

# *Organisational Studies and Innovation Review*

*Vol. 2, no.4, 2016*

---

## **The Invisible Face in Service Quality: Relationships Amongst Relative Deprivation, Anger Rumination and Service Sabotage on Marketing Employee**

Yagmur Ozyer Aksoy, Ebru Gozukara, Yasin Aksoy\*

*T.C. Istanbul Arel University, Turkey \**

---

### **Abstract**

Relative deprivation is defined as the range of joint actions between individual achievement and individual deviation, intergroups attitudes and physical and mental health. Apart from certain deprivation, in relative deprivation there is a relative lack in individuals rights, beliefs or materials compared to other individuals. This theory has been studied by many disciplines like management, marketing, behavioral sciences and it is conceived as an action that will be effective in the formation of service sabotage in employee behavior. In today's cutthroat competitive environment the aim of organizations is maximizing the service quality. The employees having the relative deprivation can reveal the service sabotage during the production of service and goods. Besides; the increase in the individuals focusing on bad experiences, angry afterthoughts and reaching new conclusions on the basis of previous evidences might increase the service sabotage behaviour. This research aims to examine the relationships amongst relative deprivation of marketing employees, anger rumination and service sabotage of these employees. The anger rumination is studied as the moderator variable of the research model. The participation of anger rumination inside the relation between relative deprivation and service sabotage constitutes this models distinctive aspect. The data obtained from this research propose that the service quality is a rising need of companies thus eliminating the impact level of the relative deprivation and anger rumination on production levels of service or goods may contribute to the building of a more qualified companies in competitive markets.

**Keywords:** *Relative deprivation, anger rumination, service sabotage.*

### **Introduction**

In recent years, the study of multiple emotional states and intra-organizational behaviors as well as positions having direct relationship with customers has emerged as an attractive field of study. Deprivation and anger are considered as an emotion or emotional states in general. While these two terms affect the the main parts of organizations; individuals, negatively both anger rumination and deprivation are reflected to these individuals behaviors. In service industry, especially in retailing, hospitality and entertainment organizations, as they are the final influencers of customers, the positive mood of marketing employees is an essential emotion whereby their negative feelings

like anger or deprivation, perceived by the employee, affect the service quality directly away from estimation.

Relative deprivation is associated with the greater the contradiction between the results people want and the results they receive, the greater their perceptions of relative deprivation (Crosby, 1984). Rumination can be defined as planning again and again and examining an event while anger rumination is defined as the details of an event causing anger that are analyzed several times and individuals conceiving this event by continuously remembering it. Rumination extends and focuses on emotional distress because it concentrates on negative experiences (Thomsen, 2006). Anger rumination has four dimensions (i.e. angry afterthoughts, thoughts of revenge, angry memories and understanding of causes) developed by Sukhodolsky et.al. (2001). Rumination is the difference between the internal and external triggers of anger (Deffenbacher, 2011). The events lived in the workplace influences the emotions of the individuals. Therefore work events and affective states said to be influence the judgement-driven behaviors such as effort behavior and service sabotage (Dai et al., 2016). According to the statements mentioned above these three items identifies the behaviors of employees. All the negative emotions directs the employee in exterminating the environment by some tricky behaviors especially on the frontline staff. In this study the service sabotage is determined as the output of the relative deprivation of the marketing employees who has an anger rumination in the workplace.

### **Theoretical Background**

#### *Relative deprivation*

Usually human beings resemble themselves with the people around them who have the same conditions for evaluating with the indicative information and social comparison is an ubiquitous way of learning about the positioning of an individual with similar ones (Callan et al., 2015). Younger adults which are in the beginning of their lives are having much more social comparison than older adults, and has more cognitive capacities as well as their inclined engagement with society. This means younger the adults are, less perspective taking they have. If an individual is deprived from desired and deserved outcomes compared to the ones in the same environment having the similar conditions, it generates irritability originating from relative deprivation (Smith, Pettigrew, Pippin, & Bialosiewicz, 2012). Smith et al. (2012) defined that, relative deprivation is described by an activity of an individual making a social comparison on a given outcome and makes himself believe to be comparatively disadvantaged, and accordingly feels resentful.

