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**THE IMPACT OF SERVICE QUALITY AND OUTCOME QUALITY DIMENSIONS  
TOWARDS CUSTOMER LOYALTY THROUGH CUSTOMER SATISFACTION ON  
MID-LEVEL HOTELS.**

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**Abstract.** *This study aims to analyze the effects of Service Quality dimensions and Outcome Quality dimensions on Customer Satisfaction and Customer Loyalty in three stars Hotels in Surabaya. Independent Variables used in this study are; Service Quality, with its dimensions; Tangibility, Reliability, Responsiveness, Assurance, and Empathy, and Outcome Quality, with its dimensions; Valence, Waiting Time, and Sociability. This study is a causal research and a quantitative method was used. Data are gathered by sharing online questionnaires. Service Quality dimensions oftentimes are referred to as the main factors that influence customer satisfaction. There's only a small amount of research done about the influence of Outcome Quality and its dimensions on customer satisfaction, especially in Indonesia. This study's findings will be about which service quality dimensions and outcome quality dimensions have the most influence on customer satisfaction in three-star Hotels in Surabaya, and the influence of customer satisfaction towards customer loyalty in three-star Hotels in Surabaya.*

**Abstrak.** Penelitian ini bertujuan untuk menganalisis pengaruh dimensi *Service Quality* dan *Outcome Quality* terhadap *Customer Satisfaction* dan *Customer Loyalty* pada Hotel – hotel berbintang tiga di Surabaya. Variabel Independen pada penelitian ini adalah *Service Quality* dengan dimensi – dimensinya ; *Tangibles, Reliability, Responsiveness, Assurance, Empathy, Outcome Quality* dengan deimensi – dimensinya ; *Valence, Waiting Time* dan *Sociability*. Penelitian ini bersifat Kausal dan menggunakan metode penelitian Kuantitatif. Data dari penelitian ini akan dikumpulkan secara primer melalui penyebaran kuesioner. Dimensi *Service Quality* sering kali disebut sebagai faktor utama untuk memenuhi kepuasan pelanggan. Masih jarang penelitian mengenai pengaruh *Outcome Quality* terhadap kepuasan pelanggan di lakukan, terutama di Indonesia. Penelitian ini akan menunjukkan dimensi *service quality* dan *outcome quality* yang paling berpengaruh pada *Customer Satisfaction* di Hotel bintang tiga di Surabaya, serta pengaruh *Customer Satisfaction* terhadap *Customer Loyalty* di Hotel Bintang 3 di Surabaya.

## INTRODUCTION

To be able to meet visitor expectations and provide satisfaction to visitors and hotel customers, the quality of services provided by the hotel will be the most important factor. Parasuraman et al., (1985) developed a technique of Analysis of Service Quality or SERVQUAL to analyze the level of customer satisfaction that includes five dimensions of quality (tangibles, empathy, assurance, responsiveness, and reliability). Although there are still criticisms and debates about SERVQUAL, this model is still the one to be most frequently used to perform the measuring of the level of satisfaction with service quality (Etemad-Sajadi & Rizzuto, 2013). The dimensions of service quality are also often mentioned as process quality (Ekinici et al., 2003; Mei et al., 2006; Mola and Jusoh, 2011; Poon and Low, 2005; Razalli, 2008).

The service and tourism sectors are very important economic sectors in Indonesia. According to the Ministry of Tourism (2019), the role of the tourism sector at the national level is very important over time, in line with contributions and development contributed by the tourism sector through revenue regions, foreign exchange earnings, and so on. According to the Pocketbook of the Ministry of Tourism (2016), the contribution of the tourism sector to the Domestic Product Gross (GDP) is IDR 946.09 trillion.

According to data from the Central Statistics Agency (BPS), in East Java, there are several 3,397 hotels and 68 of them are from Surabaya. Most of them are three and four-star hotels. According to the BPS of East Java Province in 2019, currently, there are 33 three-star hotels in Surabaya. In other words, hotels three-stars have the highest number among other star hotels in Surabaya. This shows that a great number of visitors prefer to stay in three-star hotels rather than higher-rate ones, hence, the growing number of mid-level hotels keeps rising over time.

