

Restaurant Service Sabotage Behaviors: Trends, Challenges, and Research

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by

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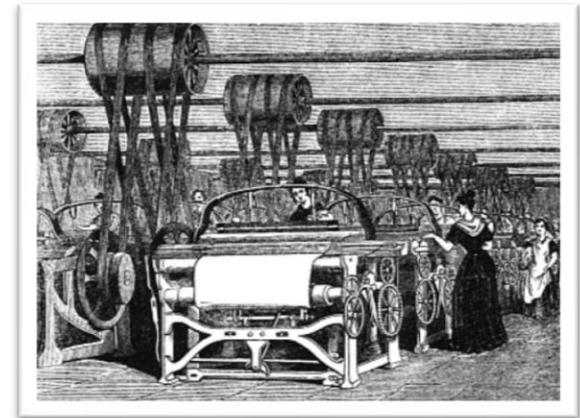
Outline

- Introduction to Restaurant Service Sabotage Behaviors (RSSB)
- Study 1: Exploring RSSB in the U.S.
- Study 2: Developing the RSSB Scale
- Activity: Plausible Intervention
- Q&A



Service Sabotage

- Origins of the word “sabotage”
- Employees’ behaviors are considered to be **positive** and compliant to organizational norms¹
- Service is **pivotal** to the success of restaurant business^{2,3}

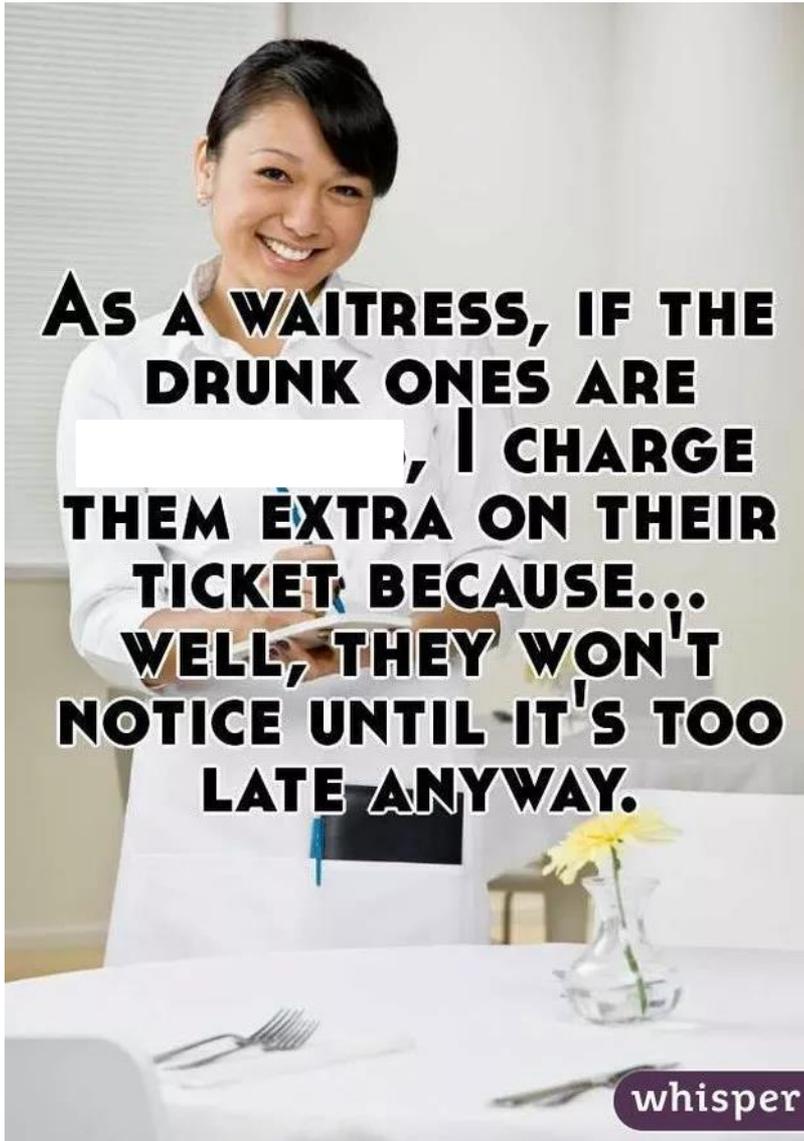


¹Ackryod & Thompson, 1999; ²Bitner, Booms, & Mohr, 1994; ³Saad Andaleeb & Conway, 2006

Restaurant Service Sabotage Behaviors

- How is service sabotage different in various segments in the service industry?
 - Call center (verbal only)
 - Lodging (length of service encounter)
 - Restaurant
- **Definition of RSSB**
 - Deliberate restaurant employee behaviors that negatively affect service, service standards, or delivery of service.





AS A WAITRESS, IF THE DRUNK ONES ARE [REDACTED], I CHARGE THEM EXTRA ON THEIR TICKET BECAUSE... WELL, THEY WON'T NOTICE UNTIL IT'S TOO LATE ANYWAY.

whisper



I'm a server and yes we talk [REDACTED] about you when we go back to the kitchen. if you think we hate you, we do.

