



## Service Quality and Hotel Facilities as Determinants of Guest Satisfaction at Bali Nusa Dua Convention Center

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Received on 23 Oktober 2025	Revised on 5 November 2025	Accepted on 17 December 2025
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### Abstract

**Purpose:** This study aims to analyze guests' perceptions of the quality of service and facilities provided by Bali Nusa Dua Convention Center (BNDCC), Indonesia, as well as their influence on customer satisfaction.

**Research methods:** The research method used was qualitative descriptive, with data collection techniques including observation, in-depth interviews, documentation, and secondary data analysis such as Google Reviews and questionnaires. The analysis was conducted based on the five dimensions of service quality according to the SERVQUAL model, which are reliability, responsiveness, assurance, empathy, and tangibles, as well as facility dimensions that include comfort, completeness, and accessibility.

**Findings:** In general, the guests have a positive perception of the service and facilities provided by BNDCC. However, there are some critical notes, such as limitations in the parking area and access to public transportation. These findings demonstrate that the quality of service and facilities plays an important role in creating customer satisfaction.

**Implication:** BNDCC management needs to continuously evaluate and improve these aspects to maintain and increase guest loyalty.

**Keywords:** guest perception, service quality, hotel facilities, customer Satisfaction

### INTRODUCTION

Bali is one of Indonesia's top tourist destinations, known for its natural beauty and rich culture (Mudana *et al.*, 2018; Mudana *et al.*, 2023a; Mudana *et al.*, 2023b; Mudana *et al.*, 2024). Over time, it has also grown into a popular location for national and international MICE (Meeting, Incentive, Convention, and Exhibition) events. Bali Nusa Dua Convention Center (BNDCC) plays an important role in this sector by offering full-service facilities that meet international standards. Its location in a high-end tourism area and strong infrastructure support make it a preferred venue for large-scale events. However, the center



still faces challenges such as inconsistent daily labor, limited public transport options, and a parking area that often cannot accommodate the number of visitors during major events.

Service quality and facilities are two crucial elements in the hospitality and convention industry that directly affect the level of customer satisfaction (Mirandasari & Firmansyah, 2024). In the hospitality and convention industry, service quality and facility availability are key factors that influence guest satisfaction. Service quality depends on how well staff respond to guest needs with professionalism and empathy. Friendly behavior, clear communication, and willingness to help can meet guest expectations and build emotional connections. This often leads to customer loyalty. However, guests at BNDCC have reported issues such as slow complaint handling, limited VIP service, and inconsistent service quality. These problems show a gap between guest expectations and actual service, which needs serious attention from management.

In addition to service, the presence of adequate physical facilities also plays an important role. Environmental cleanliness, room comfort, the completeness of technological support tools, and ease of access are factors that shape the overall impression of the institution. Modern and well-maintained facilities increase guests' satisfaction and add value to their experience (Piayet *al.*, 2021). In the convention industry, especially at BNDCC, guests from professional and international backgrounds expect spacious meeting rooms, modern event technology, and well-designed public areas.

Besides service, the aspect of facilities is also an important indicator in shaping guest perceptions and satisfaction (Trianasari & Aprilia, 2019). Cleanliness, room comfort, technology, and easy access are key to a successful event. At BNDCC, spacious rooms, modern audiovisual systems, and well-designed public areas are major strengths. However, limited transportation and parking remain ongoing issues that can affect the center's reputation. To improve, BNDCC needs to invest in staff training, better infrastructure, and regular service evaluations using tools like the SERVQUAL model. This study aims to explore guest perceptions of BNDCC's service and facilities, and how they affect satisfaction, as a basis for future improvements and stronger competitiveness in the MICE industry.

This study aims to analyze guest perceptions of BNDCC's service quality and facilities. Understanding real guest experiences helps identify strengths and weaknesses that influence satisfaction. The results are expected to support BNDCC's management in making improvements and maintaining competitiveness in the future.

## RESEARCH METHODS

This study used a qualitative descriptive approach with a literature study method. The research was conducted by reviewing various relevant literature sources, including scientific articles, national and international journals, as well as research reports related to service quality and facilities at Bali Nusa Dua Convention Center (BNDCC). The data sources used in this study consisted of secondary data, which were collected from previous research findings, Google Reviews, and publications available in academic databases such as Google Scholar.

