

Effects of Tangibility, Reliability, Responsiveness, Assurance, Empathy, Corporate Image, and Core Benefits on Customer Satisfaction

Fitri Balango¹, Hanani M. Gunawan²

^{1,2} Faculty of Economics and Business, Universitas Pelita Harapan, Surabaya, Indonesia

Article Info

Article history:

Received June 29, 2026

Revised July 17, 2026

Accepted July 30, 2026

Keywords:

Tangibility,
Reliability,
Responsiveness,
Assurance,
Empathy

ABSTRACT

This study aims to analyze the effect of Tangibility, Reliability, Responsiveness, Assurance, Empathy, Corporate Image, and Core Hotel Benefit on Customer Satisfaction among guests of Aston Manado Hotel. The research employs a quantitative approach, with data collected through questionnaires distributed to 100 respondents who are hotel guests. The data obtained were analyzed using the SmartPLS method. The independent variables in this study include Tangibility, Reliability, Responsiveness, Assurance, Empathy, Corporate Image, and Core Hotel Benefit, while Customer Satisfaction serves as the dependent variable. The results of this study indicate that, overall, the independent variables have a significant effect on improving customer satisfaction. This study implies that enhancing service quality covering Tangibility, Reliability, Responsiveness, Assurance, Empathy, Corporate Image, and Core Hotel Benefit is crucial in creating customer satisfaction. Furthermore, the findings suggest that consistent service quality aligned with guest needs can enhance the overall stay experience and strengthen guest loyalty at Aston Manado Hotel.

This is an open access article under the [CC BY](#) license



Corresponding Author:

Fitri Balango
Faculty of Economics and Business, Universitas Pelita Harapan
Surabaya, Indonesia
Email: Fhy.balango123@gmail.com

1. INTRODUCTION

The tourism and hospitality industry has become one of the major contributors to regional economic growth by generating employment opportunities, stimulating local businesses, and creating multiplier effects across various sectors such as transportation, food and beverage services, retail, and accommodation [1]. As tourism continues to expand, the hotel industry plays a strategic role in supporting destination competitiveness through the provision of high-quality accommodation and service experiences. In Indonesia, particularly in North Sulawesi, the rapid growth of domestic and international tourist arrivals has intensified the demand for hotel services [2]. Manado, as the province's primary tourism and business gateway, has experienced substantial growth in hotel infrastructure, accompanied by increasing competition among four- and five-star hotels [3]. Under these circumstances, customer satisfaction has become a critical indicator of sustainable competitiveness because satisfied

guests are more likely to revisit hotels, recommend them to others, and contribute to long-term business performance.

Customer satisfaction has long been recognized as a consequence of superior service quality. The SERVQUAL model proposed by Parasuraman identifies five dimensions of service quality, such as tangibility, reliability, responsiveness, assurance, and empathy, that significantly influence customers' evaluations of service experiences [4]. Numerous empirical studies conducted over the past decade have confirmed that these dimensions positively affect customer satisfaction in hospitality settings [5], [6]. Although the relative importance of each dimension varies across countries, hotel classifications, and customer segments. Recent hospitality research also suggests that service quality alone is insufficient to explain customer satisfaction comprehensively. It because customers increasingly evaluate hotels based on broader organizational attributes beyond service encounters [7], [8].

Consequently, researchers have extended traditional service quality models by incorporating additional determinants such as corporate image and perceived benefits [9]. Corporate image represents customers' overall perceptions of a hotel's reputation, credibility, and professionalism, which influence expectations before service consumption and evaluations afterward. Likewise, core benefits reflect the fundamental value customers expect from hotel services, including comfortable accommodation, strategic location, functional facilities, and convenience. Previous studies have demonstrated that both corporate image and perceived core benefits positively influence customer satisfaction either directly or indirectly through perceived value and customer trust.

Although numerous studies have examined service quality and customer satisfaction, several limitations remain evident in the existing literature. First, many studies investigate only the five SERVQUAL dimensions without simultaneously incorporating corporate image and core benefits into a unified analytical framework [10]. Second, previous research frequently focuses on well-established tourism destinations or international hotel chains in developed economies, leaving limited empirical evidence from rapidly developing regional tourism markets in Indonesia. [11] Third, the growing competitiveness of Indonesia's hospitality sector requires a more comprehensive understanding of how functional service quality and strategic organizational attributes jointly shape customer satisfaction [12]. These limitations indicate that existing theoretical models may not fully capture the multidimensional nature of customer evaluations in contemporary hotel services.