The subjective or objective ranking of an employee in a social structure is defined as relative deprivation (Smith et al., 2012). The theory of it explains the inequalities in individual levels and negative outcomes on teams and groups (Mishra and Carleton, 2015; Adjaye-Gbewonyo and Kawachi, 2012; Subramanian and Kawachi, 2004; Wilkinson, 1996; Wilkinson and Pickett, 2006, 2007, 2009). From this point of view some studies involve relative deprivation including an objective level of computation for each member of a group or team relative to more concessionary others (Eibner and Evans, 2005; Lhila and Simon, 2010).

The definition of relative deprivation stated by Townsend (1987) is as “the condition of observable disadvantage relative to the local community or a wider nation which the individual belongs”. This conditions are generally examined and used within social sciences to identify the dissimilarities in different materials and social environments of

individuals (Fu et al., 2015). Relative deprivation theory suggests that people do not respond objectively to their employment situations but based on their past experiences there is a subjective reaction (Ren et al, 2013; Stouffer et al., 1949; Crosby, 1976; Martin, 1981). Employees are frustrated with their conditions in their jobs having less than they thought they deserve (Ren et al, 2013, Crosby, 1984; Olson, Roese, Meen, & Robertson, 1995). In the circumstances, employees tend to show undesirable behaviors in the workplace due to have an emotion that they have no chance to get the rights they entitled. Overall, then, the relative deprivation theory, anger rumination and service sabotage are quite relevant in the context of our study because they have all been used to better understand stressful situations and how employees evaluate and give reactions to their job situations. Accordingly, we integrate these three perspectives to develop hypotheses about the relationship amongst marketing employee's perceptions of positions and resources in their workplaces and reaction against that perception.

#### *Service Sabotage*

In recent studies, researches found that up to 75 percent (Harper, 1990), 85 percent (Harris and Ogbonna 2002), and even 96 percent (Slora 1991) of employees continue work activities with an intention of functionless. Employee sabotage is extremely hard to calculate with numbers but some of the researches for some industries could give signals for the importance of this behavior. In most service industries, customer-contact marketing employees play an important role to create customer brand satisfaction and sustain key customer relationship (Link, et al., 2014). Harris and Emmanuel (2006) argued that the wide prevalence of the antiservice behavior of the employees especially of the frontline staff, that can be classified as 'service sabotage' behavior. Such service sabotage behavior is the most common issue that affects the customer's perception of the services and even the image of the brand (Sergent and Frenkel, 2000). The term of service sabotage is a common research area for both services marketing as a service quality and organizational behavior as an existence of counterproductive behavior (Analoui, 1995). In marketing view, when customers disrespectful and impolite interpersonal treatment, verbal aggression or unreasonable demands, especially frontline staff could show negative behaviors to them intentionally harm customer interests (Groth and Grandey, 2012). Service sabotage can be described as negative behavior that planned to act by employees for applying negative services through the customers of the firm (Harris & Ogbonna, 2002). In this concept, employees sabotage services to their customers without care of their managers or customers like recklessly (Patterson & Baron, 2010). In the previous researches, studies have been shown that service sabotage has a negative effect on firm productivity and sales growth especially on services organizations (Groth & Grandey, 2012) and reveals bad performance (Skarlicki, van Jaarsveld, & Walker, 2008). Chen et al (2014), indicate that there are some other possible factors like family interference with work and emotional exhaustion which affect the service sabotage.

