



## **Service Sabotage: A Study of Antecedents Among Home Spa Therapist In Indonesia**

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### **Abstract**

This research aims to examine the impacts of customer mistreatment and psychological contract breach by using emotional intelligence as the moderating variable. This research was conducted in Home SPA start-up, Ayra Home SPA. This SPA provides massage services and SPA on-demand to where the customers live. Ayra Home SPA has been running since 2018 to help reduce fatigues because of work as well as tiredness because of taking care of children at home, to help giving treatment before the wedding, and to provide other decorative treatments. The researcher used a survey method with 60 therapists of Ayra Home SPA Surabaya as the respondents. This research was explanatory quantitative research by using online questionnaires of Google Form as the data collection technique. Partial Least Square (PLS) with using software PLS version 3.2.9 was applied to analyze the data of the research. The result of this research showed that customer mistreatment and psychological contract breach significantly impacted service sabotage, emotional intelligence moderated and significantly impacted customer mistreatment toward service sabotage, and emotional intelligence did not moderate psychological contract breach toward service sabotage.

**Keywords:** Customer Mistreatment, Psychological Contract Breach, Service Sabotage, and Emotional Intelligence.

### **INTRODUCTION**

The service sector today has experienced a dramatic and significant increase compared to the previous decade. This phenomenon is caused by many factors, such as the current consumption pattern of society, which has shifted along with the times, the economy, and education. From previously dominated by goods-based consumption, the consumption pattern has become entertainment and leisure (experience-based consumption) (Nazareth, 2007). Data from the Central Statistics Agency (BPS) shows that household expenditures related to experience-based consumption have increased rapidly since 2015. Those who are the most significant contributors are the middle class, who spend the US \$ 2-10 per day. In Indonesia, consumers with such an extensive expenditure range now account for more than 60% of the total population.

The immense market potential in the leisure sector is an extraordinary opportunity for business actors to adequately utilise and manage their business elements, especially in Human Resources and their skills. Considering that this business is customer-oriented, posts that deal directly with customers need to be paid more attention to reduce the potential for unwanted things to occur. In practice, several types of leisure can be chosen by the community, including SPA, Gym, Traveling, Dine-Out, Go / Drink Coffee, etc. Among the several leisure options above, one that has caught our attention is the SPA industry. The SPA industry in the last few years has had relatively large growth. This phenomenon can be seen according to the Ministry of Women's

Empowerment Data in the Indonesian Women's Profile (2018) which states that 50.89% women participate in work and 44.49% of them work more than 40 hours per week. In addition, according to the results of an internal survey of 233 customers on 27 July - 26 November 2020, 46.4% of them experienced fatigue due to work, thus requiring SPA services. Furthermore, the development of the SPA industry which is included in the 13 fields regulated by Regulation of the Minister of Tourism and Creative Economy No. 24 of 2004, as well as the increasingly rapid development of the internet, also supports the SPA industry. It is known that 79.92% of women accessing social media every time they open the internet (Bisnis.com, 2018). This thing can potentially develop the Home SPA industry, especially in big cities.

Related to the background that has been mentioned above, this phenomenon also occurs in the objects of this research, which is Ayra Home SPA business. Based on the variables described above, this research regarding service sabotage becomes interesting to examine, especially in Ayra Home SPA business, which is one of the start-ups engaged in the on-demand massage and SPA services. Besides, many of the previous research has not discussed the start-up business. This study is quite interesting because according to research from the University of Tennessee in 2013, it said that 25% of businesses fail after one year, then 35% after the second year. This failure was even more significant in the third year, which was 44%. It means that if there are ten businesses, only 2-3 businesses will survive after the third year.

The researcher chose this start-up as the object of research because the age of the business had reached three years. Additionally, the researcher found the phenomenon that there were therapists who performed actions, such as treatment time, giving massage with inappropriate pressure, informing that the start-up was closed so that the customers can directly contact the therapist, and providing a special price for additional orders so that the customers did not have to contact the admin.