The present study addresses these gaps by integrating tangibility, reliability, responsiveness, assurance, empathy, corporate image, and core benefits into a single research model to explain customer satisfaction in a four-star hotel operating in an emerging tourism destination. Aston Manado Hotel provides an appropriate empirical context because it represents one of the leading hotels in North Sulawesi, serving both leisure and business travelers while continuously enhancing its service standards through professional management, customer-oriented innovations, and quality certification. By simultaneously examining operational service quality dimensions together with strategic organizational perceptions, this study extends previous hospitality literature and provides a more holistic explanation of customer satisfaction within the Indonesian hotel industry.

Based on the identified research gap, this study examines the effects of tangibility, reliability, responsiveness, assurance, empathy, corporate image, and core benefits on customer satisfaction at Aston Manado Hotel. The findings are expected to enrich the hospitality management literature by offering empirical evidence from an emerging tourism destination and by providing practical insights for hotel managers in designing integrated service strategies that strengthen customer satisfaction and sustainable competitive advantage.

2. METHOD

This study employed a quantitative research approach to examine the effects of tangibility, reliability, responsiveness, assurance, empathy, corporate image, and core hotel benefits on customer

satisfaction at Aston Manado Hotel. Primary data were collected through a structured questionnaire distributed to hotel guests who had stayed at Aston Manado Hotel within the previous three to five months. A purposive sampling technique was applied, with respondents selected based on the following criteria: male or female, aged between 18 and 60 years, and having previous experience staying at the hotel. A total of 100 valid responses were collected over one month, exceeding the minimum sample size recommended by the 10-times rule for Partial Least Squares Structural Equation Modeling (PLS-SEM), which requires at least 70 observations for the proposed research model [13]. All measurement items were assessed using a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). The constructs of tangibility, reliability, responsiveness, assurance, empathy, corporate image, core hotel benefits, and customer satisfaction were measured using multiple indicators adapted from established literature. Data were analyzed using PLS-SEM with SmartPLS software because of its suitability for prediction-oriented research involving multiple latent constructs and relatively small sample sizes. The analysis consisted of two stages: evaluation of the measurement model to assess indicator reliability, internal consistency reliability, convergent validity, and discriminant validity using factor loadings, Composite Reliability, Cronbach's Alpha, Average Variance Extracted (AVE), and the Fornell–Larcker criterion; and evaluation of the structural model by examining collinearity (Variance Inflation Factor), coefficient of determination (R^2), effect size (f^2), predictive relevance (Q^2), and hypothesis testing through the bootstrapping procedure. Hypotheses were considered statistically supported when the path coefficients were significant at $t > 1.96$ and $p < 0.05$.

3. RESULT AND DISCUSSION

3.1 Overview

Aston Hotels & Resorts is an American hotel company based in Hawaii that focuses on managing condotels, or apartment-style hotels, and vacation rental properties. Founded in 1986 by Andre Tatibouet, the company is the successor to Hotel Corporation of the Pacific, founded by his parents, Joseph Tatibouet and Anallie Knaack, in 1948. In 1997, Charles Brookfield, president of Aston Hawaii, recognized Indonesia's potential as a thriving hospitality market. He then moved to Indonesia and established his first property in the country, the Aston Sudirman Jakarta, now the Aryaduta Suites Semanggi. Due to a trademark ownership dispute, Tatibouet sold the Aston brand in the United States to Resort Quest in 1998. The Aston name was later reused by Resort Quest in 2009, but the Aston Indonesia and United States companies are currently unrelated. Aston Manado Hotel is a 4-star hotel strategically located in downtown Manado, near Megamas Beach and Soekarno Bridge. Managed by Archipelago International, the hotel offers 106 rooms, a restaurant, a fitness center, and massage services.

3.2 Respondent Profile

A total of 100 valid responses were collected from guests who had stayed at Aston Manado Hotel within the previous three to five months. Most respondents were female (69%), while male respondents accounted for 31%. In terms of age, the majority were between 18 and 30 years old (78%), followed by respondents aged 31–50 years (22%). This profile indicates that the study primarily reflects the perceptions of young adult hotel guests.

