get into service sabotage especially dealing with fussy customers.

5.6 Conclusion

The high interaction between frontline customer-contact staffs and customers has put the service organizations to focus more on the role of frontline personnel. Frontline employees have seen to be the “key” to customer perceptions of service quality and

customer evaluation of the service firm is often based on the service delivered by frontline service person (Mayasari, n.d). Therefore, service firms need to make sure their frontliners delivered adequate services to satisfy the customers. Besides that, customer-contact employees also need to pay attention on the differences among customers' expectation and perception of quality. Hence, service managers have to lead and guide their service personnel in anticipating diverse and complex customers' request through training and mentoring programs.

This current study was motivated and driven by lack of research into the effects of dysfunctional customer behavior in Malaysia context. Consequently, this study contribution is merely the first step toward greater understanding on what factors that causes the frontline service personnel intentionally react in deviant behavior in the Malaysia's workplace. The study has looks into the antecedents of service sabotage and focused on individual perceptions towards service sabotage only. Thus, in conclusion, this research encourages more research to look into these area of issues arise. It is believed that frontline staff members can be a good medium to endure the higher profitability of service companies in a long-term period (Mayasari, n.d).

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Universiti Tunku Abdul Rahman

Faculty of Accountancy and Management

Bachelor of International Business (HONS)

Dear Respondents,

We are students currently pursuing bachelor degree of International Business (Hons) at Universiti Tunku Abdul Rahman (UTAR). We are conducting a research project as a partial fulfillment of the requirements of our degree program. The objective of this research project is to understand the factors which affecting service sabotage in Malaysia.

Your opinion as a **frontline service employee** is important. We would be grateful if you could spend a few minutes to participate in this research by completing the attached questionnaire. The information will be used merely for this research. We will assure that all information provided by you being kept confidential.

Thank you.

Prepared by,

Name	Student ID
Chan Wei Suet	09UKB06208
Lee Poh Huiey	09UKB06409
Lee Syueh Lin	09UKB08068
Lew Meei Ling	09UKB09040

Section A: Personal Information

Please provide the following information by placing a tick ☒ in the box given or fill in the blank.

1. Gender: 1. Male ☐ 2. Female ☐
2. Age: 1. 16 – 20 years old ☐ 2. 21 – 25 years old ☐
 3. 26 – 30 years old ☐ 4. 31 – 35 years old ☐
 5. 36 – 40 years old ☐ 6. 41 – 45 years old ☐
 7. 46 years old and above ☐
3. Race: 1. Chinese ☐ 2. Malay ☐
 3. Indian ☐ 4. Others, please specify _____.
4. Marital Status: 1. Single ☐ 2. Married ☐
 3. Divorced ☐
5. Education Level: 1. Primary ☐ 2. Secondary ☐
 3. Pre-University / Form Six / A-Level / Diploma ☐
 4. Certificate / Vocational / Technical ☐
 5. Bachelor degree ☐ 6. Postgraduate degree ☐
 7. Others, please specify _____.
6. Area of Employment: 1. Government ☐ 2. Healthcare ☐
 3. High-tech ☐ 4. Hotels or restaurants ☐
 5. Retailers ☐ 6. Education ☐
 7. Others, please specify _____.
7. How long have you been working in this company?
1. 0 – 5 years ☐ 2. 6 – 11 years ☐
 3. 12 – 17 years ☐ 4. 18 years and above ☐

Section B*Instruction:*

For each of the statements given below, please circle the most appropriate answer that indicates the extent to which you agree with the statement.

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	2	3	4	5

Service Sabotage					
1. People here take revenge on rude customers.	1	2	3	4	5
2. People here hurry customers when they want to.	1	2	3	4	5
3. It is common practice in this industry to take revenge on customers.	1	2	3	4	5
4. People here ignore company service rules to make things easier for themselves.	1	2	3	4	5
5. Sometimes, employees make fun of customers.	1	2	3	4	5
6. People here show off in front of customers.	1	2	3	4	5
7. Sometimes, when customers aren't looking, people here deliberately mess things up.	1	2	3	4	5
8. At this outlet, customers are mistreated intentionally.	1	2	3	4	5
9. People here slow down service when they want to.	1	2	3	4	5

Employees' Risk-Taking Proclivity					
1. I am the kind of person who would not try any new product once.	1	2	3	4	5
2. When I go to a restaurant, I prefer to order dishes that I am familiar with.	1	2	3	4	5
3. I am cautious in trying new-different products.	1	2	3	4	5
4. I would rather stick with a brand I usually buy than try something new.	1	2	3	4	5
5. I never buy something I don't know about at the risk of making a mistake.	1	2	3	4	5

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	2	3	4	5

6. I will buy only well-established brands.	1	2	3	4	5
7. I do not like taking chances in buying unfamiliar brands.	1	2	3	4	5

Employees' Need for Social Approval by Work Colleagues					
1. It's very important to me that my work colleagues approve the way I do my job.	1	2	3	4	5
2. It's very important to me that my work colleagues approve the way I talk to customers.	1	2	3	4	5
3. It's very important to me that my work colleagues approve how I get along with the manager.	1	2	3	4	5
4. It's very important to me that my work colleagues approve the way I organize my work.	1	2	3	4	5
5. It's very important to me that my work colleagues approve how quickly I work.	1	2	3	4	5

Employees' Perceptions of the Extent of Frontline Employee Surveillance					
1. My line manager monitors the extent to which I follow established procedures.	1	2	3	4	5
2. My line manager evaluates the procedures I use to accomplish a given task.	1	2	3	4	5
3. My line manager modifies my procedures when desired results are not obtained.	1	2	3	4	5
4. I receive a lot of feedback on my performance.	1	2	3	4	5

Employees' Perceptions of Labor Market Fluidity					
1. If I left my current job, I could easily get another.	1	2	3	4	5
2. Given my experience, there are other jobs I could do.	1	2	3	4	5
3. There are a lot of opportunities for promotion outside of this firm.	1	2	3	4	5
4. Changing jobs now would be easy for me to do.	1	2	3	4	5

None of the Time	Little of the Time	Neither More or Less of the Time	Most of the Time	All the Time
1	2	3	4	5

Employees' Perceptions of the Extent of Employee-Customer Contact					
1. On an average working day, how much time do you spend talking to customers?	1	2	3	4	5
2. On an average working day, how much time do you spend away from customers?	1	2	3	4	5
3. On an average working day, how much time do you spend around customers?	1	2	3	4	5
4. On an average working day, how much time do you spend where customers can see you?	1	2	3	4	5

All information will be kept private and confidential.

Thank you very much for your participation in this survey.

Your time and opinions are deeply appreciated.