The quality of service at hotels with four and five stars, of course, can be considered better than hotels with three stars. However, based on the Tourism Tripadvisor website, there are four three-star hotels inside the ranking of the ten best hotels in Surabaya in 2020. Of course, various factors lead to the rapid growth of the three-star hotel in Surabaya. One such factor is the quality of service, where good service quality is expected to bring satisfaction to customers. Based on the Tripadvisor website, many visitors choose to stay in three-star hotels in Surabaya because it is suitable for short-term stays, with reasonable and affordable prices, and an easily accessible location. This research is looking to know why people like to stay at Three Star Hotels in Surabaya in terms of service quality.

Previous studies were done by Keshavarz & Jamshidi, (2018) and Keshavarz et al., (2015), with luxury five-star hotels as objects. This study seeks to combine the model proposed in both previous studies and applies it to three-star hotels. Previous studies on the effect of SERVQUAL dimensions have been done by Ahmad et al., (2019). However, the study has not breached the idea that both SERVQUAL dimensions and Outcome Quality dimensions may be able to influence customer loyalty through the mediating variable of customer satisfaction. Hence, this study will combine all of these reasons to propose a model where both service quality and outcome quality were hypothesized to be able to influence customer loyalty. Other studies regarding this topic have also been done throughout the time. Chebat & Filiatrault, (1993) have done a thorough study regarding the effects of Outcome Quality dimensions, particularly waiting time, on customer satisfaction. Coetzee et al., (2013) have also

researched the impact of service quality dimensions on customer perceptions of the company. Lari et al., (2020) proposes the service quality ability to inspire customer satisfaction. Another study by Putra et al., (2022) suggested that good service quality can affect purchase decision. The study done by Rahim, (2016), proposes that service quality can impact customer loyalty through customer satisfaction. Moreira & Silva, (2015), proposes a model where trust is considered as the mediating variable between service quality and loyalty. Mokhtar et al., (2019), found that customer satisfaction indeed mediates the relationship between service quality and customer loyalty.

## LITERATURE REVIEW

### Service Quality

Lewis et al. (1983) describe service quality as a measure of how good the quality of services is provided to achieve consumer expectations. Parasuraman et al., (1985) mention the quality of service is the difference between customer expectations and the reality of the services they provide get. One of the analysis models that are often used to measure service quality is the SERVQUAL model, which is often referred to as the gaps model (Parasuraman et al., 1998). There are five dimensions in SERVQUAL. These dimensions are Tangibility, Reliability, Responsiveness, Assurance, and empathy.

Tangibility is the physical form of the service that consumers can use to assess the quality of services, such as company facilities, buildings, aesthetics, and equipment provided to consumers, as well as the appearance of the employees at the company (Zeithaml et al., 2012). Reliability is described as the ability to provide reliable performance and targeted services. In other words, service performance that is considered reliable is a service that can fulfill customer expectations. Responsiveness relates to the company's willingness to give assistance to its customers and to provide prompt service. In other words, responsiveness is how the company can provide fast and timely service to consumers. Assurance generally means knowledge, capacity, attitude, and the service provider's ability to convey feelings of security and trust to customers. So, assurance can be achieved if the company can provide services that make customers happy and feel confident in the company. Empathy is the company's ability to pay attention special and specific to consumers (Coetzee et al., 2013). In other words, empathy helps companies to understand customers and can be used as a tool for forming positive relationships with consumers.

### Outcome Quality

According to Gronroos (1990), outcome quality is concerned with what is obtained by customers of the services provided, while process quality relates to the service approach or how the attitude of the customer when receiving service. Some experts have an opinion – different opinions about what are the dimensions of outcome quality. Among them is according to Brady & Cronin, (2001), outcome quality has three dimensions, namely waiting time, tangibles, and valence. In addition, Ko & Pastore (2005) introduced the dimensions of valence, physical change, and sociability. According to Fassnacht and Koese (2016), outcome quality has three dimensions namely delivery quality, outcome quality, and environmental quality. Although there are opinions differ, several dimensional factors, such as valence, sociability, and waiting time have been approved by several studies (Caro et al Grace, 2007; Caro & Roemer, 2006; Ko & Pastore, 2005; Jones & Dent, 2004; Brady & Cronin, 2001; Wu & Ko, (2013).

According to Kashif & Erdogan (2016), valence refers to attributes that control the customer's opinion about whether the service outcome given is good or bad, regardless of evaluation - evaluation

of other aspects of the experience gained. One way to increase customer satisfaction is through providing timely service. Waiting Time can be considered an important key factor for customer satisfaction (Lee & Lambert, 2000). In other words, service providers must give customers services promptly, so customers would not need to wait for too long. Sociability is a personality trait that shows a tendency for a person to be with others rather than remain alone (Spake & Megehee, 2010). In the hotel sector, staff needs to be sociable and approachable toward customers to give a good impression of the hotel.