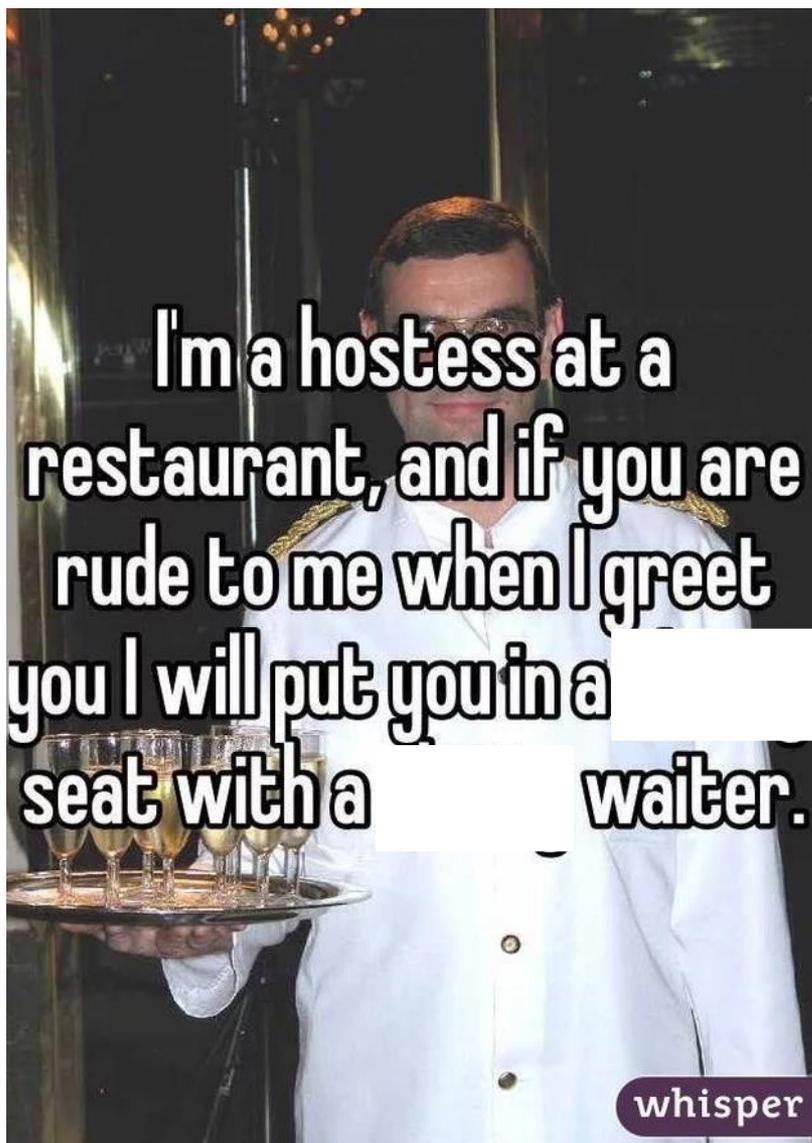
whisper





I work as a waitress at a high end restaurant. Last week a table found a hair in their food, I'm pretty sure it was mine.

whisper



I'm a hostess at a restaurant, and if you are rude to me when I greet you I will put you in a seat with a waiter.

whisper

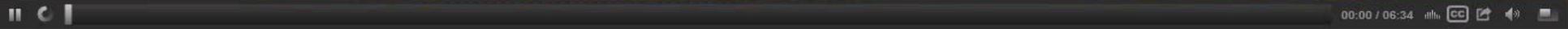




What do you know about RSSB?

- From your personal experience to what you heard from others, share what you know about restaurant service sabotage.





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Study 1

Exploring Restaurant Service Sabotage Behaviors in the U.S.

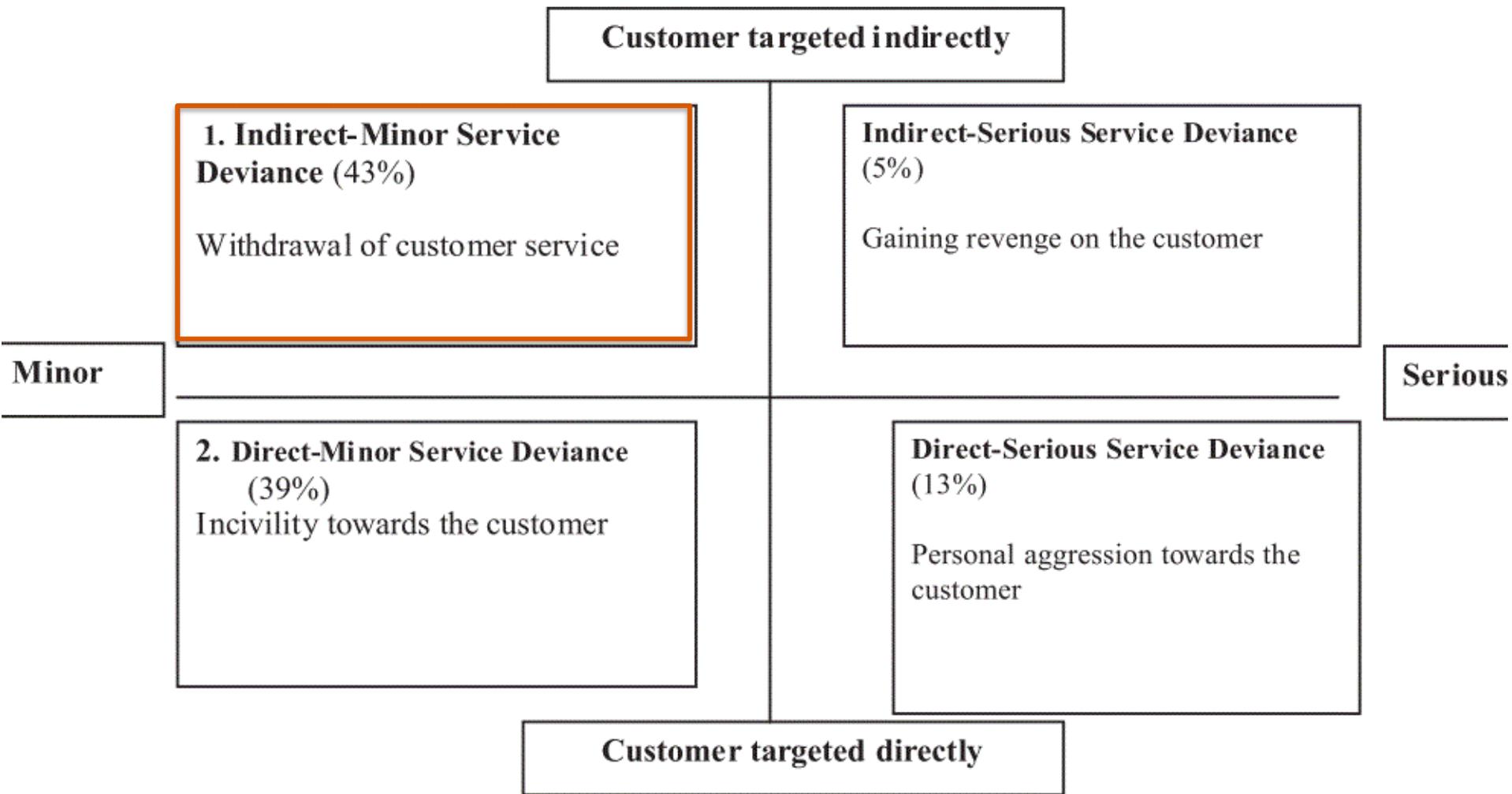


Service Sabotage

- Organizational members' behaviors that are **intentionally** designed to affect service negatively.¹
- Service Sabotage vs. **Workplace Deviance**²
- Service Sabotage vs. **Service Failure**³
- The **disguise** of service sabotage makes it difficult to identify and manage.