These things can be categorized as an attempt by sabotage service. Besides, the researcher has also encountered a previous phenomenon for therapists who did not have a good level of emotional intelligence, so when dealing with customer mistreatment or psychological contract breaches, they would do the same thing to compensate for what they receive, such as mocking, working half-heartedly, complaining more about work, badmouthing the customers or companies on their social media or saying rude things to the customers or their supervisor.

Not only that, but the therapists who had a low level of emotional intelligence did not care whether the massage pressure given was entirely right or whether the customer felt hurt or not. This study aims to analyse and test the relationship between Customer Mistreatment on Service Sabotage behaviour and Psychological Contract Breach on Service Sabotage behaviour. In addition, this research also examines and test Emotional Intelligence moderation on the relationship between Customer Mistreatment and Service Sabotage behaviour, as well as to analyse and test Emotional Intelligence moderation on the relationship between Psychological Contract Breach and Service Sabotage behaviour at Ayra Home SPA Surabaya Therapists.

## LITERATURE REVIEW

### Service Sabotage

Service sabotage is the behaviour of speeding up or slowing down the services, ignoring company rules that make it easier for employees, taking revenge, and taking inappropriate actions against customers (Tao et al., 2019). In the context of this research, the referred employees are therapists.

While sabotaging the services, they have very varied motives, started from those regarding finance to customer pushing, stress, groups or teams, and employees or companies (Harris & Ogbonna, 2012). However, customer mistreatment was the most significant contributor to employees' service sabotage behaviour (Harris & Ogbonna, 2012).

### Customer Mistreatment

Customer mistreatment is defined as the therapist's perception that customers have the potential to do things that make the therapist uncomfortable (Shao and Skarlicki, 2014). Employees' perceptions of the low quality of interpersonal treatment that employees receive from their customers can become an everyday occurrence for service employees in various parts of the world (Glomb, 2002; Grandey, Dickter, & Sin, 2004; Grandey, Kern, & Frone, 2007; Hakim, Woolf, & Hurst, 2009; Rafaeli & Sutton, 1990). The customer mistreatment itself can be

expressed through verbal insults or physical violence by the customer towards the therapist (Skarlicki, van Jaarsveld, & Walker, 2008; Wang et al., 2013).

**Psychological Contract Breach**

According to Raja, John, Ntalians (2004), psychological contract breach is the therapist's perception of whether the company has violated or has not fully understood the contracts. Psychological Contract reflects a person's belief in a reciprocal relationship between their obligations and their organization. Morrison & Robinson, 1997; Rousseau, 1989; Stoner & Gallagher, 2010).

Psychological contracts have been massively used to represent the reciprocal relationship between employees and the supervisors, specifically regarding the obligations that employees must do and their relationship with their superiors. Psychological contracts have two dimensions, which are transactional and relational (Rousseau, 1995). The transactional psychological contract dimension is related to short-term persuasions, such as benefits and wages. In contrast, the relational dimension is defined by less specific obligations, including training, development, and supervisor support (Robinson and Rousseau, 1994).

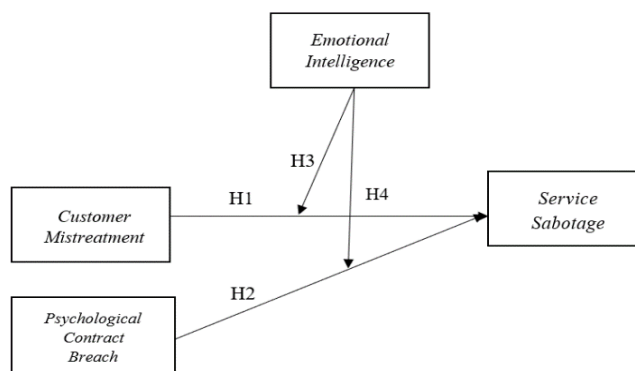
**Emotional Intelligence**

Emotional intelligence comes from Affective Information Processing (AIP) theory (Gohm & Clore, 2000, 2002). The AIP theory shows that individuals have different abilities and approaches to processing emotions. Furthermore, the AIP theory proposes that individual differences in emotional reactions, as well as emotional monitoring, may result in functional or dysfunctional consequences. This theory explains how far the employees perceived customer mistreatment affects service sabotage behaviour, which may depend on individual differences in their emotional intelligence level.

