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The Effect Individual Characteristics, Strength Groups, Emotional Exhaustion, Organization Citizenship Behavior To Job Satisfaction And Service Sabotage In Restaurant Bekasi City West Java, Indonesia

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ABSTRACT : *The study services sabotage are still rare and very important to do. Service Sabotage will let customers and employees can result in lower sales turnover because the customer left disappointed. The purpose of this study was to quantify and explain the relationships between individuals charakteristic, strenght groups, emotional exhaustion and OCB associated with job satisfaction and Services Sabotage. The method used in this study is a quantitative method. Analysis using software GSCA. The data was collected using a research instrument which was distributed to a sample of 107 respondents with a restaurant employee. Total 107 employees entirely sampled in this study, thus making the technique sample is saturated sampling. Location of the study is spread over an area restaurant Bekasi West Java. The results showed that the act of sabotage committed by employees not proven with individual characteristics and strength group. Services Sabotage do occur due to employee dissatisfaction, especially in restaurants. Variables unrelated to service sabotage is individual characteristics variable and strength group. Service Sabotage is nothing to do with employee job satisfaction and also something to do with the level of OCB in particular work. Employees are sincere in working it will increase job satisfaction and employee satisfaction increased if it will decrease the desire to conduct sabotage against customers such as slow service. Likewise thing with emotional exhaustion. The more stable employees in control of his emotions then having job satisfaction, the employee has job satisfaction there will be a decrease in service sabotage. The results of this study proved the main cause of sabotage is job satisfaction, while job satisfaction is caused by emotional exhaustion and OCB.*

KEYWORDS : *individual charakteristic, strenght group, emotional exhaustion, organizational citizenship behavior, job satisfaction and service sabotage.*

I. INTRODUCTION

Culinary business will continue to grow because it is a basic human need. Culinary business recorded strong growth over time. With the increase in the restaurant business, the competition is getting tight between them. The restaurant is a service business that is more demanding good services (fast, friendly, polite), in addition to the quality of its food. Restaurants that are not able to manage their employees to give good service, customers will eventually be abandoned. One reason relates to the services expected unstable, especially when employees experience emotional exhaustion or dissatisfaction in work (Bennett & Robinson, 2000). **[1]** The results of the study of the behavior of the employees stated that 85% of employees confessed to service sabotage. 90% service sabotage an everyday occurrence and 100% of employees claimed to have seen some form of service sabotage (Hariss and Ogbonna, 2002) **[2**]. Empirical studies on service sabotage employee behavior is an important issue and so far has not received attention (Sims, 2002) **[3]** previous researchers who have conducted research on service sabotage them Vardi & Weitz (2002) **[4],** the behavior of service personnel is the most prominent factor that influences customer perception (Sergean & Frenkel, 2000) **[5].** Hariss and Ogbonna (2006) **[6]** states that the service sabotage as part of the working lives of employees who require strict scrutiny of business leaders. Felson (2006) **[7**] noted the many individuals characteristic motifs involved in the irreverence behavior and tend to slow down the service, it is individually done (Sternberg, 2005 [**8];** Dovideo *et al*. 2005 [**9**]; Staub, 2005 **[10]**). Target service sabotage by employees is generally performed in the setting of the service, with the aim that the company had a negative effect on the customer. Some examples of service sabotage them being rude to customers, deliberately slow down service, discrimination against customers. This suggests that many service sabotage behaviors performed in service industries (Hariss and Ogbonna 2002) [11] Emotional exhaustion is excessive displeasure due to lack of job satisfaction (Dovideo et al., 2005). [12]. The study found that the effect on the emotional exhaustion among service sabotage carried out by Jaramillo & Locander (2006). [13].