3.3 Descriptive Statistics

The descriptive analysis indicates that the mean scores of all variables were generally within the neutral category, suggesting that respondents perceived the hotel's service quality and overall experience as moderate. The relatively low standard deviation values indicate consistent responses among participants.

3.4.1 Tangibility

The tangibility construct received neutral evaluations across all indicators. The highest mean score was observed for the hotel's spacious environment, while employee appearance received the lowest mean score. Overall, respondents perceived the hotel's physical facilities and visual appearance as adequate but with room for improvement.

3.4.1 Reliability

The reliability dimension was also evaluated as neutral. Providing accurate information received the highest mean score, whereas the prompt handling of customer complaints obtained the lowest mean score. These findings suggest that service consistency is acceptable, although complaint resolution could be further improved.

3.4.1 Responsiveness

Respondents generally expressed neutral perceptions of responsiveness. The availability of various hotel services received the highest mean score, while employees' willingness to serve guests obtained the lowest. This indicates that although service availability is perceived positively, response speed and proactive assistance remain areas for improvement.

3.4.1 Assurance

The assurance dimension was rated neutrally by respondents. Employees' ability to answer guests' questions received the highest mean score, whereas their ability to provide appropriate solutions to customer problems received the lowest. This suggests that employee competence is recognized, but problem-solving capabilities should be strengthened.

3.4.1 Empathy

Empathy also received neutral responses. Caring for guests' comfort and understanding guests' specific needs achieved the highest mean scores, while providing individual attention received the lowest. These findings indicate that employees demonstrate concern for guests, although more personalized service could further enhance customer perceptions.

3.4.1 Corporate Image

The corporate image variable was perceived neutrally by respondents. Promotional activities received the highest mean score, whereas the hotel's reputation received the lowest mean score. Overall, respondents viewed Aston Manado Hotel as having a reasonably positive image, although its reputation could be strengthened further.

3.4.1 Core Hotel Benefits

Respondents provided neutral evaluations of the hotel's core benefits. Affordable room rates received the highest mean score, while a comfortable hotel atmosphere obtained the lowest. This suggests that guests generally recognize the hotel's core value, although improvements in the overall guest experience may increase perceived benefits.

3.4.1 Customer Satisfaction

Customer satisfaction was generally rated as neutral. Willingness to recommend the hotel to others received the highest mean score, while the perception that staying at the hotel was the right decision received the lowest. These findings indicate that guests were reasonably satisfied, although there remains potential to further enhance their overall satisfaction.

3.4.1 Overall Descriptive Findings

Overall, the descriptive results indicate that respondents tended to provide neutral evaluations across all constructs. This suggests that Aston Manado Hotel has generally met customers' expectations but has not consistently exceeded them. The findings are consistent with Richard L. Oliver's Expectation Confirmation Theory, which explains that customers tend to report moderate satisfaction when perceived performance merely matches, rather than exceeds, their expectations. Consequently, continuous improvements in service quality and customer experience are necessary to strengthen customer satisfaction and competitive advantage.

3.4 Data Quality and Model Evaluation

This study evaluated the quality of the measurement model before testing the structural relationships among the constructs. The assessment included tests of validity and reliability to ensure that all measurement items were appropriate for subsequent analysis using PLS-SEM.

3.4.1 Outer Model Assessment

The outer model was evaluated to examine the validity and reliability of the measurement items. This assessment ensures that each indicator accurately measures its corresponding latent construct and satisfies the recommended criteria for PLS-SEM analysis.

1) Convergent Validity

Convergent validity was assessed using the outer loading values obtained from the responses of 100 participants. The results show that all indicators measuring tangibility, reliability, responsiveness, assurance, empathy, corporate image, core hotel benefits, and customer satisfaction achieved outer loading values greater than 0.70. Therefore, all measurement items satisfy the recommended threshold for convergent validity, indicating that the indicators adequately represent their respective constructs and are appropriate for further analysis.