According to Tao, Jang, and Kwon (2019), emotional intelligence is the therapists' ability to monitor their own emotions, customer emotions, and co-workers' emotions, differentiate them, and use it to manage their thoughts and actions. Emotional Intelligence is a construction ability that can be changed or trained to see or express one's emotions adequately. Emotional intelligence ability model (Mayer and Salovey, 1997) consists of four dimensions, which are: Self-Emotional Appraisal (SEA), Others Emotional Appraisal (OEA), Regulation of Emotion (ROE) and Use of Emotion (UOE).

**RESEARCH METHOD**

Based on the problems of the variables in this research, the following is an analysis model of the study entitled The Effect of Customer Mistreatment and Psychological Contract Breach with Emotional Intelligence Moderation on Ayra Home SPA Surabaya Therapists. Figure 1. Analysis Model of the Effect of Customer Mistreatment and Psychological Contract Breach on Service Sabotage with Emotional Intelligence Moderation in Ayra Home SPA Surabaya Therapists as follows.



**Figure 1.** Conceptual Framework Analysis Model

## RESULTS AND DISCUSSION

**Table 1.** Direct Effect

Direct Effect	Original Sample	T-statistic	p-value	Notes
Customer Mistreatment -> Service Sabotage	0,182	1,803	0,036	Significant
Psychological Contract Breach -> Service Sabotage	0,216	1,973	0,025	Significant

Sources: Processed Data (2020)

### **H1: Customer Mistreatment has positive and significant effects on Service Sabotage Hypothesis I**

The estimation results on the effect between customer mistreatment and service sabotage obtained an original sample value of 0.182, which had a positive direction. Meanwhile, the T-statistics value on this track obtained a value of 1.803 and a p-value of 0.036. Based on these results, it was known that the T-statistics value was  $1.803 > 1.64$ , and the p-value was  $0.036 < 0.05$ . It could be concluded that there was a positive and significant effect between customer mistreatment variables on service sabotage on the Ayra Home SPA therapist. Therefore, the first research hypothesis (H1) could be proven statistically.

The hypothesis testing results stated that Customer Mistreatment had a positive and significant effect on Service Sabotage behaviour was accepted. It could be explained that customers who ordered Home SPA services were middle to upper-class customers who already had good product knowledge about SPA services or made Home SPA as their needs. Moreover, since the pandemic, before ordering services, customers were also required to fill out a health check form and customer expectation form. As a result, incoming orders were more filtered for customers who were serious about making an order and had an excellent educational background, so they would tend to treat the therapist kindly and politely. The results of the respondents' answers in the answer Distribution and the Mean of Customer Mistreatment Variables illustrated that the customer provided destructive criticism directly to the therapist or through the WhatsApp admin in the low category. Thus, as the implication, the therapist would tend to respond with good and polite behaviour towards their customers and reduce the potential to do service sabotage with a mean of 2.00 or low category.

These results were in line with research conducted by Shao and Sharlicki (2014) in the Personnel Psychology Journal entitled Service Employees' Reactions to Mistreatment by Customers: A Comparison between North America and East Asia. This research explained that there was a positive relationship between the effects of customer mistreatment on service sabotage. It also described the reaction of employees in the service sector in their response to customer mistreatment, especially concerning hotel employees' response in East Asia. Those employees tend to show indirect and passive reactions and pull the organizational citizenship behaviour aimed at customers in general towards customers who were conducting mistreatment. In this study, it was characterized by a statement that respondents tend not to say inappropriate things to customers with a mean of 1.77 or categorized in a very low category.