Data collection was carried out by searching and analyzing literature related to hotel service quality and facilities that influence guest satisfaction. Keywords used in the literature search included: "hotel service quality," "hotel facilities," "guest satisfaction," "SERVQUAL," and "Bali Nusa Dua Convention Center". The selected articles were those that discussed the five SERVQUAL dimensions, namely reliability, responsiveness, assurance, empathy, and tangibles. The data sources used came from (a) Relevant national and international scientific articles, (b) *Google Review* from BNDCC guests, and (c) Research reports and previous studies on hotel service quality and facilities in the MICE industry

Data reduction was carried out by selecting the literature that had been collected based on its relevance to the research focus, namely guests' perceptions of the service quality and facilities at BNDCC. Data that were not relevant or did not support the research focus were set aside. The selected data were then categorized based on the five SERVQUAL dimensions:

- Reliability: Services that are consistent and as promised.
- Responsiveness: The staff's alertness in responding to guests' needs and complaints.

- Assurance: The staff's ability to provide a sense of security and confidence to guests.
- Empathy: Personal attention given to guests.
- Tangibles: Available physical facilities, cleanliness, and the appearance of public areas.

The reduced and categorized data were presented in descriptive form referring to the SERVQUAL dimensions. The purpose of data presentation was to illustrate how guests perceive each dimension of service and the facilities at BNDCC. The data were presented by combining literature findings, analysis of Google Reviews, and findings from previous studies that aligned with the research focus. Through this analysis, the researchers were able to map the strengths and weaknesses of BNDCC's services that influence guest satisfaction based on the perceptions recorded in secondary sources.

## FINDINGS

The results of observations and interviews with staff and the Human Resources department at BNDCC showed that, in general, guests have a positive perception of the services provided by BNDCC. Employees were considered friendly, quick to respond to guest complaints, and professional in providing information. However, there were several complaints related to inadequate parking capacity and limited public transportation access.

In the reliability dimension, BNDCC was able to deliver consistent service that met customer expectations. The employees' responsiveness was evident from their willingness to assist guests and resolve problems quickly. Assurance was reflected in the trust that guests placed in the services provided (Trianasari *et al.*, 2018). Empathy was evident from the friendliness and personal attention to guests' needs. Tangibles, such as room cleanliness, employee appearance, and the availability of supporting facilities, received positive responses, although some areas still needed improvement, such as parking areas and signage.

Facilities such as multifunction rooms, audiovisual equipment, and event-supporting technology were considered highly supportive of guest comfort. However, negative perceptions arose regarding the comfort of transportation to the location and the lack of resting places for guests with special needs.

Table 1. Perception of guest service quality at BNDCC

No.	Aspect Reviewed	Findings	Implications/Benefits
1	Service Quality	Friendly, quick, professional service increased guest satisfaction.	Improve HR training and service SOPs.
2	Responsiveness & Personalization	Responsive service tailored to individual needs had a significant impact on VIP guests and convention participants.	Implement personalized service to increase added value.
3	General Facilities	Hotel Facilities such as comfortable rooms, Wi-Fi, swimming pool, and restaurant were crucial to guest evaluations.	Conduct regular facility audits and updates according to guest needs.
4	MICE Facilities	Conference rooms, presentation technology, and room layouts influenced event participant satisfaction at the Convention Center.	Invest in MICE technology to enhance competitiveness.
5	Expectations vs. Perception (SERVQUAL Model)	When service/facilities exceeded expectations, satisfaction increased. The gap between expectations and reality became a benchmark for service evaluation.	Use the SERVQUAL method for regular evaluation.
6	Guest Segmentation (Leisure vs. Business Traveler)	Business guests focused on efficiency, while leisure guests focused on comfort and recreation.	Tailor services and promotions based on market segments.
7	Online Reviews and Reputation	High scores on Trip Advisor/Google Review were strongly influenced by service and facilities.	Actively manage online reputation and respond well to reviews.
8	Guest Loyalty from Satisfaction	Satisfied guests were more likely to return and recommend the hotel.	Develop customer loyalty programs.