¹Harris & Ogbonna, 2002; ²Ambrose, Seabright, & Schminke, 2002; ³Hoffman & Bateson, 1997



Browning, 2008, p. 460



Service Sabotage

- Saboteurs¹

- Thrill seekers (30%)
- Apathetic individuals (30%)
- Customer revengers (25%)
- Money grabbers (15%)



- Motives²

- Financial motive (25%)
- Customer-driven motive (24%)
- Stress-related motive (20%)
- Group-related motive (18%)
- Employee/firm-oriented motive (13%)



¹ Harris & Ogbonna, 2009; ² Harris & Ogbonna, 2012

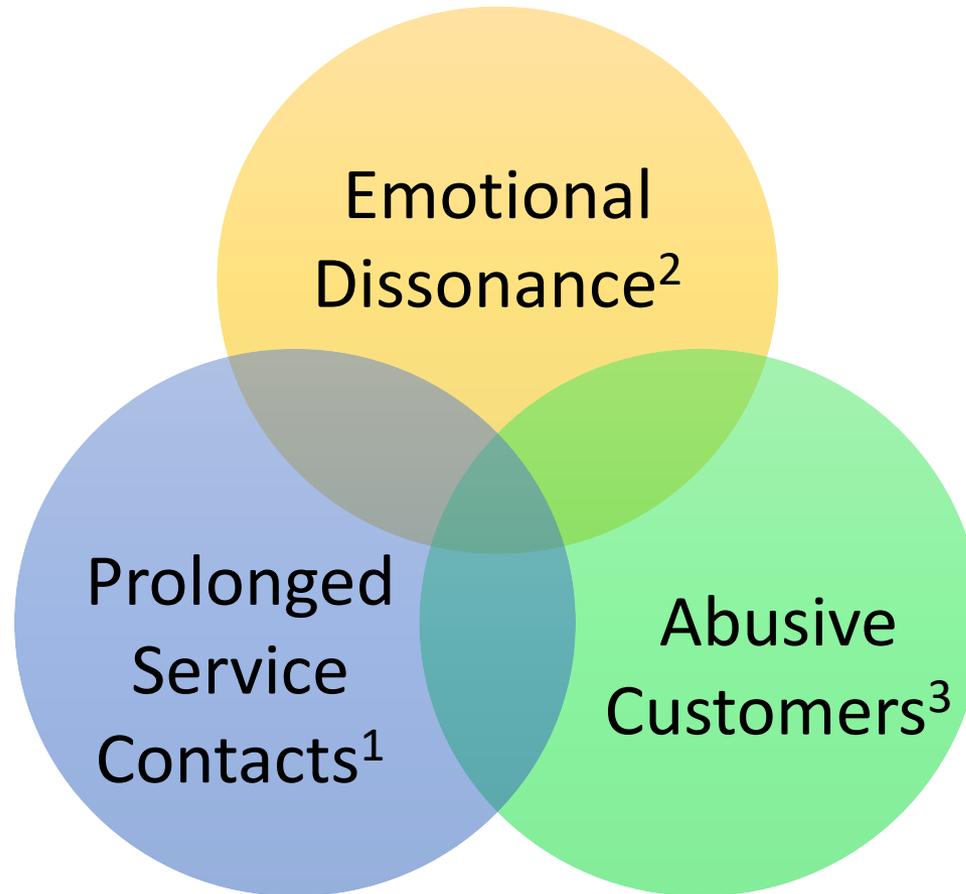
Impact of Service Sabotage on the Restaurant Industry

- Harmful for firm's **financial** performance¹
- **Majority** of employees engaged in (85%) or witnessed (100%) service sabotage in the workplace²
- Massive impact through SNS³
- Negative impact on **personnel**, **service quality**, and **rapport**¹

¹ Harris & Ogbonna, 2006; ² Harris & Ogbonna, 2002; ³ Zhang, Ye, Law, & Li, 2010



Managing Restaurant Service Sabotage



¹ Harris & Ogbonna, 2002; ² Kruml & Geddes, 1998; Lee & Ok, 2014; ³ Skarlicki, van Jaarsveld, & Walker, 2008



Statement of Problems

- Service sabotage behaviors are **context-specific**.
- The restaurant industry has **unique characteristics**.
- Currently available scales^{1,2,3} are **NOT** developed particularly for the restaurant industry.
- **Specific types** of restaurant service sabotage behavior may be needed.

¹ Harris & Ogbonna, 2006; ² Shao & Skarlicki, 2014; ³ Skarlicki et al, 2008



Purpose

To explore **specific** service sabotage behaviors in the restaurant industry using individual interviews for further scale development.



Objectives

1. Explore explicit types of service sabotage behaviors in the restaurant industry.
2. Generate an item pool to form the initial restaurant service sabotage scale.



Research Questions

- What are the **explicit** service sabotage behaviors in the restaurant industry?
 - targets
 - types



Methodology



- **Sample Selection**

- Employees working in full-service restaurants in the U.S.
- Minimum 25 interviewees
- The number of participants was contingent upon data saturation.

- **Development of Interview Questions**

- Critical incident technique (CIT): contextualized examples of behaviors¹
- Semi-structured, in-depth interviews²⁻⁵
- Non-threatening approach
- Expert panel reviewed (n=4), pilot-tested, and revised

¹ Hughes et al., 2007; ² Bitner, Booms, & Tetreault, 1990; ³ Gremler, 2004; ⁴ Meuter, Ostrom, Roundtree, & Bitner, 2000; ⁵ Ro & Wong, 2012



- **Data Collection**

- Snowball sampling
- HM related class, alumni group, personal connections
- Approximately, 20 minutes for a single interview
- Audio-recorded
- \$5 cash payment for their time
- February to March, 2017



- **Data Analysis**

- Transcribed verbatim and organized using Excel
- CIT: inductive content analytic process^{1,2}
- Reviewed if the critical incident (CI) fits the operational definition
 - CIs should be discrete¹
 - Rewrote CI into behavioral items
 - Summarized types and targets
- **Judge review** (6 researchers and 3 senior restaurant managers)
 - Fit the operational definition; clear and concise; relevant to the restaurant industry
 - Rewritten or eliminated if mean score of ≤ 3.0



Results



Characteristic	n	%
<i>Restaurant segment</i>		
Fine dining	2	7.7
Casual dining	24	92.3
<i>Operation type</i>		
Chain restaurant	11	42.3
Independent restaurant	15	57.7
<i>Position</i>		
Waiter/waitress	13	50.0
Host/hostess	2	7.7
Cook	3	11.5
Front of the house manager	3	11.5
Back of the house manager	2	7.7
Manager	3	11.5



- CIT: explore from the interviewee's perspective
- Interviews (n=26) ranged from 13 to 40 minutes
- 225 incidents were categorized into three behavior groups
 - customers [CU], colleagues [CO], and restaurants [RE]
- 28 specific types of restaurant service sabotage behaviors



Targeting
customers

- CU 1. Acted rudely toward customers
- CU 2. Served contaminated food
- CU 3. Served contaminated utensils
- CU 4. Disregarded food and/or beverage quality standards
- CU 5. Performed the bare minimum customer service standards
- CU 6. Charged customers the wrong price
- CU 7. Ignored customers
- CU 8. Lied to customers
- CU 9. Made fun of customers behind their back
- CU 10. Rushed customers
- CU 11. Made customers wait longer
- CU 12. Treated customers sarcastically
- CU 13. Yelled at customers and/or colleagues



- Targeting
colleagues
- CO 1. Created drama about colleagues
 - CO 2. Completed the bare minimum amount of side jobs
 - CO 3. Encouraged other waitstaff to dislike a colleague
 - CO 4. Complained about customers with colleagues
 - CO 5. Argued with other waitstaff to serve customers who tip well
-

