



Salesperson Deviant Behavior in Indonesian Restaurant Service Attendants

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ABSTRACT

Workplace deviance has emerged into a well-researched construct within these past 10 years. The purpose of this study is to explain the relationship between abusive supervision and salesperson deviant behavior, moderated by negative reciprocity beliefs (NRB). The respondents were 150 full time service attendants, in the sense that their job description includes dealing with customers and selling menu to the customers. This produces a certain deviant behavior related to the customers. The data was processed using Hierarchical Moderated Regression Analysis using SPSS 23. We found that abusive supervision has direct relationship to salesperson deviance, both positively and significantly. NRB is also revealed to have a moderating effect in the relationship between abusive supervision and salesperson deviance, in which the relationship is stronger when the salesperson endorses NRB rather than not. In conclusion, restaurants may have to pay serious attention to working condition. Not only abusive supervision will affect the restaurant working condition, but also the service perceived by the customers which in the end will lead to financial problems. These service attendants may project their deviant behavior stronger after receiving abusive treatment, when they endorse NRB.

Keywords: Abusive Supervision, Negative Reciprocity Beliefs, Salesperson Deviance, Restaurant Service Attendants

JEL Classifications: D23, J24, J53

1. INTRODUCTION

Workplace deviance has emerged into a well-researched construct within these past 10 years (Mitchell and Ambrose, 2007). Some behaviors within workplace deviance include sabotage, theft, and withdrawal (Bibi et al., 2013; Harper, 1990). It can be directed to co-workers, organizations, supervisors, and customers (Bennett and Robinson, 2000; Darrat et al., 2010).

The definition of workplace deviance itself varies, as the terms for describing this behavior also vary. Some researchers such as Cohen et al. (2013), Harper, (1990), and Bibi et al. (2013) labeled it as counterproductive work behavior, while other researchers labeled it as workplace incivility (Lee and Jensen, 2014; Matthews and Ritter, 2016). However, almost all of the previous researchers agree that workplace deviance is voluntary and costly to organizations.

Although workplace deviance as a construct has been examined rather thoroughly, one part of the construct, which is salesperson deviance has not. Only in this past decade that researchers started to pay attention to this construct (Darrat et al., 2010; Hochstein et al., 2015; Jelinek and Ahearne, 2006). Jelinek and Ahearne (2006) stated that workplace deviance should be brought into sales and marketing literature since it has its own characteristics which are quite distinct from other type of works. A salesperson often interacts directly with customer as well as other departments within an organization (Foster and Cadogan, 2000; Hakansson et al., 2004; Hohenschwert, 2012; Mullins et al., 2014). Often, a salesperson has to compete with co-workers to get a customer or a client (Bateman, 2009). Moreover, a salesperson often has to cope with commission-basis pay instead of fixed pay (Chung, 2015). Thus, a salesperson is more likely to produce different kinds of deviance, such as supervisor-directed, co-workers-directed,