Especially in most industries including both services and goods presume that unanticipated accidents or mismanagement induce service failures (Link, et al., 2014). In fact, the employees who establish close contact with the customers should not behave intentionally harm customer interest (Skarlicki et al., 2008; Wang et al., 2011). In recent studies, employee behavior including service sabotage has been based on "affective events theory". That theory explains that affective events by employees' personal traits

and sensation impressions will have an effect on their attitudes and behaviors (Weiss & Cropanzano, 1996). The researchers examine that if the customers or other employees shows a negative event through the employees, they tend to set a negative reactions that captures service sabotage (Chi et al., 2013). The affective events theory based on as an output of the emotional reactions. As it turned out the behavior in general called service sabotage.

In the marketing and management literature service sabotage can be classified as one of the elements of counterproductive behavior of the employees (Fox and Spector, 2006). It has been theorized that stressfull events at the workplace will increase counterproductive behavior by reducing individuals' behavioural regulations. This counterproductive behavior threatens the organizational and marketing productivity and performance (Analoui, 1995). The 'sabotage' term was first used by Taylor and Weber (1993) to describe ineffective production. Later writers also mentioned workplace sabotage as misbehavior or antisocial behavior in the workplace (Griffin, O'Leary-Kelly, & Collins, 1998; Thompson & Ackroyd, 1995). In marketing literature the service sabotage term is the extremely important topic for establishing the customer relations (Link et al., 2014). Some types of customer behaviors such as jaypatient customers, psychological considerations and low self-esteem might lead to a negative, retaliatory service response (Link et.al, 2014). In the review of extant literature by the light of marketing view defined that employees' risk taking proclivity, social approval by work colleagues, desire to current finn, perceptions of the extent of surveillance, perception of the extent of cultural control, perception of employee-customer contact and perception of the fluidity of the labor market are the antecedents links to service sabotage (Harris & Ogbanna, 2006). On the other hand employees' self-esteem, perception of team spirit, perception of employee-customer rapport, perception of functional quality, perception of company performance and perception of quality to company performance are the consequences of the service sabotage (Harris & Ogbanna, 2006).

Our study aims to contribute empirically through the testing of a conceptual model service sabotage through the relative deprivation and the moderator effect of anger rumination. In light of the above arguments about relative deprivation and services sabotage, the following hypothesis is developed:

**Hypothesis 1:**

Relative deprivation is positively related to service sabotage.

Moderating Effect of Anger Rumination on the Relationship between Relative Deprivation and Service Sabotage

The concept of personal feelings or emotions like anger, rumination, deprivation, and their perceived affects on an individual can be associated, in this study, with the service sabotage which is a negative conclusion of these routine negative emotional states, and are mainly studied by behavioral scientists as well as by experts in health and service sector.

According to Nolen-Hoeksema et al (2008) and Watkins, (2008), the psychological bothering or pressure and poor physical health of an individual is explained by the term rumination. Kassinove and Sukhodolsky (1995) stated that anger is a negative feeling which has particular conceptual evaluations, psychological expressions and action tendencies. Anger is a state of emotion and anger rumination is continuous thoughts about this emotion (Sukhodolsky et al., 2001). In other words anger rumination is

considered as frequent thinking over the past anger-stimulating experiences and it causes the individual to obsessively concentrate on disappointing memories (Thomsen, 2006). However there might occur impulsivity or aggression in routine life of these individuals living bad experiences related with anger rumination (Anestis, Anestis, Selby and Joiner, 2009; Gilbert, Cheung, Irons and McEwan, 2005; Sukhodolsky et al. 2001). This anger rumination causes the ruminative response style which has been associated with the increase in the depressed mood and general negative affect (Sukhodolsky et al., 2001; Roberts, et al., 1998). Besides, relative deprivation is associated with negative attitudes causing unsuitable behaviors in the workplace as a result (Martin, 1981). Marketing employees working in the heart of service sector may show their negative emotions during the service delivery, such as hurrying or bothering the customers using their close contact position (Dai et al., 2016). Similar to anger rumination these negative feelings effect employee's relations in the workplace and its interaction with other employees influences their service delivery quality ending in service sabotage.