- Targeting
restaurants
- RE 1. Stopped serving food earlier than regular hours
 - RE 2. Not shown up at work without notice
 - RE 3. Given out free food and/or beverages
 - RE 4. Not checked a customer's ID when selling alcoholic beverages
 - RE 5. Entered wrong orders to eat and/or drink them later
 - RE 6. Simplified and/or omitted service procedures so that it was easier for me
 - RE 7. Snuck foods and/or beverages out of the operation for my personal benefit
 - RE 8. Stormed out the restaurant
 - RE 9. Used illegal drugs before and/or during shifts
 - RE 10. Taken extra time for breaks



CU 5. Performed the bare minimum customer service standards

“When I worked at the steak house specifically like you knew someone wasn’t going to tip you out, I would essentially just get them the bare minimum amount of service.” (P19-02-04)

CU 12. Treated customers sarcastically

“A lot of times they would even be like extra charming and sweet if they were trying to be rude to them because then the customer get on maybe they’d say, oh, I’m so sorry blah blah blah...and they’d be super sweet about it...but you could tell that they were like purposely neglecting that customer.” (P06-03-05)



CO 4. Complained about customers with colleagues

“They’re smiling right here and get to the back of the house or something like, Jesus, this customer I can’t do it anymore... Yeah, exactly. Tell everybody what the hell is going on and then, you know, come back out, they’re still smiling halfway you know.” (P26-02-28)

RE 3. Given out free food and/or beverages

“Beer in a tap. There’s no count on how many beers you’re gonna get. So, even if you serve him a couple of extra beers and you just charge him one and you give him three, no one’s gonna notice.” (P01-09-18)
“A lot of time my colleagues would get free drinks and stuff for their buddies instead of charging them.” (P05-01-17)



Behavioral Items	Fit Operational Definition	Clear and Concise	Relevant to the Industry
CU1. Acted rudely toward customers	6.89	6.67	7.00
CU2. Served contaminated food	6.11	5.89	6.67
CU3. Served with contaminated utensils	6.00	5.44	6.67
CU4. Disregarded food and/or beverage quality standards	6.11	6.00	6.89
CU5. Performed the bare minimum customer service standards	6.22	6.11	6.33
CU6. Charged customers the wrong price	6.78	6.67	6.89
CU7. Ignored customers	6.89	6.89	6.89
CU8. Lied to customers	5.56	6.56	6.00
CU9. Made fun of customers behind the customers' back	5.33	6.78	6.56
CU10. Rushed customers	6.00	6.56	6.67
CU11. Made customers wait longer	6.22	6.22	6.78
CU12. Treated customers sarcastically	5.67	6.11	6.22
CU13. Yelled at customers and/or colleagues	6.78	6.44	6.78
CO1. Created drama about colleagues	5.11	5.22	5.67
CO2. Completed the bare minimum amount of side jobs	3.67	4.67	5.22
CO3. Encouraged other waitstaff to dislike a colleague	4.89	5.89	5.67
CO4. Complained about customers with colleagues	5.11	6.33	5.89
CO5. Argued with colleagues who tip			
RE1. Stopped working			
RE2. Not showed up for work			
RE3. Given bad attitude			
RE4. Not checked alcohol orders			
RE5. Entered bar late			

Behavioral Items	Fit Operational Definition	Clear and Concise	Relevant to the Industry
RE1. Simplified and/or omitted service procedures so that it was easier for me	5.67	6.44	6.56
RE2. Snuck foods and/or beverages out of the operation for my personal benefit	5.11	5.89	6.22
RE3. Stormed out the restaurant	4.44	5.22	5.67
RE4. Used illegal drugs before and/or during shifts	4.33	5.89	5.56
RE5. Taken extra time for breaks	5.33	6.11	6.11

Fit the operational definition: 5.57±.84
Clear and concise: 6.04±.54
Relevant to the industry: 6.32±.49.

CO2. Completed the bare minimum amount of side jobs



Study 2

Developing the Restaurant Service Sabotage Behaviors Scale



Current Scales Related to Service Sabotage

Harris & Ogbonna, 2006

- General service industry
- 9 items
- 7-point scale
- *People here take revenge on rude customers*

Skarlicki et al., 2008

- Call center
- 5 items
- 5-point scale
- *Intentionally put the customer on hold for a long period of time*

Shao & Skarlicki, 2014

- Hotel
- 3 items
- 5-point scale
- Toward abusive customer
- *Intentionally withheld some information from the guest*



Guidelines for Scale Development

	DeVellis (2012)	Hinkin et al. (1997)	Churchill (1979)
Step 1	Determine clearly what it is you want to measure	Item generation	Specify domain of construct
Step 2	Generate an item pool	Content adequacy assessment	Generate sample of items
Step 3	Determine the format for measurement	Questionnaire administration	Collect data
Step 4	Have initial item pool reviewed by experts	Factor analysis	Purify measure
Step 5	Consider inclusion of validation items	Internal consistency assessment	Collect data
Step 6	Administer items to a development sample	Construct validity	Assess reliability
Step 7	Evaluate the items	Replication	Assess validity
Step 8	Optimize scale length	N/A	Develop norms



Statement of Problems

- Service sabotage behaviors are **context-specific**.
- Currently available scales^{1,2,3} are **NOT** developed particularly for the restaurant industry.

¹ Harris & Ogbonna, 2006; ² Shao & Skarlicki, 2014; ³ Skarlicki et al, 2008



Purpose

To develop a **reliable** and **valid** scale to measure restaurant service sabotage behaviors



Objectives

- Instrument **Refinement**
 - evaluate the performance of the initial behavioral scale
 - refine the initial scale into a multidimensional scale
- Instrument **Validation**
 - validate the refined scale
 - establish evidence for convergent, discriminant, criterion-related, and incremental validity



Research Questions

- What are the **dimensions** of the restaurant service sabotage scale?
- How **reliable** and **valid** is the restaurant service sabotage scale?



Methodology



Procedures

Instrument Refinement Steps

1. Administering the initial scale
2. Evaluating the items
3. Exploratory factor analysis
4. Assessing internal consistency

Instrument Validation Steps

1. Administering the refined scale
2. Confirmatory factor analysis
3. Assessing convergent and discriminant validity
4. Assessing criterion-related and incremental validity



Instrument Refinement

- **Sample Selection**

- Non-managerial frontline employees in full-service restaurants in the U.S. (n=400)^{1,2}

- **Instrument Development**

- Eligibility to take the survey
- Work characteristics
- Restaurant service sabotage
 - **29 items** from interviews; **10 items** from extant literature
 - 7-point Likert-type scale; 1 (*never*) to 7 (*daily*)
- Demographics information of participants

¹ Comrey & Lee, 1992; ² Meyers, Gamst, & Guarino



Instrument Refinement

- **Pilot-test (n=30)**
 - Completion time noted
 - Alpha coefficient: **.94**
- **Data Collection**
 - Online panel of restaurant employees (Qualtrics)
 - Used multiple screening questions and attention check questions
 - Removed survey completed in $< 1/3$ of the mean time for completing the pilot-study
 - May 31 to June 8, 2017