Emotional exhaustion that accumulates will lead to sabotage service (Halbesleben & Buckley, 2004) **[14]**. One can influence the behavior of employees is organizational citizen behavior. OCB is contributed by the employees who work for the betterment of the company and exceed the demands of the role in the workplace (Podsakoff & Bachrach, 2000). [**15]**. Employees are more polite and able to work together with others to create a more pleasant work environment (Brahmasari, 2010) [**16]**. Studies linking between individual characteristics and job satisfaction is Heller *et al*. (2009) [**17**]; Tesdimir (2006) [**18**]. Research on the strength of the impact on job satisfaction conducted by Rahman, (2012) [**19**] and Watt & Greguras, (2004) [**20**], whereas emotional exhaustion on job satisfaction by Zagladi, (2006) [**21**]. Other research on organizational citizenship behavior (OCB) on job satisfaction conducted Odoch & Nangoli, (2013) [**22**] and Aslam, (2012) [**23**]. However, the results of these studies varied. Some claimed that the effect of individual characteristics on job satisfaction (Heller et al., 2009), [**24**] have also stated no effect (Tesdimir, 2006) [**25]**. Similarly to the variable power of the group, which states that the strength of the effect on job satisfaction is Rahman. (2012) [**26**], whereas no effect stated by Watt & Greguras (2004) [**27**]. For variable emotional exhaustion associated with job satisfaction Zagladi (2006) [**28**] expressed emotional exhaustion effect on job satisfaction, which has no effect is expressed by Lewig & Dollard (2003) [**29**]. The diversity of the research results, become an entry point for further research related to the variable individual characteristics, group strength, emotional exhaustion, and OCB were associated with job satisfaction and service sabotage .

II. LITERATUR REVIEW

The individual characteristics concept : Santrock (2002) **[30**] defines that an evaluation of the individual characteristics of the domain in which a person has a perception, while Wigfield, *et al*. (2005) [**31**] describes the individual characteristics as self-confidence and individual characteristics that exist in themselves, the role of abilities, and social relationships. Podsakoff and McKenzie (1997) **32**] states that the individual characteristics closely linked to performance, meaning that there is a significant effect of individual characteristics on employee performance. There are four individual characteristics as an employee in relation to work. Those four characteristics are: biographical, Abilities, Personality and learning. In the biographical characteristics that can be observed and Appear on: age, gender, marital status, number of family members and tenure. Most Likely the relationship between age and performance is an increasingly important issue over the next decade, there is a widespread belief that the performance Declined with increasing age (Robbins, 2001) [**33**].

The Group Power Concept : Bennett & Robinson (2000) [**34**]. suggests that the group strength is a collection of people who interact with each other on a regular basis in a given period, and felt the presence of dependence between them in order to achieve one or more goals together. Barling & Kelloway (2009) [**35**] defines the group strength as some people who get along with one another. Kurt Lewin (2002) [**36]** argued that "the essence of a group is not the similarity or dissimilarity of its members but their interdependence" .Smith (2001) **[37**] described that the group strength is an individual entity, which has the ability to do by using a unified perception. Blau (1995) [38] says that the group strength of the interplay of reciprocal relationships with group interactions that occur between members of a group with a leader who was given a strong influence on the development of the group. Glomb & Liao (2003) [39] stated that the group is the study of causal relationships that exist in the group, about the development of causal relations that occur in the group, about the techniques for interpersonal relationships and attitude change in the strength of the group. The group became the competition from psychologists, sociologists, social psychologists, and experts consider as the experimental group dynamics. It had an impact on the existing approaches in the dynamics of the group power (Klandermans, 2002) [**40**].