(Source: Susanta, 2025)

## SERVQUAL Dimensions

Service quality has a strong correlation with customer satisfaction. One important factor determining a company's success is its ability to deliver optimal service to its customers (Rohaeni & Marwa, 2018). Therefore, the services provided must not only meet certain quality standards but also exceed customer expectations to achieve high satisfaction. When customers feel satisfied, they tend to remain loyal to the company's services.

In this context, the SERVQUAL approach becomes a relevant and effective tool to assess service quality comprehensively. Through its five main dimensions — Tangibles, Reliability, Responsiveness, Assurance, and Empathy — the company can identify which aspects of service already meet customer expectations and which need improvement (Fikri, 2024). This way, SERVQUAL helps companies develop service improvement strategies to maintain customer loyalty and enhance competitive advantage.

Table 2. SERVQUAL Method for Assessing Guest Satisfaction

No.	SERVQUAL Dimension	Description	Indicators	Main Purpose
1	Tangibles	Physical appearance of facilities, equipment, personnel, and communication materials.	Clean and organized facilities, professional staff appearance, modern equipment, attractive brochures and promotional materials.	To give a good and professional first impression to customers.
2	Reliability	The company's ability to provide promised services consistently and accurately.	Timely service, service as promised, accurate documents and data.	To build customer trust through reliable service.
3	Responsiveness	Willingness to help customers and provide prompt service.	Quick response to questions/complaints, staff alertness, short service wait times.	To show the company's attention and care for

					customer needs.
4	Assurance	Staff knowledge, courtesy, and ability to instill trust and confidence.	Adequate staff knowledge, polite and friendly attitude, customers feel safe during interaction.	To provide trust and security to customers in receiving service.	
5	Empathy	Individual attention and care for customers.	Services tailored to individual needs, staff listening to customer complaints, flexible operating hours.	To build emotional closeness and customer loyalty.	

(Source: Susanta, 2025)

### Functions and Objectives of SERVQUAL

In addition to being a measurement tool, SERVQUAL also serves to identify service quality gaps between customer expectations and perceptions. By analyzing the five main dimensions — tangibles, reliability, responsiveness, assurance, and empathy — the company can determine which parts of the service need the most improvement. This allows the organization to develop more targeted quality improvement strategies based on measured data rather than assumptions.

Implementing SERVQUAL helps to increase customer satisfaction and loyalty in a sustainable manner. When the company can understand customer needs and expectations more deeply, it can design more personal, responsive, and professional services. Ultimately, implementing SERVQUAL not only helps improve service quality but also provides a competitive advantage for the company in a market where customer experience is a key factor in business success.

Service quality measurements at BNDCC were collected through online surveys using Google Forms (Google Form). This survey was designed to measure customers' perceptions and expectations of BNDCC services based on the five SERVQUAL dimensions: Tangibles, Reliability, Responsiveness, Assurance, and Empathy.

The respondents in this study were customers and users of BNDCC services who had directly experienced its services. Using Google Form made it easier for respondents to fill out the questionnaire flexibly anytime and anywhere, resulting in more complete and representative data.

### **Guest Perception of Service Quality**

Based on the literature review that has been conducted, the service quality at Bali Nusa Dua Convention Center (BNDCC) generally received positive evaluations from most guests. One of the most prominent dimensions was the responsiveness of the staff on duty. Responsiveness became the main indicator influencing guest satisfaction, especially in the MICE (Meeting, Incentive, Convention, and Exhibition) industry which demands fast, precise, and professional service. This finding is supported by Hendriyani's (2017) research which states that staff responsiveness in meeting guests' needs and handling complaints is a crucial benchmark in building a positive customer experience.

In addition to responsiveness, the reliability aspect was also important in shaping guest perceptions of BNDCC's service. Reliability includes the staff's ability to deliver services accurately, on time, and as promised. At BNDCC, this could be seen in the preparedness of adequate facilities, timeliness in service provision, and the staff's ability to resolve problems that arose during the event. Reliable service not only increases guests' trust in the organizer but also determines customer loyalty to BNDCC.