Instrument Refinement

- **Data Analysis**

- Exploratory factor analysis (EFA)

- Principal axis factoring¹ with an oblique rotation²
- Eigenvalue > 1
- Reviewed Scree plot
- Kaiser-Meyer-Olkin³ (KMO) value $\geq .80$
- Bartlett's test of sphericity should be significant ($p < .01$)
- Cutoff factor weight⁴ = .30
- Examined cross-loadings⁵
- **Qualitative assessments⁶**

¹ Hair, Anderson, Tatham, & Black, 1995; ² Fabrigar, Wegener, MacCallum, & Strahan, 1999; ³ Kaiser, 1974 ⁴ Tabachnick & Fidell, 2007; ⁵ Conway & Huffcutt, 2003; ⁶ Meyers et al., 2013



Instrument Validation

- **Sample Selection**
 - Same as previous instrument refinement stage, but a new set of participants
- **Instrument Development**
 - 13 parts of questions
 - Expert reviewed and pilot-tested (n=30)
 - Alpha coefficients $>.70$



Purposes	Questions / Scales
Screening and background information	1. Screening questions 2. Work characteristics
Main scale of interest	3. Restaurant service sabotage
For constructing convergent and discriminant validity	4. Social desirability (Crowne & Marlowe, 1960) 5. Workplace deviance (Bennett & Robinson, 2000) 6. Customer mistreatment (Shao & Skarlicki, 2014) 7. Employee voice behavior (Van Dyne & LePine, 1998).
For establishing criterion-related validity	8. Employees' self-esteem (Oliver & Bearden, 1985) 9. Employees' perception of team spirit (Jaworski & Kohki, 1993) 10. Employees' perception of employee-customer rapport (Gremler & Gwinner, 2000) 11. Employees' perception of functional quality (Lytle et al. 1998)
For measuring incremental validity	12. Service sabotage (Harris & Ogbonna, 2006)
Background information	13. Personal demographic information



Instrument Validation

- **Data Collection**
 - Online panel (Amazon Mechanical Turk)
 - Used multiple screening questions and attention check questions
 - Removed survey completed in $< 1/3$ of the mean time for completing the pilot-study
 - June 19 to July 4, 2017



Instrument Validation

- **Data Analysis**
 - Dimensionality and model fit: CFA
 - Model comparison: Chi-square difference tests
 - Reliability tests
 - Convergent & discriminant validity: bivariate correlation analyses, AVE
 - Criterion-related validity: simple linear regressions
 - Incremental validity: hierarchical regression models



Results of Instrument Refinement



Top 10 RSSB (n=419)

Item	<i>M</i>	<i>SD</i>	Variance	Item-Total Correlation	Participation Rate ^a
CO Complained about customers with colleagues	4.10	2.07	4.28	.65	80.4
CU Made fun of a customer or group of customers behind their back	2.79	1.95	3.80	.69	56.2
CU Lied to customers	2.52	1.66	2.76	.69	55.4
CO Completed the bare minimum amount of side jobs	2.50	1.62	2.62	.61	57.0
LI Withheld some information from customers	2.40	1.62	2.62	.61	52.8
CU Under-charged customers ^b	2.32	1.57	2.46	.54	51.9
CU Rushed customers	2.31	1.65	2.72	.68	47.6
RE Given out free food and/or beverages without authorization	2.28	1.51	2.28	.62	52.0
CU Provided the bare minimum amount of customer service	2.24	1.50	2.25	.62	51.7
LI Spent too much time fantasizing, daydreaming, and/or playing with cell phone instead of working	2.23	1.72	2.96	.50	42.7



EFA (n=419)

- High item-scale correlation
- 13 items with variances below 1 were excluded
- A series of principal axis factorings with promax rotation was performed
- Three factors, 13 items explained 43.1% of the variance.

Item	Factor Loadings		
	Factor 1	Factor 2	Factor 3
1. Made fun of a customer or group of customers behind their back	.83	-.03	.03
2. Complained about customers with colleagues	.63	.07	.08
3. Created drama about colleagues	.53	-.01	-.14
4. Acted rudely toward customers	.51	.05	.05
5. Made customers wait longer than usual	.39	-.04	.22
6. Provided the bare minimum amount of customer service	.01	.79	-.04
7. Completed the bare minimum amount of side jobs	.09	.73	-.07
8. Put a customer on hold for a long period of time when taking reservations or to-go orders	-.12	.43	.18
9. Spent too much time fantasizing, daydreaming, and/or playing with cell phone instead of working	.20	.39	.03
10. Disregarded food and/or beverage quality standards	.20	.31	.10
11. Given out free food and/or beverages without authorization	-.02	-.04	.90
12. Under-charged customers	.00	.07	.64
13. Snuck foods and/or beverages out of the restaurant	-.05	.34	.36
Eigenvalue	5.08	1.10	1.01
% variance explained (unrotated factors)	39.11	8.46	7.78
% variance explained (rotated factors)	35.14	4.47	3.51
Cronbach's alpha	.75	.74	.72

Note. KMO= .89; Bartlett's test: $\chi^2(78)=1587.02$ ($p<.001$). Rotation converged in 5 iterations. Numbers in boldface indicate dominant factor loadings.