Based on these arguments, this study hypothesizes that anger rumination plays a moderating role on the relationship between relative deprivation and service sabotage on the marketing employee, as demonstrated in Fig. 1.

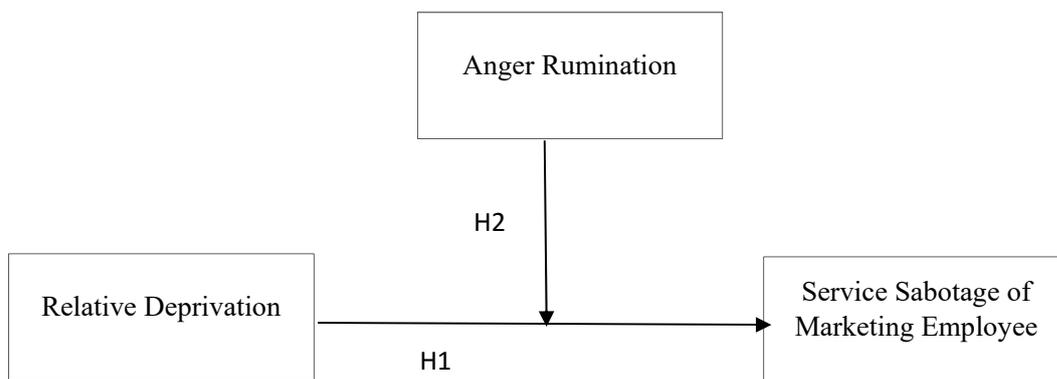


Fig.1: Theoretical framework

### Hypothesis 2:

Anger rumination (H2a: angry afterthoughts, H2b: thoughts of revenge, H2c: angry memories, H2d: understanding of causes) moderates the effect of relative deprivation on service sabotage.

### Methodology

#### Sample and Data Collection

To test the developed hypotheses, online survey method was used. The online design is preferred because of its advantages such as accurate data-capture and elimination of interviewer and researcher biases that are likely in face-to-face surveys (Dillman et al. 2009). To evaluate service sabotage, relative deprivation and the anger rumination dynamics, data were required from participants at a customer interface in which employee and customer contact is closed. Consequently, data collection focused on frontline customer contact employees within the hospitality and entertainment industry. According to TURSAB (which is the association of the Turkish Travel Agencies) hospitality has %6,2 rate on GNP (gross national product) in Turkey. On the other hand entertainment is the growing sector in Istanbul, Turkey by the new

international investments. Criteria for inclusion in the sample included turnover and number of employees. Each responded answered the questionnaire via an e-mail hyperlink to an online survey. The questionnaire has been available online for approximately five weeks and at the end of this period, 239 usable questionnaires are received.

### Measures

Widely used measures of the *relative deprivation* is Tougas et.al. 2005. Items was revised to meet the requirements of the study. The scale reflects deprivation of an employee and includes six items. All the items are measured by five-point Likert scales (1= strongly disagree, 5= strongly agree). *Service sabotage*, on the other hand, is measured by using Harris and Ogbonna(2002). The scale includes eight items and involves marketing employees' intentional actions that influence negatively the delivery of service. All the items are measured by five-point Likert scales (1= strongly disagree, 5= strongly agree). The *anger rumination* scale includes 19 items and that are grouped under four dimensions (i.e. angry afterthoughts, thoughts of revenge, angry memories and understanding of causes) developed by Sukhodolsky et.al. (2001). In this study, participants were asked to rate each item of the anger rumination on a five-point Likert-type scale ranging from 1= strongly disagree, 5= strongly agree in terms of how well the items corresponded to their beliefs about themselves. As the original measures are developed in English, a procedure involving several rounds of translation and back translation is followed to ensure that the measures translated into Turkish were equivalent to the English version.