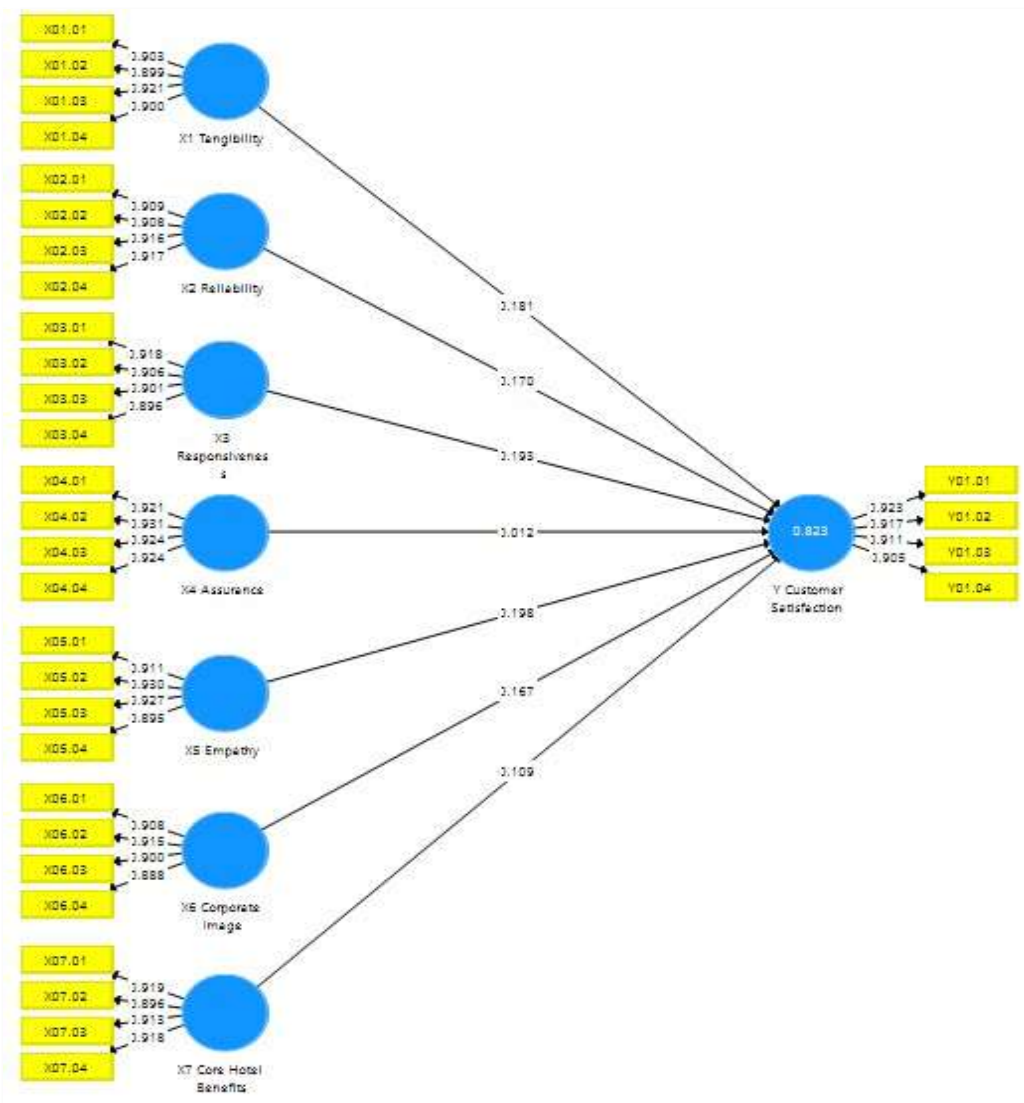


Figure 1. Overall Model Attachment

Table 1. Outer Loading

	X1 Tangibil ity	X2 Reliabili ty	X3 Respon sivenes s	X4 Assura nce	X5 Empath y	X6 Corpor ate Image	X7 Core Hotel Benefit s	Y Custo mer Satisf action
X01.01	0,903							
X01.02	0,899							
X01.03	0,921							
X01.04	0,900							
X02.01		0,909						
X02.02		0,908						
X02.03		0,916						
X02.04		0,917						
X03.01			0,918					
X03.02			0,906					
X03.03			0,901					
X03.04			0,896					
X04.01				0,921				
X04.02				0,931				
X04.03				0,924				
X04.04				0,924				
X05.01					0,911			
X05.02					0,930			
X05.03					0,927			
X05.04					0,895			
X06.01						0,908		
X06.02						0,915		
X06.03						0,900		
X06.04						0,888		
X07.01							0,919	
X07.02							0,896	
X07.03							0,913	
X07.04							0,918	
Y01.01								0,923
Y01.02								0,917
Y01.03								0,911
Y01.04								0,905