Results of Instrument Validation



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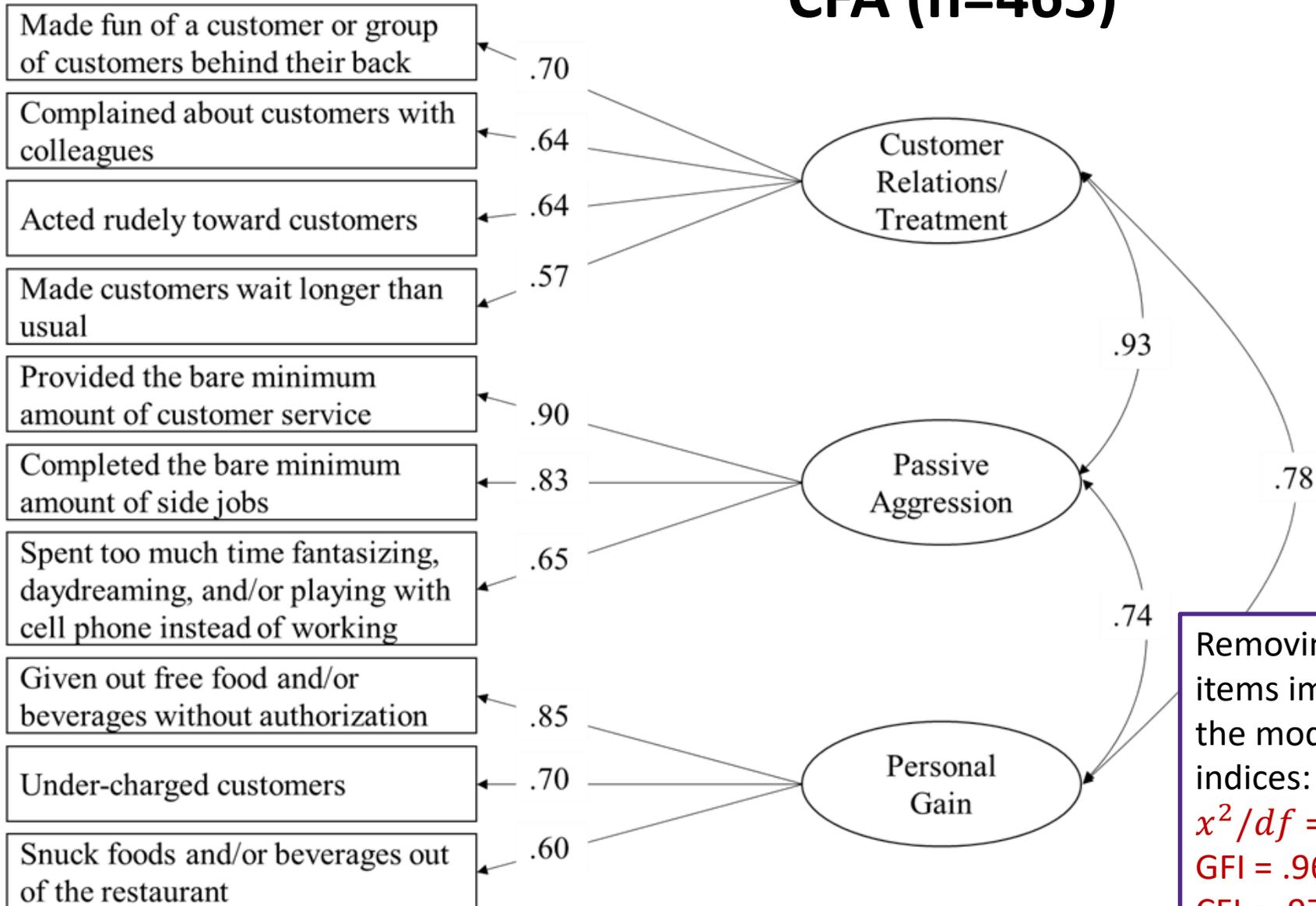
Descriptive Statistics (n=463)

Item	<i>M</i>	<i>SD</i>	Participation Rate ^a
CO. Complained about customers with colleagues	3.64	2.17	69.3
CO. Completed the bare minimum amount of side jobs	2.97	1.74	66.5
CU. Provided the bare minimum amount of customer service	2.77	1.61	66.1
CU. Made fun of a customer or group of customers behind their back	2.97	1.94	61.6
RE. Given out free food and/or beverages without authorization	2.63	1.62	60.0
LI. Spent too much time fantasizing, daydreaming, and/or playing with cell phone instead of working	2.60	1.80	54.0
CU. Acted rudely toward customers	2.12	1.37	50.8
CU. Under-charged customers	2.37	1.63	48.8
CU. Made customers wait longer than usual	2.09	1.54	41.3
RE. Snuck foods and/or beverages out of the restaurant	2.15	1.68	39.3
LI. Put a customer on hold for a long period of time when taking reservations or to-go orders	2.00	1.51	36.3
CO. Created drama about colleagues	1.75	1.28	34.1
CU. Disregarded food and/or beverage quality standards	1.75	1.34	30.0

Note. Response ranged from 1 (*never*) to 7 (*daily*). ^aPercentage of respondents who indicated that they had participated in the behavior at least once a year. CO=targeting colleagues; CU=targeting customers; RE=targeting restaurants; LI=derived from extant literature.



CFA (n=463)



Removing three items improved the model fit indices:

$$x^2/df = 3.15,$$

$$GFI = .96$$

$$CFI = .97$$

$$NFI = .95$$

$$RMSEA = .07$$



Model Comparisons

Models	x^2	df	x^2/df	$\Delta x^2(\Delta df)$	GFI	CFI	NFI	RMSEA
Three-factor model (confirmatory)	88.13	28	3.15	-	.96	.97	.95	.07
Two-factor model	168.99	32	5.28	80.86(4)*	.92	.93	.91	.10
One-factor model	269.95	35	7.71	181.82(7)*	.88	.87	.86	.13

Note. GFI = goodness of fit index; CFI = comparative fit index; NFI = normed fit index; RMSEA = root-mean-square error of approximation. * Significant at the .05 level.



Convergent and Discriminant Validity

Variable	<i>M</i>	<i>SD</i>	1	2	3	4	5	6	7	8	9	10
<i>Control Variable</i>												
1 Social desirability	.56	.30	(.76)									
2 Service Sabotage	3.16	1.14	.37**	(.85)								
<i>Main Variable</i>												
3 Restaurant Service Sabotage	2.61	1.20	.45**	.47**	(.89)							
<i>Similar Behavior</i>												
4 Workplace Deviance	2.01	.99	.44**	.53**	.81**	(.93)						
<i>Theoretically Related Behavior</i>												
5 Customer Mistreatment	2.37	.95	.27**	.39**	.44**	.42**	(.89)					
<i>Dissimilar Behavior</i>												
6 Employee Voice	4.62	1.37	-.09	-.19**	-.06	-.09	.06	(.94)				
<i>Criterion-Related Variable</i>												
7 Self-Esteem	5.11	1.21	-.27**	-.40**	-.21**	-.29**	-.10*	.35**	(.84)			
8 Team Spirit	4.61	1.23	-.18**	-.43**	-.21**	-.24**	-.12**	.47**	.45**	(.89)		
9 Employee-Customer Rapport	5.07	1.11	-.27**	-.44**	-.29**	-.29**	-.17**	.46**	.55**	.55**	(.88)	
10 Functional Quality	4.79	1.22	-.18**	-.50**	-.31**	-.27**	-.20**	.39**	.43**	.65**	.60**	(.86)

Note: Variables were measured on a 7-point Likert-type scale, except customer mistreatment was measured on a 5-point scale and social desirability was measured using yes (1) or no (0) questions. Coefficient alphas are reported along the diagonal in parentheses. *M* = mean; *SD* = standard deviation. ***p* < .01 (2-tailed).



Criterion Validity

	Criterion-related Variables			
	Self-Esteem	Team Spirit	Employee-Customer Rapport	Functional Quality
Restaurant Service Sabotage	-.21**	-.21**	-.29**	-.31**
R^2	.05	.04	.08	.10

Note. Beta presented in the table are standardized coefficients. ** $p < .01$.