The Emotional Exhaustion concept : Since Fredenberger (1974) **[41**] introduced the term burnout. Since then, the term burnout developed into a widespread sense and used to understand psychiatric symptoms in a person. Various reviews of the use of terminology to conclude that chronic syndrome of stress in the job, which is experienced by a person. Emotional exhaustion is a unique individual responses to stress experienced outside the norm in interpersonal relationships because of the strong emotional urge, the emergence of a feeling as if no one is helped, depression, feelings of bondage and despair (Verbeke, 1997) [42]. Emotional exhaustion is always preceded by the symptoms of anxiety every wanted to start working. This bad character change individuals become frustrated, or angry at yourself (Babakus & Moncrif, 1999 [**43**];Emotional exhaustion it self as the base saturation in the work is still a crucial issue in the business of discussing the issue of organization requires the innovation of high-performance needs of each person who works (Leiter & Maslach, 2001) [**44**]. Howard & Gengler (2001) [45] reported emotional exhaustion as one aspect of a radical change based on emotional skills and emotional intelligence. Role conflict and role ambiguity leads directly to a very strong influence on job satisfaction, which is the show with the symptoms of depression such as feelings of helplessness and feeling trapped in a job, which is usually expressed with frequently anxious feeling in the

work, easily discouraged, suffering from the job, experience boredom and boredom at work (Judge & Erez, 2007). [46].

The OCB concept : Organ (1988) [**47**] defines OCB as individual behavior that is spontaneous, not directly. Such behavior is characteristic of individual employees who often begs the question, why some employee exhibits behavior that can be considered as more behaviors (extra-role) than other employees (Koster & Sanders, 2006) [48]. OCB basically determines the readiness of employees to try and cooperate with the organization in order to contribute to productivity, employee satisfaction. William & Anderson (1991) [**49**], there are two categories of OCB division, namely: OCB-O, are behaviors that benefit the organization in general, such as the presence in the workplace exceeds the established norms and informal rules to obey in order maintain order, and OCB-I, is a behavior that directly contribute to the organization, such as providing assistance to colleagues / friends who do not come to work and give more attention to other employees. Podsakoff *et al*. (1997) [**50**] found no strong connection between OCB with the performance of the group, especially the quantity of work. From the description, it appears the importance of OCB in improving the performance and reducing the tendency of group turnover among employees, so important and a need for organizations to improve OCB among employees, Appelbaum (2004) [51] found that OCB has a positive relationship with job satisfaction .

The Job Satisfaction concept : Usually people will feel satisfied with the work that has been carried out, if deemed to have been done in accordance with the purpose of working. Mardiana et al. (2010) [**52**]. If a crave for something, then it will have hope, and be motivated to do action towards the achievement of these expectations. Regarding the definition of job satisfaction has been no uniformity, according to Wexley & Yukll (2002) [**53**] expressed job satisfaction is the way an employee feels about his / her job, it means someone's feelings towards work, while according to Chen *et al.* (2008) [**54]** that job satisfaction is a positive emotional state. Cherrington, (2006) [**55**] states that job satisfaction is a reflection of the job attitude is positive. Coomber et al. (2007) [56] suggests that job satisfaction is an assessment of how much work the workers as a whole satisfy their needs. Fairborother et al. (2008) [**57]** says that the job satisfaction of employees usually stem from (1) the work itself (Intrinsic factory); (2) the working environment of employees concerned (Ekstrinsic factors); and (3) work processes and work (Masri, 2009). [**58**] Job satisfaction is closely linked to the attitude of the employee toward his own work, the work situation, cooperation between leaders and employees. Definition of job satisfaction expressed by the Castle, (2006) [**59**] is a general attitude that is the result of some special attitude towards work factors, adjustment, and individual social relationships outside of work. Coomber (2007) [**60**] suggests job satisfaction is an emotional state that is pleasant or unpleasant for the employees view their work. Job satisfaction is a person's feelings toward his work (Janssen, 2004) [**61**].