### Customer Satisfaction

Kotler & Keller (2009) stated that customer satisfaction is feelings of satisfaction or disappointment that a person feels arise because of making comparisons between the work expected or obtained at the expectations that consumers have. Meanwhile, according to Oliver (1997), the satisfaction of consumers is the perception of the performance of selected products and services and how consumer evaluation determines whether it has met expectations or hope. After using goods or services, consumer attitudes can also be referred to as customer satisfaction (Tjiptono, 2014). According to Luiyoadi & Hamdani (2006), there are various benefits to be received company if it can achieve a high level of customer satisfaction, among them namely; increase customer loyalty and prevent turnover, reduce consumer attention to price, reduce costs caused by marketing failure, pressing operating costs caused by increasing number of customers, as well as increasing the effectiveness of advertising and enhancing the business reputation.

### Customer Loyalty

Yoon & Uysal, (2005) explain customer loyalty as a measure of customer intention to buy again or recommend products and services to others. According to Amin Widjaja Tunggal (2008:6), customer loyalty is how customers show attachment to a product or service by buying the products and services again. Customer Loyalty can be measured through customer retention and the willingness of customers to recommend products and services to others.

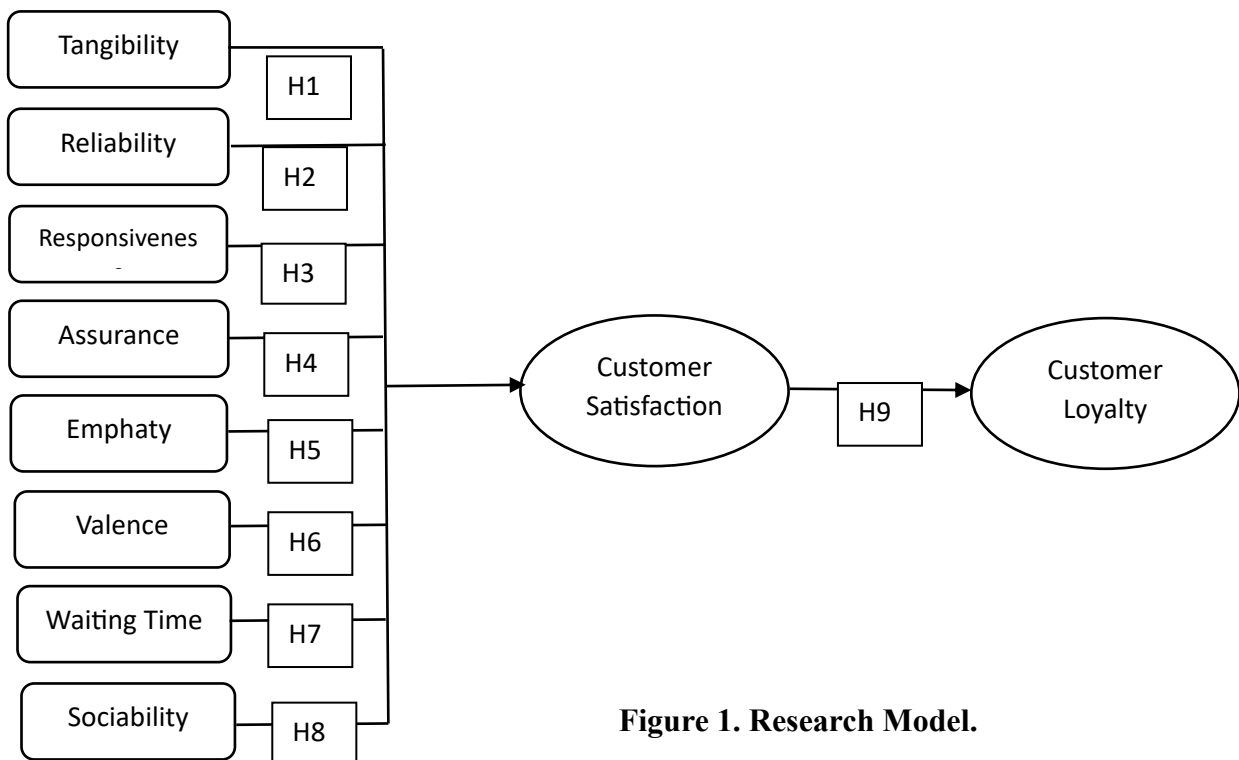


Figure 1. Research Model.