Based on the discussion above, we can conclude that Ayra Home SPA therapists, based on statistical tests, tended to have similar behaviour with hotel employees in East Asia in previous research conducted by Shao and Sharlicki (2014). Therefore, when they got customer mistreatment or low interpersonal treatment received by therapists from their customers (Wang, Liao, Zhan, and Shi, 2011, p. 312), it did not necessarily mean that Ayra Home SPA therapist lost self-esteem and honour. In addition, Ayra Home SPA therapists also tended not to invest time and energy to sabotage the customers who mistreated them as a way to replace and regain their self-esteem and honour. This is because customers who used Ayra Home SPA services were segmented and filtered since first through: social class, level of need for service use, and forms that must be filled in before treatment. As a result, there were only serious customers who had a good understanding, a higher level of education, and treated Ayra Home SPA therapists well. Thus, it could reduce the potential for performing service sabotage.

**H2: Psychological Contract Breach has positive and significant effects on Service Sabotage**

**Hypothesis II**

The estimation results on the effect of the psychological contract breach on the sabotage service obtained an original sample value of 0.216, which had a positive direction. Meanwhile, the T-statistics value on this path obtained a value of 1.973 and a p-value of 0.025. Based on these results, it was known that the T-statistics value was  $1.973 > 1.64$ , and the p-value was  $0.025 < 0.05$ . It could be concluded that there was a positive and significant effect between the psychological contract breach variable on the sabotage service of the Ayra Home SPA therapist. Therefore, the second research hypothesis (H2) could also be proven statistically.

The hypothesis test results stated that the Psychological Contract Breach had a positive and significant effect on Service Sabotage was accepted. It could be explained that the psychological contract breach variable itself was divided into two dimensions, which were the transactional dimension and the relational dimension. The lowest result was shown by the PCB 17 item (6,644) in the Relational Contract dimension, which indicated that Ayra Home SPA therapists felt that the company's career stages were clear. This may be because the therapist did not fully understand and adapt to the Home SPA business model itself. According to the respondents' profile, 30% of them had work experience as a therapist before joining Ayra Home SPA, and the majority of them worked in outlets. Additionally, it may also be due to cultural differences where they had worked before, which was t outlets. They were accustomed to transactional things and more direct supervision. On the other hand, the Home SPA business concept involved more relational things, such as socio-emotional factors, including trust, security, and loyalty.

According to Rousseau (2000: 4), relational contracts are characterized by long-term relationships. Furthermore, relational contracts are timeless, relating to a continuous relationship between the employee and the organization, involving the exchange of money and non-monetary rewards, such as mutual loyalty, support, career rewards, and supports like training and long-term development opportunities in the organization. When associated with the object of research in the Ayra Home SPA therapist, the ways to establish a relationship with a relational contract were such as periodically informing the company goals new reward programs, regularly discussing/commenting on social media of the therapists, especially related to emotional things (such as the child's birth greeting/ the therapist's own birthday/ condolences/ the therapist's family marriage/ remarks on the achievements of the therapist or their child). Besides, the company also asked about the therapists' condition if we know that the therapist was experiencing something lacking well, handled the therapist as if we want to treat our customers, held regular gathering and training refreshments, held annual games/ events, ate together, and take a walk together.

These results were different from research conducted by Park and Kim (2019) in the International Journal of Hospitality Management entitled How and When Does Abusive Supervision Affect Hospitality Employees' Service Sabotage. Their journal described how employees engaged in hospitality services tended to behave and responded the same if there was a psychological contract breach. To make themselves feel that their rights had been fulfilled, they would commit misconduct, such as service sabotage. While in this study, Ayra Home SPA therapists, who were mostly women, 80% of them were the breadwinner in the family / had been divorced, had dependents of at least 2-3 children, and entered into productive age. Therefore, they were not too affected by whether the company would do psychological contract breach, either slow fulfilment of promises or other things. This is because they had a strong self-motivation to work; moreover, it was also highly difficult to find a job nowadays.