Services Sabotage Concept : Sabotage is a deliberate act to destroy, disrupt and damage the equipment or services by an individual or a group of disgruntled employees in work (Ambrose *et al*., 2002) [**62**]. Ackroyd and Thompson (1999) [**63**] states that the sabotage activities is something that should not be done by someone in the workplace. In general, employee sabotage is a deliberate action to damage the corporate image, corporate property, corporate assets, corporate entity itself (Weston, 2002) [64] service sabotage will reflect the employee's behavior that deviates from the purpose of the organization (Rahim, 2008) [**65**]. Service sabotage behavior is referred to as deviant behavior (Patterson & Baron, 2010). [**66**] Southey (2010) [**67**] states that result from aberrant activity of employee dissatisfaction in the work. Deviant behavior can be divided into two broad categories, namely the deviation properties and production deviations (Gruys, 2000) [68]. Deviations property is the actions of employees who steal or damage property and assets of the organization, production Deviations is behavior that violates the norms of production within the organization.
Patterson et al. (2010) [69] also states that deviant behavior by employees is done openly and carried out in secret. Harris et al. (2006) [70] states that the factors that led to service sabotage is a factor of job satisfaction of employees. Sabotage is a consequence of the enterprise services that must be taken into account previously associated with the customer relationships are short-term and long-term (Skeel et al. 2007) [**71**].

III. RESEARCH METHODOLOGY

Approach and Type Research

This study uses a quantitative approach, the approach that is used to examine the population or a particular sample, data collection using research instruments, quantitative data analysis / statistics, with the aim to test the hypothesis that has been set. Quantitative research is deductive approach, which is used to answer the problem formulation concepts or theories that can be formulated hypothesis.

Population and Sample : The population in this study were 107 employees of a restaurant that served at the forefront of 7 (seven) eating house in Bekasi decreased employee turnover and more than 10 (ten) persons, total 107 employees entirely sampled in this study, thus making the technique sample is saturated sampling.

Data Analysis Techniques

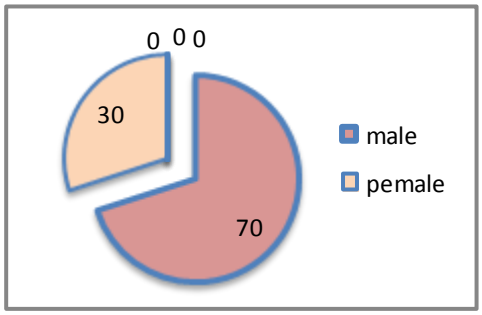
Descriptive statistical methods. : Descriptive analysis is used to determine the respondents' descriptions of the indicators of each variable of the study. Description of each indicator is expressed in the frequency values and the average value. Picture obtained respondents' perceptions of the indicators reflect a variable. Descriptive analysis was also intended to describe the tendency of respondents to the indicator statements related to the study variables.

Methods of inferential statistics. : To test the hypotheses and produce a decent model (fit), this study uses data analysis methods and software GSCA. This study aims to examine and analyze the causal relationship between exogenous and endogenous variables simultaneously examine the validity and reliability of research instrument as a whole. GSCA techniques used have powerful reasons to confirm the theory that there is a relationship between variables in the structural model. Structural model is a model that involves more than one endogenous variables, and each variable in the form of structured (tiered), as seen from the direct influence of X to Y2, influence job satisfaction (Y1) mediates the influence of X to Y2. The variables studied are not measured directly, but indirectly measured through the indicators. It can be used as confirmation of the theory can also be used to establish the relationship of variables that have a weak theoretical basis or that there is no theoretical basis.

IV. RESULTS

4.1. Respondents Demographic Characteristics.

Respondents most widely become servants dominated by men as much as 70 percent while 30 percent of women. Based on the result of restaurant managers that emphasizes speed in service so that the necessary roles of men, while women are more prominent state employees to perform reception guests who visit the restourant.