Source: 2026 Data Analysis Results

The results of this test show that the HTMT value is below 0.90, indicating that each variable of Tangibility, Reliability, Responsiveness, Assurance, Empathy, Corporate image and Core hotel benefit, therefore, based on the results of the analysis, it can be concluded that all indicators in this research variable have met the discriminant validity criteria.

Table 2. Heterotrait Monotrait Ratio

	X1 Tangibility	X2 Reliability	X3 Responsiveness	X4 Assurance	X5 Empathy	X6 Corporate Image	X7 Core Hotel Benefits	Y Customer Satisfaction
X1 Tangibility								
X2 Reliability	0,794							
X3 Responsiveness	0,782	0,788						
X4 Assurance	0,793	0,856	0,853					
X5 Empathy	0,856	0,733	0,762	0,787				
X6 Corporate Image	0,791	0,783	0,766	0,834	0,741			
X7 Core Hotel Benefits	0,826	0,778	0,797	0,753	0,818	0,768		
Y Customer Satisfaction	0,880	0,846	0,857	0,840	0,859	0,842	0,850	

Source: 2026 Data Analysis Results

2) Reliability Test

The test results for all variables of Tangibility, Reliability, Responsiveness, Assurance, Empathy, Corporate Image, and Core Hotel Benefits in this study showed Cronbach's Alpha and Composite Reliability values above 0.70. It can be concluded that all variables in this study meet the reliability criteria.

Table 3. Cronbach's Alpha, Composite

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
X1 Tangibility	0,927	0,929	0,948	0,821
X2 Reliability	0,933	0,935	0,952	0,833
X3 Responsiveness	0,927	0,927	0,948	0,820
X4 Assurance	0,944	0,945	0,960	0,856
X5 Empathy	0,936	0,936	0,954	0,839
X6 Corporate Image	0,925	0,926	0,946	0,815
X7 Core Hotel Benefits	0,932	0,932	0,951	0,831
Y Customer Satisfaction	0,934	0,935	0,953	0,835

Source: 2026 Data Analysis Results

3.4.1 Inner Model Analysis

1) Coefficient of Determination (R^2)

The Coefficient of Determination (R^2) value in this study shows that 82.3% of the customer satisfaction variable can be explained by the variables Tangibility, Reliability, Responsiveness, Assurance, Empathy, Corporate Image, and Core Hotel Benefits. The remaining 17.7% is influenced by other variables not explained in this study.

Table 4. Coefficient of Determination

	R Square	R Square Adjusted
Y Customer Satisfaction	0,823	0,810

2) Effect Size (f^2)

The effect size (f^2) results indicate that tangibility ($f^2 = 0.048$), reliability ($f^2 = 0.046$), responsiveness ($f^2 = 0.060$), empathy ($f^2 = 0.063$), and corporate image ($f^2 = 0.050$) have small effect sizes on customer satisfaction, indicating that these variables contribute to explaining customer satisfaction, with empathy and responsiveness showing relatively stronger effects than the other significant variables. In contrast, assurance ($f^2 = 0.000$) and core hotel benefits ($f^2 = 0.019$) exhibit negligible effect sizes, suggesting that their contributions to customer satisfaction are minimal in the proposed model. Overall, the findings indicate that while several service quality dimensions and corporate image influence customer satisfaction, their individual contributions remain relatively small according to the recommended effect size criteria.