Furthermore, the assurance dimension also played a role in increasing customer satisfaction. Assurance covers staff knowledge, courtesy, and ability to provide a sense of security to guests while at BNDCC. Guests felt more comfortable and confident when interacting with knowledgeable, communicative staff who could explain information clearly and accurately. The assurance given through professionalism and excellent service allowed BNDCC to meet customer expectations and build a positive image as one of Indonesia's leading MICE venues.

### **Implementation of Sustainability Concepts**

The sustainability issue in managing services at Bali Nusa Dua Convention Center (BNDCC) is one of the important aspects that cannot be

ignored, especially in facing the global trend of the MICE industry which increasingly prioritizes environmentally friendly principles. Implementing environmentally friendly practices is not only a way to meet operational standards but also part of BNDCC's commitment to preserving the environment amid the intense convention and meeting activities in the area. With attention to sustainability issues, BNDCC strives to demonstrate that hosting large-scale events can be done without neglecting social and environmental responsibility.

Implementing various forms of environmentally friendly practices at BNDCC had a tangible positive impact on both the institution's image and guest satisfaction levels. Some concrete steps that have been implemented include waste segregation, reducing the use of single-use plastics, optimizing electricity use, and using locally sourced environmentally friendly products. These efforts not only affect operational efficiency but also become a distinctive attraction for event participants, especially international guests who are increasingly critical of sustainability aspects.

Guest satisfaction, particularly among international MICE participants, tends to increase when they know that the venue they chose has a strong commitment to environmental preservation. For many foreign guests, sustainability is one of the important considerations in determining the choice of venue for activities. This shows that implementing environmentally friendly practices is not just about meeting certification standards but also adapting to global market preferences that prioritize environmental responsibility as an integral part of service quality.

Thus, it can be concluded that sustainability not only contributes positively to environmental preservation but also becomes a strategic added value for BNDCC in increasing its competitiveness internationally. Amid the increasingly tight competition among convention venues in Southeast Asia and globally, excellence in implementing environmentally friendly practices can serve as a differentiation that strengthens BNDCC's position as a primary destination for national and international events. Therefore, BNDCC management needs to continue expanding and developing environmentally based programs to maintain and enhance guests' trust and satisfaction.

### **The Influence of Facilities on Guest Satisfaction**

Service quality is one of the keys to winning market competition. When a company or hotel is able to provide quality products and services, it builds one of the foundations for creating customer satisfaction (Setiawan & Rahmawati, 2020). Supporting elements such as the facilities at Bali Nusa Dua Convention Center (BNDCC) generally have been able to meet guests' needs both in terms of function and aesthetics. Major facilities such as spacious conference rooms, ergonomic layouts, and modern audiovisual equipment significantly support the smooth running of various events, from business meetings to international conferences. In addition, cleanliness in public areas, comfort in waiting areas, and the availability of other public facilities such as toilets, clear signage, and Wi-Fi access were additional elements appreciated by guests. This shows that BNDCC has managed the physical aspects well enough to convey a professional impression and meet customer expectations of facility quality.

Representative facility quality not only reflects management's seriousness in providing services but also plays an important role in shaping the institution's image in the eyes of service users. For guests, especially those from professional backgrounds and large corporations, the availability of modern, well-maintained facilities provides added value in terms of comfort, efficiency, and overall satisfaction. This is an important factor in the MICE industry, where facility performance is one of the benchmarks for the success of an event.

However, the results of observations and interviews with staff and parties directly related to guests at BNDCC also revealed several challenges related to supporting facilities that need to be addressed promptly. One main challenge felt by guests was the limited parking area, especially during large-scale events. In addition, access to the location using public transportation was still considered inadequate, making it difficult for guests who do not use private vehicles. These limitations have the potential to lower satisfaction, especially for guests with tight schedules who demand quick and convenient accessibility. Therefore, improvements in transportation access and expansion of parking capacity should be strategic priorities to enhance the overall customer experience.

### **Evaluation of Expectation and Perception Gaps (SERVQUAL Model)**

The SERVQUAL model is an effective analytical tool for identifying the gaps between guests' expectations and their actual service experience. In the

context of Bali Nusa Dua Convention Center (BNDCC), applying SERVQUAL revealed noticeable differences between guest expectations and perceptions of actual service, particularly in the dimensions of responsiveness and empathy. These two dimensions showed the largest gaps, indicating that guests felt they had not received the attention and prompt service they expected, especially in situations such as technical difficulties, sudden requests, or specific personal needs.