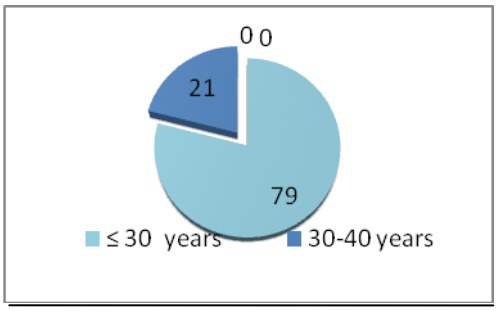


Figure 4.1 Respondents Characteristics by Sex and age

Figure 4.1. showed that the majority of respondents were aged less than 30 years is 79 percent, and 21 percent of respondents who have aged 30 to 40 years. With the dominance of employees aged less than 30 years is the desire to eat in the hopes homeowners can make services more quickly and accurately so that customers feel satisfied. Age over 30 to 40 years as much as 21 percent, although slightly, but they've experienced in the service so that it can support a young employee in terms of providing service to customers. Based on the education level of employees, average employees (respondents) are graduates of Junior High School (SMP) by 50 percent, while senior high school graduates (SMU) by 50 percent. Employees are expected to be high school educated employees who are graduates capable of supporting SMP in terms of adding insight. Characteristics of respondents by level of education presented in Figure 4.3 below:

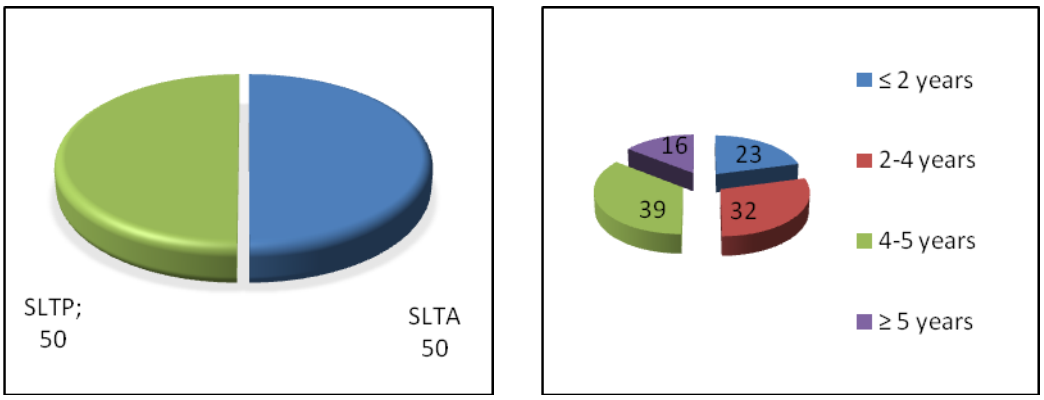


Figure 4.3. Characteristics of Respondents by Level of Education and Future work

Recruitment of employees with secondary school education level required by deliberately restaurant owner with the goal to be specifically assigned employees who are at the forefront. To further the characteristics of the respondents based on the period of employment shows that the period of employment of the longest working as a care home eating is more than 5 years by 16 percent. This indicates that the employees are experienced and comfortable working in a restaurant. Position as coordinator and supervision of younger employees and less than 2 years experience. Employees who have a service life of less than 2 years most have not had enough experience in the field of services. They are generally as a new employee with average income of Rp 800 thousand per month, the employee under the age of 30 years. The revenue is still below the minimum wage in the amount 1,200,000 rupiah per month.

4.2. The direct effect path coefficients test : Hypotheses Test and the directly influence path coefficients between the individual characteristics variables, group strength, emotional exhaustion, OCB, job satisfaction and service sabotage. The directly influence results test can be seen from the path coefficients are significant and critical point α = 0.05, which is presented in the path diagram of Figure 4.4 as follows:

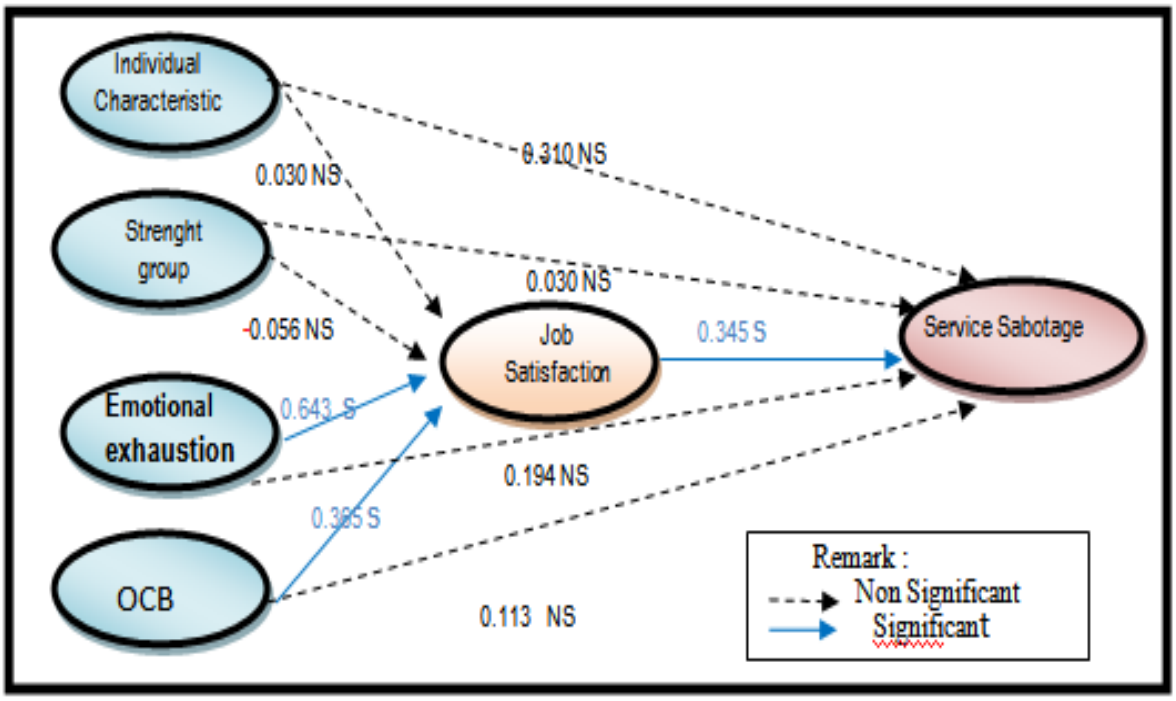


Figure 4.4: The Result Hypothesis Tes Pathway of Diagram

The results direct influence test of the individual characteristic, the strength group, emotional exhaustion, job satisfaction and OCB and services sabotage variables are presented in Table 4.1

Table 4.1
Influence of Individual Characteristics, Strength Group,
Emotional Exhaustion, Job Satisfaction and OCB to Services Sabotage

Variable effect	Estimation	SE	CR	Remark
Individual characteristics→ Service Sabotage	0.310	0.283	1.10	Non signifikan
Strength Group → Service Sabotage	0.030	0.212	0.14	Non significant
Emotional exhaustion → Service Sabotage	0.194	0.253	0.77	Non significant
OCB→ Service Sabotage	0.113	0.195	0.58	Non significant
Individual characteristics→ Job Satisfaction	0.030	0.145	0.2 0	Non significant
Strength Group →Job Satisfaction	-0.056	0.153	0.37	Non significant
Emotional exhaustion → Job Satisfaction	0.643	0.269	4.64*	Significant
OCB-→Job Satisfaction	0.365	0.173	6.26*	Significant
Kepuasan Kerja-→Sabotase Layanan	0.345	0.154	5.79*	Significant

Source: Primary Data processed 2011

Table 4.1 Based on the hypothesis testing the indirect effect through the product of the influence of each variable with regard p value. The results of testing the indirect effect is as follows (Table 4.2).