## Results

### Reliability of Measures

The data are initially analyzed using exploratory factor analyses with principal component extraction and varimax rotation method to assess the psychometric properties of the instrument. First, each multiple-item scale is reviewed to establish that they were unidimensional. For each construct the analyses revealed one-factor solutions. Once the unidimensionality of the scales are established, reliability tests are conducted to determine the degree to which the scales are free from error and internally consistent. Standing the data linking the prior literature, the exploratory factor analyses conducted for anger rumination produced a four factor solution respectively. Then, the reliability of each scale is examined. The results showed that almost all the Cronbach's Alpha values are greater than the recommended level of 0.70, thus indicating adequate internal consistency (Nunnally and Bernstein 1994). The number of items utilized and Cronbach's coefficient alpha for each construct are displayed in Table 1.

**Table 1:** Reliability Results

Construct	Number of Items	Cronbach's Coefficient Alpha
Relative deprivation	6	%78
Service sabotage	8	%89
Angry afterthoughts	6	%92
Thoughts of revenge	4	%91
Angry memories	5	%85
Understanding of causes	4	%88

### Data Analysis

According to the findings of the study, the results show goodness fit ( $\chi^2=2308.680$ , degree of freedom= 582,  $\chi^2/df= 4.02$ , RMSEA =.09, CFI =.92, NFI=.87). The hypotheses

are tested using multiple regression analysis, presented in Table 2. Model 1 examines H1 and the results supports H1 that an employee have a relative deprivation they tend to show stronger service sabotage in their workplace to the customers ( $\beta=0.67$ ,  $p<0.01$ ). To explore the moderating effects of anger rumination (including all the dimensions-angry afterthoughts, thoughts of revenge, angry memories and understanding of causes) we performed a median split of the sample into high and low groups based on anger rumination. Separate regression analyses were conducted on each subgroup, and the regression coefficients between both groups were compared by means of unpaired t-tests. Table 3 indicates that the relationship between relative deprivation and service sabotage is significant when angry afterthoughts are high ( $\beta=0.42$ ,  $p<0.01$ ) and thoughts of revenge is high ( $\beta=0.67$ ,  $p<0.01$ ). So the H2a and H2b is supported. Besides, there is no significance role of the angry memories or understanding of causes of the anger rumination on the relationship between relative deprivation and the service sabotage. So the H2c and the H2d is not supported in this study.

**Table 2:** Results of Hypothesis

Hypothesis	Relationship	Path Value	Results
H1	Relative Deprivation→Service Sabotage	.67***	Supported
Fit Measures			
R <sup>2</sup>	998	908	90

Path coefficients are standardized. \*  $p < .1$ , \*\*  $p < .05$ , \*\*\*  $p < .01$ .

*Table 3: Moderator role of anger rumination between relative deprivation and service sabotage*

	DV: service sabotage			DV: service sabotage			DV: service sabotage			DV: service sabotage	
	Angry afterthoughts level			Thoughts of revenge level			Angry Memories level			Understanding of causes level	
	Low	High		Low	High		Low	High		Low	High
Relative deprivation	.11	.42***		.16	.67***		.09	.15		.24	.37
F value	4.08*	6.14**		1.12	1.89*		1.08	3.97		5.67	3.21
N	110	129		110	129		110	129		110	129
R <sup>2</sup> adj	.20	.22		.24	.26		.16	.13		.36	.39

\*  $p < .1$ , \*\*  $p < .05$ , \*\*\*  $p < .01$ .