**Table 2. Moderation Effect**

Direct Effect	Original Sample	T-statistic	p-value	Notes
Customer Intelligence -> Service Sabotage	-0,172	1,755	0,040	Significant
Mistreatment*Emotional Psychological Contract Breach*Emotional Intelligence -> Service Sabotage	-0,174	1,351	0,089	Not Significant

Sources: Processed Data (2020)



### **H3: Emotional Intelligence weakens the effect of Customer Mistreatment on Service Sabotage**

#### **Hypothesis III**

The estimation results on the interaction effect between customer mistreatment and emotional intelligence on service sabotage obtained an original sample value of -0.172, which meant that it had a negative direction. Meanwhile, the T-statistics value on this path obtained a value of 1.755 and a p-value of 0.040. Based on these results, it was known that the T-statistics value was  $1.755 > 1.64$ , and the p-value was  $0.040 < 0.05$ . It can be concluded that there was a positive and significant effect between the CM\*EI interaction variable on service sabotage. Therefore, the third research hypothesis (H3) could be proven statistically.

The coefficient value of the CM\*EI interaction variable was -0.172, which weakens the relationship between customer mistreatment and service sabotage. It meant that emotional intelligence was able to weaken service sabotage caused by customer mistreatment. The nature of CM\*EI moderation was quasi moderator because the direct effect between customer mistreatment and service sabotage had been stated significantly. In this case, Quasi moderator meant that emotional intelligence could be used so that service sabotage would be lower compared without using emotional intelligence. Besides, emotional intelligence could also not be used because without emotional intelligence, the sabotage service was already low.

The hypothesis test results, which stated that Emotional Intelligence weakened the effect of Customer Mistreatment on Service Sabotage, was accepted. It could be explained that emotional intelligence could actually be a barrier for Ayra Home SPA therapists to handle customer mistreatment problems against the potential to conduct service sabotage. The higher the level of emotional intelligence of the therapist, the more it will strengthen them not to against the customer mistreatment behaviour and reduce the potential for service sabotage behaviour.

The therapist's emotional intelligence focused more on their dimension of Self-Emotion Appraisal, supported by a statement on the SEA1 indicator (13,62), which stated that the therapists had a good understanding of why they had certain feelings. It indicated that this moderating variable could support it. Therefore, the company (especially in this context Ayra Home SPA) must be able to manage the emotions of its employees, especially the profile of these therapists which the majority of whom had secondary or lower education. According to Vandervoort (2006), the higher a person's level of education, the more potential to increase the ability to manage and recognize their emotions.

Furthermore, hypothesis testing results on hypothesis 3 were different from the research conducted by Wong and Law (2002) in The Leadership Quarterly journal entitled The Effects of Leader and Follower Emotional Intelligence on Performance and Attitude: An Exploratory Study. This journal explained that the emotional intelligence of followers affected performance and job satisfaction, while the emotional intelligence of the leader affects their satisfaction and extra roles. Besides, in Wong and Law's (2002) research, moderation of emotional intelligence is weakening, while research on Ayra Home SPA was strengthening. It was indicated by the respondents' statements in Table 4.9, which was slowing down the service for self-benefit, and it was included in the very low category with a mean of 1.40.

Home SPA therapists would definitely deal one-on-one with their customers every day. The customers handled certainly had various characters, traits, personalities, communication, or responses to others, reactions when meeting a Home SPA therapist, and so did the therapists. Every day, both the therapist and the customer would face different situations, problems, and moods. Therefore, the role of emotional intelligence was important and could be obtained from the work experience of Ayra Home SPA therapists (who was also the respondents), where the majority of them already had two years of work experience in similar industries. As a result, they had already been mentally, emotionally, and directly dealt with the customer. Therefore, they had high self-emotional appraisal abilities, and it was useful for the continuity of the therapist's work. Additionally, they could not respond negatively to customer mistreatment behaviour, which impacted reducing the potential to conduct service sabotage.