Table 4.2
Indirect effect between Variables

No	Variable effect	Effect
1	Individuals Characteristics to service sabotage through job satisfaction.	0.030 x 0.345 = 0.10
2	Strength groups to service sabotage through job satisfaction	-0.056 x 0.345 =0.19
3.	Fatigue emotionally to services sabotage through job satisfaction	0.643 x 0.345 =0,221
4.	OCB on job satisfaction through service sabotage	0.365 x 0.345 =0.126

Source: Data processed 2011

Referring to the results presented in Table Computing 5:15 and 5:16 then analyzes each track hypothesis using GSCA software as follows:

[1] **Individual characteristics of the service sabotage (Non Significant)**

The results of testing the effect of individual characteristics on service sabotage can be proved from the estimated value of the path coefficient of 0.310 and the value of the critical point (CR) at 1:10 means insignificant. Path coefficient is positive, meaning that the individual characteristics of the reflected to risk job, always oriented to work and always work closely expected to reduce service sabotage, indicating a correlation unidirectional, meaning that the employee bears the risk of the job, the more work-oriented and the work carefully, then the service does not perform sabotage.

[2] The strength group to sabotage service (Non Significant)

Based on the results of data analysis that estimates the value of the path coefficients, the direct influence of the strength group to services sabotage with a value of 0.030 at the critical point of 0.14 means the result is not significant. Value of the path coefficient is positive means that the strength group is reflected teamwork, mutual help in serving the customer, the work shows the correlation compact unidirectional, that is, the more the employees work as a team, help each other in serving customers, compact in the work, then the less sabotage service. The results show there is no empirical evidence that the strength effect on service sabotage.

[3] Emotional exhaustion to sabotage service (Non Significant).

The results of testing the effect emotional exhaustion on service sabotage can be evidenced by the estimated value of the path coefficient of 0.194 with the critical point value of 0.77, meaning not significant. A positive value indicates that the path coefficients that reflected the emotional exhaustion of stable in emotions, not tired in the face of the work, working hard, and do not stress in work showed a correlation unidirectional, meaning that the more stable emotions, not tired, does not work over time, do not stress in work and always work hard, then the service is not sabotage. High and low emotional exhaustion directly no real effect on service sabotage behavior.

[4] **OCB to sabotage service (Non Significant).**
The results test effect of OCB to service sabotage with the estimated value of the path coefficient of 0.113 with the critical value of 0.58, which means not significant. Positive values in the coefficient of the reflected path OCB positive thinking to the workplace, always concerned about co-workers, always willing to help others and sincere in their work, have unidirectional correlation the positive thinking to work, care for co-workers, willing to help others and sincere in the work, then the is not service sabotage. The level of OCB does not significantly affect the service sabotage behavior.

[5] Individual characteristics on employees job satisfaction (non-significant)
The results test effect of individual characteristics on employees job satisfaction with the estimated value of 0.030 with the critical value of 0.20 means not significant. Positive direction means that the employees individual characteristics who bear the risk of work reflected, orientations toward work and always work closely indicate the direction of the correlation, meaning that more and dare to risk jobs, work-oriented, and always work carefully, the more satisfied in their work, but the level of individual characteristics had no significant effect on job satisfaction.

[6] The strength group on employee job satisfaction (Non Significant)
The results test effect strength group on employee job satisfaction with the value estimated-0056 by the critical value point 0.37 means non significant. Negative values on the path coefficient that reflected the strength of the collaboration group team, help each other in serving customers, compact in work showed a correlation is not unidirectional, meaning that the team does not cooperate, do not help each other in serving the customers and not compact in the work, the more dissatisfied in works. Thus the group strength had no significant effect on employee job satisfaction.