Table 5. Effect Size (F^2)

	X1 Tangibility	X2 Reliability	X3 Responsiveness	X4 Assurance	X5 Empathy	X6 Corporate Image	X7 Core Hotel Benefits	Y Customer Satisfaction
X1 Tangibility								0,048
X2 Reliability								0,046
X3 Responsiveness								0,061
X4 Assurance								0,000
X5 Empathy								0,063
X6 Corporate Image								0,050
X7 Core Hotel Benefits								0,019
Y Customer Satisfaction								

Source: 2026 Data Analysis Results

3) Coefficient of Relevance (Q^2)

In this data processing, the Q^2 value for the Customer Satisfaction variable was 0.668, indicating high predictive relevance, making it suitable for use as a tool to explain the relationships between variables in this study and predict customer satisfaction at the Aston Manado Hotel.

Table 6. Coefficient of Relevance F^2

	SSO	SSE	Q ² (=1-SSE/SSO)
X1 Tangibility	400,000	400,000	
X2 Reliability	400,000	400,000	
X3 Responsiveness	400,000	400,000	
X4 Assurance	400,000	400,000	
X5 Empathy	400,000	400,000	
X6 Corporate Image	400,000	400,000	
X7 Core Hotel Benefits	400,000	400,000	
Y Customer Satisfaction	400,000	132,694	0,668

Source: 2026 Data Analysis Results

4) Hypothesis Testing

Table 7. Hypothesis Testing

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
X1 Tangibility -> Y Customer Satisfaction	0,181	0,184	0,081	2,240	0,026
X2 Reliability -> Y Customer Satisfaction	0,170	0,175	0,082	2,085	0,038
X3 Responsiveness -> Y Customer Satisfaction	0,193	0,189	0,076	2,535	0,012
X4 Assurance -> Y Customer Satisfaction	0,012	0,012	0,082	0,143	0,886
X5 Empathy -> Y Customer Satisfaction	0,198	0,193	0,083	2,387	0,017
X6 Corporate Image -> Y	0,167	0,163	0,075	2,223	0,027

3.4.1 Discussion

1) Effect of Tangibility on Customer Satisfaction

The results indicate that tangibility has a significant positive effect on customer satisfaction ($\beta = 0.181$, $t = 2.240$, $p = 0.026$). This finding suggests that improvements in physical facilities, cleanliness, and the hotel's overall appearance contribute to higher customer satisfaction [14]. However, the relatively small path coefficient indicates that tangibility is not the dominant determinant of customer satisfaction. This finding supports previous studies suggesting that tangibility is considered a basic service requirement that customers expect as a minimum standard rather than a major source of satisfaction.

2) Effect of Reliability on Customer Satisfaction

Reliability has a significant positive effect on customer satisfaction ($\beta = 0.170$, $t = 2.085$, $p = 0.038$). This result indicates that consistent, accurate, and dependable service contributes to customers' overall satisfaction. Nevertheless, the relatively modest coefficient suggests that reliability functions as an expected service attribute that strengthens customer trust but provides limited differentiation among competing hotels [15].

3) Effect of Responsiveness on Customer Satisfaction

Responsiveness significantly influences customer satisfaction ($\beta = 0.193, t = 2.535, p = 0.012$). The findings indicate that customers highly appreciate prompt and efficient service, making responsiveness one of the strongest predictors of satisfaction in this study. This result confirms that timely responses to customer requests and complaints are essential for delivering a positive hotel experience [16].

4) Effect of Assurance on Customer Satisfaction

Assurance does not have a significant effect on customer satisfaction ($\beta = 0.012, t = 0.143, p = 0.886$). The very small coefficient indicates that assurance contributes minimally to customer satisfaction. This finding suggests that guests perceive employee competence, courtesy, and safety as standard service expectations rather than factors that differentiate the hotel from its competitors [17].

5) Effect of Empathy on Customer Satisfaction

Empathy has a significant positive effect on customer satisfaction ($\beta = 0.198, t = 2.387, p = 0.017$). Among the significant variables, empathy demonstrates one of the strongest effects, indicating that personalized attention and genuine concern for guests' needs play an important role in creating satisfying hotel experiences [18]. This finding highlights the importance of emotional interaction in service delivery.

6) Effect of Corporate Image on Customer Satisfaction

Corporate image significantly affects customer satisfaction ($\beta = 0.167, t = 2.223, p = 0.027$). This finding suggests that a positive hotel reputation enhances customers' perceptions and contributes to their overall satisfaction. Although the effect is relatively modest, maintaining a strong corporate image remains important for strengthening customer confidence and supporting favorable service evaluations [19].