Incremental Validity

Variables	Employee-Customer Rapport			Functional Quality		
	Model 1	Model 2	Model 3	Model 4	Model 5	Model 6
Social Desirability	.175***	.056	.030	-.183***	.006	.041
Service Sabotage		-.398***	-.329***		-.504***	-.464***
Restaurant Service Sabotage			-.150**			-.112**
R^2	.031	.175	.191	.033	.252	.260
<i>Adjusted R²</i>	.028	.171	.185	.031	.248	.255
<i>F for R² Change</i>		67.925***	7.684**		129.410***	5.243*

Note. Beta presented in the table are standardized coefficients. ***p<.001; **p<.01; *p<.05.



Incremental Validity (Continued)

Variables	Employee-Customer Rapport			Functional Quality		
	Model 7	Model 8	Model 9	Model 10	Model 11	Model 12
Social Desirability	.175***	.081	.030	-.183***	.055	.041
Restaurant Service Sabotage		-.302***	-.150**		-.287***	-.112**
Service Sabotage			-.329***			-.464***
R^2	.031	.113	.191	.033	.100	.260
Adjusted R^2	.028	.109	.185	.031	.096	.255
F for R^2 Change		36.184***	37.224**		32.633***	96.255***

Note. Beta presented in the table are standardized coefficients. *** $p < .001$; ** $p < .01$; * $p < .05$.



Implications and Future Research



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Theoretical Implications

- Among the **first attempts** to construct a reliable and valid restaurant service sabotage scale.
- Identified **28 explicit types** of restaurant service sabotage behaviors.
- The **three-factor, 10-item** restaurant service sabotage scale was developed and validated.
- Being a **multidimensional** measurement, it may explain restaurant service sabotage behaviors better.



Practical Implications

This research may provide:

- **Holistic picture** of restaurant service sabotage behaviors
- **Applications** for managing restaurant service sabotage
- **Awareness** of passive-aggressive restaurant service sabotage behaviors



Limitations

- Common method variance
- Social desirability bias
- Generalizability

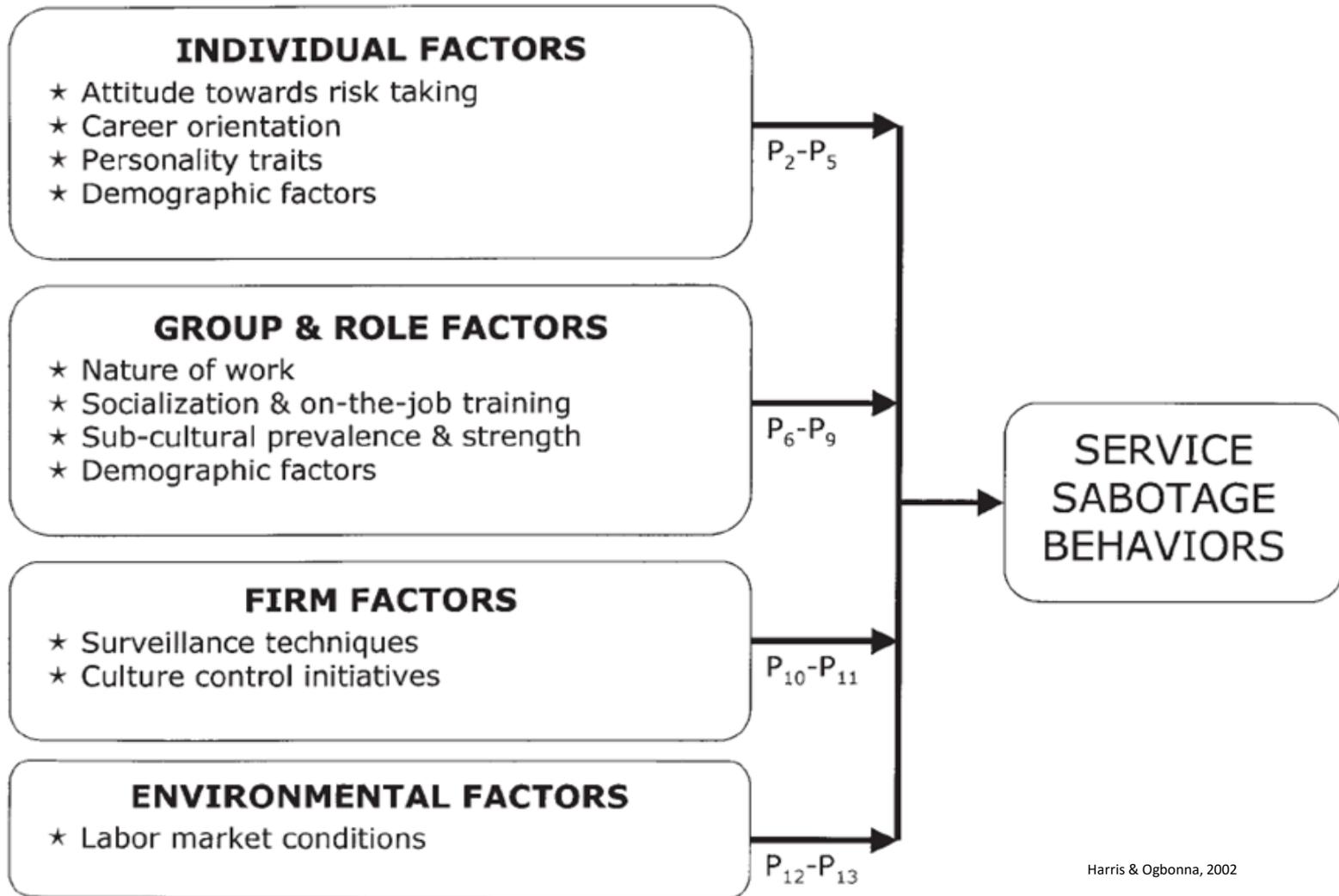


Future Research

- Collect longitudinal data
- Explore **cultural differences** affecting restaurant service sabotage
- Further **replication** of the study and **validation** of the scale
- Investigate the **relationships** between RSSB and variables of interest



Antecedents of Service Sabotage



Harris & Ogbonna, 2002



Plausible Intervention

- Please think about the plausible intervention to better manage restaurant service sabotage behaviors.
 - **What can the restaurant managers do?**
 - **What can the frontline employees do?**
 - **Any other thoughts?**



Q & A

Thank You



SCHOOL OF
Hospitality and Tourism Management
COLLEGE OF HUMAN SCIENCES

KANSAS STATE
UNIVERSITY

Department of Hospitality Management

Interview Questions

- Think of a time when a **colleague** engaged in service sabotage at the restaurant that you work for. Please choose one where you remember the situation clearly.
- Describe the circumstances leading up to this service sabotage incident.
- Exactly what did the colleague say or do at that time?
- How often did the colleague behave that way?
- Did anyone (e.g., customer or manager) other than you notice the behavior?
- What was the outcome of the incident? How did the incident affect everyone there?
- Describe the actions that the manager took to deal with the incident (if any).