This gap became even more relevant when analyzed in relation to the impact of the COVID-19 pandemic (Widiastini & Rahmawati, 2022). The pandemic has drastically changed service standards, where guests demand greater speed, personal care, and safety assurances in every interaction. This situation made the responsiveness and empathy dimensions crucial, as guests not only desired quick service but also expected service that considered their psychological comfort and health. In this context, shortcomings in staff responsiveness or inability to understand guests' anxiety regarding health protocols could easily lower overall satisfaction. Therefore, post-COVID service requires a more humane, flexible, and adaptive approach to customers' emotional needs.

Meanwhile, other dimensions such as tangibles, reliability, and assurance were rated satisfactory but not yet optimal. For example, facilities such as clean conference rooms and advanced technology have created a professional impression, but the reliability of systems and service assurances still need strengthening after the pandemic. Guests expect facility standards that support health protocols — such as good ventilation, contactless digital systems, and transparent information about room cleanliness. Therefore, BNDCC needs to continuously evaluate its service standards not only to close existing gaps but also to build a resilient service system that adapts to customers' current and future needs.

### **Strategic Implications for Management**

The findings of this study provide several important implications that can serve as strategic guidelines for BNDCC management in continuously improving service quality and facilities. Several key points to prioritize include:

1. Improvement of Human Resource Quality through Continuous Training

Human resource quality is the main foundation in creating superior service. The largest gaps in responsiveness and empathy dimensions indicate the need to improve interpersonal skills and staff readiness in handling various guest situations, especially in the dynamic MICE environment. Therefore, regular training should be conducted not only on technical operational aspects but also on skills such as effective communication, complaint management, emotional control, and understanding guest diversity (cultural sensitivity). Post-COVID training is also important to instill health, cleanliness, and guest safety protocols as part of service standards (Widiastini *et al.*, 2020). Well-trained employees will be more prepared to face challenges, increase guest satisfaction, and strengthen BNDCC's professional image in the eyes of national and international clients.

## 2. Regular Facility Audits

Physical facilities play an important role in supporting the success of events. Regular audits should be conducted to ensure that all facilities remain in prime condition, clean, safe, and aligned with current customer needs. These evaluations should also include technological completeness, sound systems, lighting, signage, and public area comfort.

## 3. Improvement of Accessibility

Problems with public transportation access and limited parking, which are often complained about by guests, need to be addressed as a top priority. Management needs to coordinate with external parties, such as local governments or local transportation providers, to provide long-term solutions. Providing shuttle services, collaborating with ride-sharing providers, or opening additional parking areas could be viable alternatives.

## 4. Service Segmentation

Guests who come to BNDCC come from various segments, such as businesspeople, professionals, or MICE tourists. Therefore, services need to be tailored to the characteristics and needs of each segment. For example, business guests need efficient and quick service, while leisure guests prioritize comfort and flexibility. Implementing segmentation-based services will increase the relevance and effectiveness of the provided services.

## 5. Strengthening Online Reputation

Customer reviews on digital platforms such as Google Reviews, TripAdvisor, and social media now play a very important role in shaping public

perception of an institution, including Bali Nusa Dua Convention Center (BNDCC). In the digital era, potential customer decisions are greatly influenced by testimonials and ratings given by previous users. Therefore, online reputation is no longer just an indicator of satisfaction but has transformed into one of the strategic assets that directly affect purchasing or service booking decisions (Ary Widiastini, 2015). Therefore, managing digital reputation must be done actively and systematically as part of modern marketing strategies based on customer experience (*Customer Experience-based Marketing*).

BNDCC management needs to build an effective two-way communication system on online platforms. This includes not only responding quickly and solution-orientedly to negative reviews but also appreciating positive reviews with personal and professional responses. Quick, polite, and empathetic responses to complaints will show care for customers and also serve as proof that management is committed to continuous improvement. On the other hand, positive reviews curated strategically can be used as marketing content to showcase credibility and service quality to a broader audience.