7) Effect of Core Hotel Benefits on Customer Satisfaction

Core hotel benefits do not have a significant effect on customer satisfaction ($\beta = 0.109, t = 1.188, p = 0.235$). This result suggests that fundamental hotel attributes, such as accommodation quality and basic facilities, are viewed as standard expectations rather than key determinants of satisfaction [20]. Therefore, they provide limited differentiation in influencing customers' overall evaluations of the hotel.

4. CONCLUSION

The results indicate that tangibility, reliability, responsiveness, empathy, and corporate image have significant positive effects on customer satisfaction at Aston Manado Hotel, whereas assurance and core hotel benefits do not have significant effects. Among the significant variables, responsiveness and empathy demonstrate the strongest influence, indicating that prompt service and personalized attention are the most important factors in enhancing customer satisfaction. These findings suggest that customers place greater value on employees' responsiveness, caring attitudes, reliable services, well-maintained physical facilities, and the hotel's positive reputation when evaluating their overall satisfaction. The findings imply that hotel management should prioritize improvements in service responsiveness, employee empathy, service reliability, physical facilities, and corporate image to enhance customer satisfaction. Although assurance and core hotel benefits were not significant in this study, both should continue to be maintained as essential service standards. Since this study was conducted at a single hotel with a limited set of variables, future research is encouraged to include additional determinants of customer satisfaction and examine different hotel categories or destinations to improve the generalizability of the findings.

REFERENCE

- [1] I. Banyeva, V. Kushniruk, H. Harbar, T. Ivanenko, dan S. Pavliuk, "Innovative Management Strategies for Hotel and Restaurant Businesses and Tourism: A Catalyst for Economic Growth," *OIDA International Journal of Sustainable Development*, vol. 18, no. 10, hal. 175–186, 2025.