### Discussion and Future Studies

First this study show that relative deprivation has an effect on service sabotage. If marketing employees think that they have no chance to improve their situation for their workplace they tend to reduce the service quality of the organization and even show undesirable behaviors which can be called service sabotage. While previous studies investigated the formation process of the relative deprivation as the reason like work-family conflict or the leadership styles, this study specifically demonstrated how the anger rumination moderates the relation of relative deprivation and service sabotage. Specifically we found that, if marketing employee think that they have a relative deprivation on their workplace, their angry afterthoughts and thoughts of revenge enhances the service sabotage of their organization. Their high level of the thoughts of revenge could cause for more ignored firm service rules, retaliate against rude customers

or more boasting in front of customers. On the other hand, having high angry memory level or high understanding of causes have no significance effect on to improve the service sabotage. Interestingly, only anger memories of the workplace or the reason of the anger time are not adequate reasons to evoke the services sabotage for the marketing employees who think they have a relative deprivation on their workplace. We investigated the role of the anger rumination on the relationship between relative deprivation and the service sabotage. The output of the relative deprivation and the anger rumination can be seen as the service sabotage in our study. In the future studies, the marketing operational performance or the firm performance could be the dependent variable as the output of the marketing employees' behaviors especially on the services industries.

## References

- Adjaye-Gbewonyo, K., Kawachi, I., 2012. Use of the Yitzhaki Index as a test of relative deprivation for health outcomes: a review of recent literature. *Soc. Sci.Med.* 75, 129-137
- Analoui, F. (1995). Workplace sabotage: Its styles, motives and management. *The Journal of Management Development*, 14(7), 48–66.
- Anestis, M., Anestis, J., Selby, E., & Joiner, T. (2009). Anger rumination across forms of aggression. *Personality and Individual Differences*, 46, 192-196. <http://dx.doi.org/10.1016/j.paid.2008.09.026>.
- Callan, M.J., Kima, H., Matthews, W.J. (2015). Age differences in social comparison tendency and personal relative deprivation. *Personality and Individual Differences*. 87(12), 196–199. <http://dx.doi.org/10.1016/j.paid.2015.08.003>.
- Chi, N. W., Tsai, W. C., & Tseng, S. M. (2013). Customer negative events and employee service sabotage: The roles of employee hostility, personality and group affective tone. *Work & Stress*, 27(3), 298-319.
- Crosby, F. (1976). A model of egotistical relative deprivation. *Psychological Review*, 83:85–113.
- Crosby, F. (1984). Relative deprivation organizational settings. In Staw, B. M., & Cummings, L. L. (Eds.), *Research in organizational behavior* (Vol. 6, pp. 51–93). Greenwich, CT: JAI Press.
- Dai, W., Chen, X., Arnulf, J. K., & Dai, M. (2014). Consequences of family interference with work: The roles of emotional exhaustion, service sabotage, and negative affectivity. *Social Behavior and Personality: an international journal*, 42(10), 1613-1627.
- Dai, Y., Chen, K., Zhuang, W. (2016). Moderating effect of work and family conflict on the relationship between leader-member exchange and relative deprivation: Links to behavioral outcomes. *Tourism Management*, 54, 369-382. <http://dx.doi.org/10.1016/j.tourman.2015.12.005>.
- Dillman, D.A., Smyth, J.D., Christian, L.M. (2009). *Internet, Mail, and Mixed-Mode Surveys: The Tailored Design Method*. John Wiley and Sons, New Jersey.
- Eibner, C. and Evans, W. N. (2005). Relative Deprivation, Poor Health Habits, and Mortality. *Journal of Human Resources*, XL(3). 591-620. <http://dx.doi.org/10.3368/jhr.XL.3.591>.
- Fox, S., & Spector, P. E. (2006). The many roles of control in a stressor-emotion theory of counterproductive work behavior. In P. L. Perrewe' & D. C. Ganster (Eds.), *Research in occupational stress and well-being* (Vol. 5, pp. 171\_201). Greenwich, CT: JAI.
- Fu, M., Exeter, D. J., Anderson, A., (2015) The politics of relative deprivation: A transdisciplinary social justice perspective. *Social Science & Medicine*, 133, 222-232. <http://dx.doi.org/10.1016/j.socscimed.2014.12.024>.
- Gilbert, P., Cheung, M., Irons, C., & McEwan, K. (2005). An exploration into depression-focused and

anger-focused rumination in relation to depression in a student population. *Behavioural and Cognitive Psychotherapy*, 33, 273-283. <http://dx.doi.org/10.1017/S1352465804002048>.