Furthermore, a good online reputation can be leveraged in broader digital marketing campaigns, such as customer testimonial-based advertisements, promotional events highlighting five-star reviews, or video content combining event snippets with guest comments. Integrating review management with digital marketing strategies such as SEO, social media, and email marketing will organically expand BNDCC's promotional reach. Thus, digital reputation not only serves as a defense against negative comments but also becomes a spearhead in building brand image, attracting new markets, and increasing customer trust in the competitive MICE market.

### **Synergy between Service Quality and Facilities in Increasing Satisfaction**

Guest satisfaction at BNDCC is not determined by a single factor but is the result of the interaction between service quality and the availability of facilities (Ayu *et al.*, 2017). Service quality and facilities are two main pillars that complement each other in shaping customer satisfaction, especially in the context of the MICE industry. Excellent service includes responsiveness, empathy, reliability, and professionalism from all staff who interact directly with guests. When such service is delivered at a high standard, customers will feel

valued and given proper attention. However, high-quality service will not have maximum impact if it is not supported by adequate physical facilities. Conversely, luxurious and modern facilities will lose their meaning if operated by incompetent or uncaring staff.

An imbalance between service and facilities can create an incomplete customer experience (Rahmawati & Barustyawati, 2009). For example, guests who receive a warm welcome and quick assistance from staff may still feel disappointed if faced with cramped parking areas or problematic technology systems. Conversely, sophisticated facilities will not be fully appreciated if the staff is uncommunicative or slow in responding to needs. This imbalance shows that the quality of the customer experience is not the result of a single component but a harmonious combination of human service and supporting infrastructure. When one element weakens, the overall customer perception of the institution can be negatively affected.

Therefore, synergy between service and facilities is a strategic necessity for institutions such as Bali Nusa Dua Convention Center (BNDCC). Facing increasingly competitive MICE industry competition, organizers are required not only to provide a representative venue but also to create a comprehensive and satisfying customer experience from start to finish. A strong integration between professional service quality and comfortable, complete facilities will provide significant added value. Furthermore, this synergy will increase customer loyalty, strengthen institutional reputation, and open up more collaboration opportunities with partners in the future.

## CONCLUSION

The quality of service and the facilities available at Bali Nusa Dua Convention Center (BNDCC) play a very important role in determining the level of guest satisfaction. Through the SERVQUAL model approach, it was found that the dimensions of responsiveness and reliability are the dominant factors shaping guests' positive perceptions of BNDCC. The staff's readiness to respond to needs, resolve complaints quickly, and demonstrate professionalism in delivering services has been proven to increase customer comfort and trust. In addition to service aspects, the physical facilities provided by BNDCC also contribute significantly to guests' overall experience. Spacious conference

rooms, complete presentation technology, clean and comfortable public areas, and stable Wi-Fi access are important indicators that support the smooth running of various MICE activities. However, some issues, such as limited parking space and access to public transportation, remain critical notes that need to be addressed promptly to enhance guests' overall satisfaction.

This study also highlights the importance of implementing sustainability concepts in managing BNDCC's services and facilities. The implementation of environmentally friendly practices, such as waste segregation, reduction of single-use plastics, and energy efficiency, has not only had a positive impact on the environment but also improved the institution's image in the eyes of guests, especially international MICE participants. Success in integrating sustainability aspects has become a competitive advantage that strengthens BNDCC's position on the international stage.

In addition, the research results show that there are gaps between guests' expectations and perceptions, especially in the dimensions of responsiveness and empathy. This finding confirms that even though BNDCC's service and facilities have met basic standards, continuous improvement efforts are still needed, particularly in enhancing the quality of human resources through regular training focused on effective communication, complaint management, and understanding guests' emotional needs.

Overall, the synergy between service quality and the availability of representative facilities is the main key in building guest satisfaction and loyalty at BNDCC. Integrated management, regular evaluation, and customer needs-based service innovation need to be continuously carried out by BNDCC management in order to face the increasingly tight competition in the MICE industry. Thus, BNDCC is expected to maintain its reputation as one of the best convention centers in Indonesia and Southeast Asia.

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