- [2] S. B. Kairupan, M. I. Ratung, dan R. H. Sendouw, "Tourism Policy to Enhance Tourist Arrivals in North Sulawesi," *Journal of Cultural Analysis and Social Change*, vol. 10, no. 1, hal. 4351–4357, 2025.
- [3] N. R. Sari, O. S. Fadhila, I. Mandraeny, dan S. A. F. Tungkagi, "Terbang Menuju Eksotisme Likupang," *Jurnal Manajemen Dirgantara*, vol. 18, no. 1, hal. 134–145, Jul. 2025. <https://doi.org/10.56521/jmd.v18i1.1215>
- [4] M. A. Dzakwan dan F. Ubit, "Understanding Service Quality and Satisfaction in Education and Training Through the SERVQUAL Model: A Literature Review," *Seulanga*, vol. 4, no. 1, hal. 16–27, Jun. 2025. <https://doi.org/10.55373/seulanga.v4i1.82>
- [5] L. Kapiso dan R. Andriana, "Pengaruh Kualitas Pelayanan terhadap Kepuasan Pelanggan D'Talaga Restaurant dan Villa's Kotamobagu," *RIGGS: Journal of Artificial Intelligence and Digital Business*, vol. 4, no. 2, hal. 6806–6814, Mar. 2025. <https://doi.org/10.31004/riggs.v4i2.812>
- [6] M. Masri, L. Judijanto, B. Harto, D. A. Ohyver, S. Y. Kusumastuti, dan A. Y. Rukmana, *AI dan Ekonomi Berbasis Data: Solusi Inovatif untuk Pengambilan Keputusan Ekonomi oleh Entrepreneur*. Jambi, Indonesia: PT. Sonpedia Publishing Indonesia, 2025.
- [7] F. M. Suarka, *Service With Heart: Membangun Kepercayaan dan Kesetiaan Tamu di Hotel Berkelas*. Yogyakarta, Indonesia: Deepublish, 2026.
- [8] S. Sepriano dan L. Judijanto, *Mastering Service Quality, Managing Failures, dan Delivery Service Recovery*. Jambi, Indonesia: PT. Sonpedia Publishing Indonesia, 2025.
- [9] H. Liu, S. Ma, B. M. AlWadi, F. Alam, dan Y. Zhang, "Exploring the Nexus Between Corporate Social Responsibility and Consumer Green Behavior: The Interplay of Corporate Image, Service Quality, Customer Trust and Satisfaction," *Social Responsibility Journal*, vol. 21, no. 4, hal. 751–775, 2025. <https://doi.org/10.1108/SRJ-02-2024-0112>
- [10] K. Karantinou dan P. Ntzoumanika, "Integrating E-Servicescapes and Web Atmospherics: A Systematic Literature Review Applying the TCCM Framework," *International Journal of Consumer Studies*, vol. 50, no. 1, p. e70156, Jan. 2026. <https://doi.org/10.1111/ijcs.70156>
- [11] D. P. Ramadhani, A. Alamsyah, M. Y. Febrianta, M. N. Fajriananda, M. S. Nada, dan F. Hasanah, "Large-Scale Cross-Cultural Tourism Analytics: Integrating Transformer-Based Text Mining and Network Analysis," *Computers*, vol. 14, no. 1, p. 27, Jan. 2025. <https://doi.org/10.3390/computers14010027>
- [12] F. Febrizal, A. Miranda, dan W. Rachbini, "The Influence of Competitive Strategy, Service Expectation, and Service Quality on Competitive Advantage Mediated by Customer Satisfaction at PT Asuransi Tugu Pratama Indonesia Tbk," *Interdisciplinary Social Studies*, vol. 4, no. 4, hal. 623–639, Jan. 2025. <https://doi.org/10.55324/iss.v4i4.812>
- [13] M. Sarstedt, C. M. Ringle, dan J. F. Hair, "Partial Least Squares Structural Equation Modeling," dalam *Handbook of Market Research*, C. Homburg, M. Klarmann, dan A. Vomberg, Ed. Cham, Switzerland: Springer International Publishing, 2021, hal. 587–632. https://doi.org/10.1007/978-3-319-05542-8_15-2
- [14] M. Prabu dan R. Kannan, "Ensuring Guest Satisfaction by the Impact of Hygiene and Sanitation Practices Followed in Hotels," *Satat Vata*, vol. 12, no. 4, hal. 124–131, 2025.
- [15] M. Josimović, D. Čočkaló, S. Osmanović, M. Cvjetković, dan N. Radivojević, "The Influence of Competitiveness Factors on Sustainable Business Performance in the Hotel Industry: From the Perspective of the Perception of Hotel Service Users," *Sustainability*, vol. 17, no. 5, p. 2277, Feb. 2025. <https://doi.org/10.3390/su17052277>
- [16] M. Sudiarta, I. K. Santra, dan J. Hakim, "Effective Guest Complaint Management for Hotel Front Office Staff: Active Listening, Prompt Resolution, Empathy, and Consistent Follow-Up," *Journal of Commerce, Management, and Tourism Studies*, vol. 4, no. 3, hal. 418–429, Des. 2025. <https://doi.org/10.56743/jcmnts.v4i3.189>
- [17] G. N. Kenyon, "Service Systems Dimensions of Quality," dalam *The Perception of Quality: Establishing a Competitive Advantage Through Quality, Value, and Perception*. London, U.K.: Springer London, 2025, hal. 419–475. https://doi.org/10.1007/978-1-4471-7554-4_12
- [18] M. R. Sofi, I. Bashir, A. Alshiha, E. Alnasser, dan S. Alkhozaim, "Creating Exceptional Guest Experiences: The Role of Engagement and Relationship Building in Hospitality," *Journal of Hospitality and Tourism Insights*, vol. 8, no. 3, hal. 891–914, 2025. <https://doi.org/10.1108/JHTI-01-2024-0082>

- [19] A. Monfort, B. López-Vázquez, dan A. Sebastián-Morillas, "Building Trust in Sustainable Brands: Revisiting Perceived Value, Satisfaction, Customer Service, and Brand Image," *Sustainable Technology and Entrepreneurship*, vol. 4, no. 3, p. 100105, Sep. 2025. <https://doi.org/10.1016/j.stae.2025.100105>
- [20] S. Purwaningtyas, "Pengaruh Fasilitas terhadap Kepuasan Tamu Menginap di Nava Hotel Tawangmangu," *Jurnal Pariwisata dan Perhotelan*, vol. 3, no. 1, hal. 45–56, Feb. 2025. <https://doi.org/10.31260/jpp.v3i1.214>