Griffin, R. W., O'Leary-Kelly, A., & Collins, J. (1998). Dysfunctional work behaviors in organizations. *Journal of Organizational Behavior*, 5, 65–83.

Groth, M., & Grandey, A. (2012). From bad to worse: Negative exchange spirals in employee–customer service interactions. *Organizational Psychology Review*, 2, 208-233. <http://dx.doi.org/vq3>.

Harper, D. (1990). "Spotlight Abuse--Save Profits." *Industrial Distribution* 79 (10): 47-51.

Harris, Lloyd C. and Emmanuel Ogbonna. (1998). "A Three Perspective Approach to Understanding Culture in Retail Organizations." *Personnel Review* 27 (1/2): 104-123.

Harris, L. C., & Ogbonna, E. (2006). Service sabotage: A study of antecedents and consequences. *Journal of the Academy of Marketing Science*, 34, 543-558. <http://dx.doi.org/bxmm4r>.

Kassinove, H., & Sukhodolsky, D. G. (1995). Anger disorder: Basic science and practice issues. In H. Kassinove (Ed.), *Anger disorders: Definition, diagnosis, and treatment* (pp 1–26). Washington, DC: Taylor & Francis.

Lhila, A., Simon, K.I.(2010). Relative deprivation and child health in the USA. *Social Science & Medicine*, 71(4), 777–785. <http://dx.doi.org/10.1016/j.socscimed.2010.03.058>.

Ling, I. L., Marshall, R., Xu, Y., & Lin, W. Y. (2014). Jaypatient-Induced Service Sabotage Behavior: The Issue of Self-Esteem of Hospital Nurses. *Health marketing quarterly*, 31(3), 213-230.

Martin, J. (1981). Relative deprivation: A theory of distributive injustice for an era of shrinking resources. In Cummings, L. L., & Staw, B. (Eds.), *Research in organizational behavior* (Vol. 3, pp. 53–107). Greenwich, CT: JAI Press Inc.

Mishra, S., Carleton, R.N. (2015). Subjective relative deprivation is associated with poorer physical and mental health. *Social Science & Medicine*, 147. 144-149. <http://dx.doi.org/10.1016/j.socscimed.2015.10.030>.

Nolen-Hoeksema, S., Wisco, B. E., & Lyubomirsky, S. (2008). Rethinking rumination. *Perspectives on Psychological Science*, 3, 400-424. <http://dx.doi.org/10.1111/j.1745-6924.2008.00088.x>.

Nunnally, J., Bernstein, I.H. (1994). *Psychometric Theory*. McGraw-Hill, New York.

Olson, J., Roese, N., Meen, J., & Robertson, D. (1995). The preconditions and consequences of relative deprivation: Two field studies. *Journal of Applied Social Psychology*, 25: 944–964. <http://dx.doi.org/10.1111/j.1559-1816.1995.tb02384.x>.

Patterson, A., Baron, S. (2010). Deviant employees and dreadful service encounters: Customer tales of discord and distrust. *Journal of Services Marketing*, 24, 438-445. <http://dx.doi.org/d9zjsp>.

Ren, H., Bolino, M. C., Shaffer, M. A., Kraimer, M. L (2013). The influence of job demands and resources on repatriate career satisfaction: A relative deprivation perspective. *Journal of World Business*, 48, 149-159. <http://dx.doi.org/10.1016/j.jwb.2012.06.015>.

Sergeant, Andrew and Stephen Frenkel. (2000). "When Do Customer- Contact Employees Satisfy Customers?" *Journal of Service Research* 3 (1): 18-34.

Slora, Karen B. (1991). "An Empirical Approach to Determining Employee Deviance Base Rates?" In *Preemployment Honesty Testing: Current Research and Future Directions*. Ed. J. Jones. Westport, CT: Quorum Books.