### **H4: Emotional Intelligence weakens The Effect of Psychological Contract Breach on Service Sabotage**

#### **Hypothesis IV**

The estimation results on the interaction effect between psychological contract breach and emotional intelligence on service sabotage obtained an original sample value of -0.174, which

had a negative direction. Meanwhile, the T-statistics value on this path obtained a value of 1.351 and a p-value of 0.089. Based on these results, it was known that the T-statistics value was  $1.351 < 1.64$ , and the p-value was  $0.089 > 0.05$ . It could be concluded that there was a positive and insignificant effect between the PCB\*EI interaction variable on service sabotage.

Therefore, the fourth research hypothesis (H4) could not be proven statistically. The coefficient value of the PCB\*EI interaction variable was -0.174, which weakens the psychological contract breach relationship to service sabotage. The moderating nature of PCB\*EI was a predictor variable only because the resulting interaction effect did not show significant results. The results of the Hypothesis test, which declared that Emotional Intelligence weakened the influence of Psychological Contract Breach on Service Sabotage got insignificant results so that the hypothesis stated rejected. It meant that emotional intelligence did not moderate the effect of Psychological Contract Breach on Service Sabotage. The relationship between Psychological Contract Breach and Service Sabotage is a direct one.

Based on the questionnaire results, 30% of respondents had experienced work experience as a therapist before joining Ayra Home SPA, either in a SPA/ reflexology outlet or a Go-Massage (which is related to the Home SPA concept). 80% of them were also the family's breadwinner, were divorced, had dependents of at least 2-3 children, and entered into productive age. The implication was, they were not significantly affected by whether the company would conduct a psychological contract breach such as slow fulfilment of promises. Besides, they also had strong self-motivation and a better understanding of religiosity. This characteristic was marked by regularly participated in recital, often shared information related to religion on WhatsApp groups, did not want to receive tips that exceed 50% of the value of the transaction, and immediately transferred if the customer made a payment in cash or if there was excess money the therapists received from the company. In addition, nowadays, finding a job is also relatively difficult because of the Covid-19 pandemic, which we could not predict when it would end.

As a result, therapists who had a high level of emotional intelligence were more able to understand based on another perspective if something did not work as it should be. In addition, when we looked at the results of the Q2 coefficient in Table 17, the Q2 coefficient on the psychological contract breach variable got the value of 0.490. It meant that there were other factors outside of this research that could moderate the effect of psychological contract breach on service sabotage.

## CONCLUSION

Based on problem statements, hypothesis formulation, hypothesis testing, and discussion of research results entitled *The Effect of Customer Mistreatment and Psychological Contract Breach on Service Sabotage with Emotional Intelligence as a Moderation Variable in the Ayra Home SPA Surabaya Therapists*; it can be concluded as follows:

1. Service Sabotage's occurrence could be reduced by concerning the Customer Mistreatment factor because it was proven that Customer Mistreatment had a positive and significant effect on Service Sabotage in Ayra Home SPA Surabaya therapists.
2. Service Sabotage's occurrence could be reduced by concerning the factor of Psychological Contract Breach because it was proven that Psychological Contract Breach had a positive and significant effect on Services Sabotage in Ayra Home SPA Surabaya therapists
3. Emotional Intelligence was proven to reduce the desire to do Service Sabotage because of Customer Mistreatment in Ayra Home SPA Surabaya therapists.
4. Emotional Intelligence was not proven to moderate the relationship between Psychological Contract Breach and Service Sabotage in Ayra Home SPA Surabaya therapists.

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