Items from Interviews

Targeting customers

- CU 1. Acted rudely toward customers
- CU 2. Served contaminated food
- CU 3. Served contaminated utensils
- CU 4. Disregarded food and/or beverage quality standards
- CU 5. Performed the bare minimum customer service standards
- CU 6. Charged customers the wrong price
- CU 7. Ignored customers
- CU 8. Lied to customers
- CU 9. Made fun of customers behind their back
- CU 10. Rushed customers
- CU 11. Made customers wait longer
- CU 12. Treated customers sarcastically
- CU 13. Yelled at customers and/or colleagues

Targeting colleagues

- CO 1. Created drama about colleagues
- CO 2. Completed the bare minimum amount of side jobs
- CO 3. Encouraged other waitstaff to dislike a colleague
- CO 4. Complained about customers with colleagues
- CO 5. Argued with other waitstaff to serve customers who tip well

Targeting restaurants

- RE 1. Stopped serving food earlier than regular hours
- RE 2. Not shown up at work without notice
- RE 3. Given out free food and/or beverages
- RE 4. Not checked a customer's ID when selling alcoholic beverages
- RE 5. Entered wrong orders to eat and/or drink them later
- RE 6. Simplified and/or omitted service procedures so that it was easier for me
- RE 7. Snuck foods and/or beverages out of the operation for my personal benefit
- RE 8. Stormed out the restaurant
- RE 9. Used illegal drugs before and/or during shifts
- RE 10. Taken extra time for breaks



Items from Extant Literature

Author	Behavioral Items
Bennett	LI 1. Neglected to follow my supervisor's instructions
and	LI 2. Dragged out work in order to get overtime
Robinson (2000)	LI 3. Spent too much time fantasizing, daydreaming, and/or playing with cell phone instead of working
Skarlicki	LI 4. Hung up on a customer when taking reservations or to-go orders
et al.	LI 5. Put a customer on hold for a long period of time when taking reservations or to-go orders
(2008)	LI 6. Disconnected a phone call when taking reservations or to-go orders
	LI 7. Told a customer that I fixed something but didn't fix it
Shao and	LI 8. Withheld some information from customers
Skarlicki	LI 9. Asked my colleagues to withdraw from providing high quality service to customers
(2014)	LI 10 Adhered to rules excessively to delay the service to customers



Scales for Constructing Validity

- Social Desirability Bias (Reynolds, 1982)
- Workplace Deviance (Bennett & Robinson, 2000)
- Customer Mistreatment (Shao & Skarlicki, 2014)
- Voice (Van Dyne & LePine, 1998)
- Employees' Self-esteem (Oliver & Bearden, 1985)
- Employees' Perception of Team Spirit (Jaworski & Kohki, 1993)
- Employees' Perception of Employee-customer Rapport (Gremler & Gwinner, 2000)
- Employees' Perception of Functional Quality (Lytle et al. 1998)
- Service sabotage (Harris & Ogbonna, 2006)



Social Desirability Bias (yes/no)

1. It is sometimes hard for me to go on with my work if I am not encouraged.
2. I sometimes feel resentful when I don't get my way.
3. On a few occasions, I have given up doing something because I thought too little of my ability.
4. There have been times when I felt like rebelling against people in authority even though I knew they were right.
5. No matter who I'm talking to, I'm always a good listener.
6. There have been occasions when I took advantage of someone.
7. I'm always willing to admit it when I make a mistake.
8. I sometimes try to get even rather than forgive and forget.
9. I am always courteous, even to people who are disagreeable.
10. I have never been irked when people expressed ideas very different from my own.
11. There have been times when I was quite jealous of the good fortune of others.
12. I am sometimes irritated by people who ask favors of me.
13. I have never deliberately said something that hurt someone's feelings.



Workplace Deviance (7-point)

Interpersonal Deviance

1. Made fun of someone at work
2. Said something hurtful to someone at work
3. Made an ethnic, religious, or racial remark at work
4. Cursed at someone at work
5. Played a mean prank on someone at work
6. Acted rudely toward someone at work
7. Publicly embarrassed someone at work



Workplace Deviance (cont'd)

Organizational Deviance

8. Taken property from work without permission
9. Spent too much time fantasizing or daydreaming instead of working
10. Falsified a receipt to get reimbursed for more money than you spent on business expenses
11. Taken an additional or longer break than is acceptable at your workplace
12. Come in late to work without permission
13. Littered your work environment
14. Neglected to follow your boss's instructions
15. Intentionally worked slower than you could have worked
16. Discussed confidential company information with an unauthorized person
17. Used an illegal drug or consumed alcohol on the job
18. Put little effort into your work
19. Dragged out work in order to get overtime



Customer Mistreatment (5-point)

1. Said inappropriate things.
2. Yelled at you.
3. Refused to provide information (e.g., photo ID) necessary for you to do your job.
4. Used inappropriate gesture/body language.
5. Criticized you in front of your colleagues or supervisors.



Voice (7-point)

1. I develop and make recommendations concerning issues that affect this work group
2. I speak up and encourage others in this group to get involved in issues that affect the group
3. I communicate my opinions about work issues to others in this group even if my opinion is different and others in the group disagree with me
4. I keep well informed about issues where my opinion might be useful to this work group
5. I get involved in issues that affect the quality of work life here in this group
6. I speak up in this group with ideas for new projects or changes in procedures



Employees' Self-esteem (7-point)

1. I seem to have a great deal of self-respect.
2. I feel sour and pessimistic about life in general. (R)
3. In almost every respect, I'm very glad to be the person I am.
4. Thinking back, in a good many ways I don't think I have liked myself very well.
5. I would give a good deal to be very different than I am. (R)
6. When I think about the kind of person that I have been in the past, it makes me feel very happy or proud.



Employees' Perception of Team Spirit (7-point)

1. People here are genuinely concerned about the problems of each other.
2. We have a good team spirit here.
3. Working here is like being part of a big family.
4. People here feel emotionally attached to each other.
5. People here feel they are “in it together.”
6. We lack a team spirit here. (R)
7. People here view themselves as individuals who have to tolerate others. (R)



Employees' Perception of Employee-Customer Rapport (7-point)

1. I do not enjoy interacting with customers. (R)
2. Serving customers creates a feeling of “warmth.”
3. Customers relate well to me.
4. I have harmonious relationship with customers.
5. Customers have a good sense of humor.
6. I am comfortable interacting with customers.



Employees' Perception of Functional Quality (7-point)

1. Employees here care for customers as they would like to be cared for themselves.
2. Employees here will not go the “extra mile” for customers. (R)
3. Here, we are noticeably friendlier than our competitors.
4. Employees here go out of their way to reduce inconvenience for customers.



Service Sabotage (7-point)

1. People here take revenge on rude customers.
2. People here hurry customers when they want to.
3. It is common practice in this industry to “get back” at customers.
4. People here ignore company service rules to make things easier for themselves.
5. Sometimes, people here “get at customers” to make the rest of us laugh.
6. People here never show off in front of customers. (R)
7. Sometimes, when customers aren’t looking, people here deliberately mess things up.
8. At this outlet, customers are never deliberately mistreated. (R)
9. People here slow down service when they want to.