- Skarlicki, D. P., van Jaarsveld, D. D., & Walker, D. D. (2008). Getting even for customer mistreatment: The role of moral identity in the relationship between customer interpersonal injustice and employee sabotage. *Journal of Applied Psychology*, 93, 1335-1347. <http://dx.doi.org/dkv229>.
- Smith, H. J., Pettigrew, T. F., Pippin, G.M., & Bialosiewicz, S. (2012). Relative deprivation: A theoretical and meta-analytic review. *Personality and Social Psychology Review*, 16, 203–232.
- Subramanian, S. V. and Kawachi, I. (2004). Income Inequality and Health: What Have We Learned So Far? *Epidemiologic Reviews*, 26, 78–91. <http://dx.doi.org/10.1093/epirev/mxh003>
- Sukhodolsky, D. G., Golub, A., & Cromwell, E. N. (2001). Development and validation of the anger rumination scale. *Personality and Individual Differences*, 31, 689-700. [http://dx.doi.org/10.1016/S0191-869\(00\)00171-9](http://dx.doi.org/10.1016/S0191-869(00)00171-9).
- Stouffer, S. A., Suchman, E. A., DeVinney, L. C., Star, S. W., & Williams, R. M., Jr. (1949). *The American soldier: Vol. 1. Adjustment during army life* Princeton, NJ: Princeton University Press.
- Sukhodolsky, D. G., Golub, A., & Cromwell, E. N. (2001). Development and validation of the anger rumination scale. *Personality and Individual Differences*, 31(5), 689-700.
- Thompson, P., & Ackroyd, S. (1995). All quiet on the workplace front? A critique of recent trends in British industrial sociology. *Sociology: The Journal of the British Sociological Association*, 29(4), 615–634.
- Thomsen, D. (2006). The association between rumination and negative affect: A review. *Cognition and Emotion*, 20, 1216-1235. <http://dx.doi.org/10.1080/02699930500473533>
- Tougas, F., Beaton, A. M., & Sablonniere, R. (2005). Policewomen acting in selfdefense: can psychological disengagement protect self-esteem from the negative outcomes of relative deprivation? *Journal of Personality and Social Psychology*, 88(5), 790-800.
- Townsend, P. (1987) 'Deprivation', *Journal of Social Policy*, 16(2), pp. 125–146. <http://dx.doi.org/10.1017/S0047279400020341>
- Wang, M., Liao, H., Zhan, Y., & Shi, J. (2011). Daily customer mistreatment and employee sabotage against customers: Examining emotion and resource perspectives. *Academy of Management Journal*, 54, 312-334. <http://doi.org/d767j6>
- Weiss, H. M., & Cropanzano, R. (1996). An affective events approach to job satisfaction. In B. M. Staw & L. L. Cummings (Eds.), *Research in organizational behavior* (Vol. 18, pp. 1\_74). Greenwich, CT: JAI Press.
- Watkins, E. R. (2008). Constructive and unconstructive repetitive thought. *Psychological Bulletin*, 134, 163-206. <http://dx.doi.org/10.1037/0033-2909.134.2.163>.
- Wilkinson, R.G., (1996). *Unhealthy Societies: The Afflictions of Inequality*. Routledge, London.
- Wilkinson, R.G., Pickett, K.E. (2006). Income inequality and population health: A review and explanation of the evidence. *Social Science & Medicine*, 62(7), 1768–1784. <http://dx.doi.org/10.1016/j.socscimed.2005.08.036>
- Wilkinson, R.G., Pickett, K.E. (2007). The problems of relative deprivation: Why some societies do better than others. *Social Science & Medicine*, 65(9), 1965–1978. <http://dx.doi.org/10.1016/j.socscimed.2007.05.041>
- Wilkinson, R., & Pickett, K. (2009). *The Spirit Level: Why More Equal Societies Almost Always Do Better*. London. <http://dx.doi.org/10.1080/15700763.2011.577928>