[7] Emotional exhaustion on job satisfaction of employees (Significant)
The results test in this study that emotional exhaustion on employees job satisfaction have a significant effect, with the estimated value of 0.643 with the critical value of 4.64, meaning significantly correlated. A positive value means that the emotional exhaustion that is reflected from the always unstable in emotion, not tired in the face of the work, do not work over time, and always work hard, and do not stress in work showed a correlation unidirectional, meaning that the more stable in emotions , not tired, no stress in the face of the work, and always work hard, then increasing work satisfaction.

[8] OCB on employee job satisfaction (Significant)
The results test in this study indicate that the effect of OCB on job satisfaction with the estimated value of 0.365. Supported by the critical value of 6:26. A positive value means that the OCB is reflected by positive thinking to the workplace, always concerned about the co-worker, always willing to help others and sincere in working correlation is unidirectional, meaning that the positive thinking to work, always concerned about a co-worker, always willing to help people another and sincere in the work, the more increase employee job satisfaction.

[9] Job satisfaction on service sabotage (Significant).
The results test in this study indicate that employee satisfaction is a significant effect on service sabotage the estimate 0.345. Supported by the critical value of 5.79, a positive value indicates that the path coefficient job satisfaction reflected from the likes work, please work, do not want out of work and feel comfortable with the direction his work shows a correlation, meaning that increasing job satisfaction, the more no service sabotage

[10] Job satisfaction mediates the effect :
Individual characteristics of the service sabotage
The analysis results show that there is not a direct effect coefficient between individual characteristics with service sabotage, with job satisfaction as a mediating variable, obtained through the product of the direct influence of individual characteristics - job satisfaction - service sabotage (coefficient 0.030 x 0.345), so the coefficient indirect effect of 0.10. This indicates there is no empirical evidence to accept the hypothesis that job satisfaction mediates the effect of individual characteristics on service sabotage.

[11] The group strength to service Sabotage
The analysis results show that there is not a direct effect coefficient between the group power to service sabotage with job satisfaction as a mediating variable, the results obtained times the direct influence of the group strength - job satisfaction - service sabotage (-0.056 x 0.345), so the coefficient indirect effect of

0.19. This indicates there is no empirical evidence to accept the hypothesis that job satisfaction mediates the effect of the strength group to service sabotage.

[12] Emotional exhaustion to Service Sabotage

The analysis results show that there is not a direct effect coefficient between emotional exhaustion with sabotage services, and job satisfaction as a mediating variable, obtained through the product of the direct influence of emotional exhaustion job satisfaction - service sabotage (0.643 x 0.345), so the coefficient indirect effect of 0.221. This indicates that there is empirical evidence to accept the hypothesis that job satisfaction mediates the effect of emotional exhaustion on service sabotage. Thus job satisfaction in this study is referred to as perfect as mediating emotional exhaustion variables no significant effect on service sabotage.

[13] OCB to Service Sabotage

The analysiresults show that there is not a direct effect coefficient between OCB with service sabotage through job satisfaction as a mediating variable, obtained through the product of direct influence between OCB-job satisfaction-sabotage service (0.365 x 0.345), so the coefficient indirect effect of 0.126. This indicates that there is empirical evidence to accept the hypothesis that job satisfaction mediates the effect of OCB on service sabotage. Job satisfaction in this case be the perfect mediation of the effect of OCB on service sabotage.

V. CONCLUSION

The results showed that the act of sabotage committed by employees not proven with individual characteristics and group strength. Services Sabotage do occur due to employee dissatisfaction, especially in restaurants. Variables unrelated to sabotage the service is variable individual characteristics and strength group. Service Sabotage is nothing to do with employee job satisfaction and also something to do with the level of OCB in particular work. Employees are sincere in working it will increase job satisfaction and employee satisfaction increased if it will decrease the desire to conduct sabotage against customers such as slow service. Likewise thing with emotional exhaustion. The more stable employees in control of his emotions then having job satisfaction, the employee has job satisfaction there will be a decrease in service sabotage. The results of this study proved the main cause of sabotage is job satisfaction, while job satisfaction is caused by emotional exhaustion and OCB.

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