According to Lau et al., (2013), Tangibility is showing appearance, facilities, equipment and the appearance of employees have a positive effect on customers satisfaction. The better the quality of tangibles offered by the company, the services provided will be even better (Munusamy et al., 2010). Thus, this study proposes:

**Hypothesis 1: Tangibility positively impacted customer satisfaction in three-star Hotels.**

Reliability is the company's way of delivering reliable services promised reliably and accurately. According to the research results of Ahmad et al., (2018) the most dominant factor regarding the reliability dimension is the expertise of the hotel staff in carrying out the task. Thus, this study proposes:

**Hypothesis 2: Reliability positively impacted customer satisfaction in three-star Hotels.**

Responsiveness is defined as the company's way of helping visitors and providing prompt and timely service (Parasuraman et al., 1985). In research conducted by Ahmad et al., (2018) in various middle-class hotels in the UAE, research results found that visitors to the hotel are most satisfied if the hotel staff responds well to their complaints and is always there when needed. Thus, this study proposes:

**Hypothesis 3: Reliability positively impacted customer satisfaction in three-star Hotels.**

Assurance is the knowledge, capacity, behavior, and ability of service personnel in providing a feeling of trust to customers (Kandampully et al., 2011). One of the assurance factors for tourists is when the hotel staff can advise on places that can be visited (Ahmad et al., 2018). Thus, this study proposes:

**Hypothesis 4: Assurance positively impacted customer satisfaction in three-star Hotels.**

Empathy affects service quality because empathy allows people to see and feel what others feel, and understands the perspective of other people (Ahmad et al., 2018). Showing empathy makes customers feel valued and cared for (Ahmad et al., 2018). Empathy can be interpreted as giving personal and special attention to customers. Thus, this study proposes:

**Hypothesis 5: Empathy positively impacted customer satisfaction in three-star Hotels.**

Valence can be interpreted as the assessment that visitors have after finished getting the service, where visitors can assess whether the service received is good or not (Ko & Pastore, 2005). research conducted by Keshavarz & Jamshidi (2018) found that valence is the dimension of outcome quality that has the most influence on customer satisfaction. This is because valence is an assessment of the customer as a whole and the services provided, regardless of other aspects. Thus, this study proposes:

**Hypothesis 6: Valence positively impacted customer satisfaction in three-star Hotels.**

Waiting time is often considered a significant component of a transaction, and often the customer has that awareness of time is of paramount importance (Anderson & Shugan, 1991; Kellaris & Kent, 1992). Waiting Time is an important component of customer appraisal and overall response to the services provided (Peritz, 1993). The longer a customer is forced to wait, the more irritated and bored they are. Thus, this study proposes:

**Hypothesis 7: Waiting Time positively impacted customer satisfaction in three-star Hotels.**

Sociability represents the number and types of people in a service setting and their behavior (Aubert – Gamet & Cova, 1999). In other words, sociability is how hotel employees can show hospitality to consumers. Thus, this study proposes:

**Hypothesis 8: Sociability positively impacted customer satisfaction in three-star Hotels.**

According to Vesel & Zabkar, (2009), satisfaction is a feeling one has someone about a product or service. Therefore, customer satisfaction is important to get customers' loyalty (Keshavarz et al., 2015). Thus, this study proposes:

**Hypothesis 9: Customer satisfaction positively impacted customer loyalty in three-star Hotels.**

## METHODS

This study is quantitative research. The data gathered and used in this study is primary data, collected through an online questionnaire. Questionnaires will be distributed online and can be filled out by respondents who meet the requirements, namely respondents who have stayed in three-star Hotels in Surabaya, Indonesia. The scale to be used in this study is the interval scale, which is a scale used to define distances or gaps and the magnitude of each factor, and has a certain distance so that it can be utilized for a measure or give a statement about a rating that is not absolute (Sekaran: 2006). The numerical rating scale will be used, where respondents are expected to choose a number between 1, 2, 3, 4, or 5, where the lower numbers indicate disagreement with the items presented, while higher numbers indicate agreement with the items provided.

Data analysis will be performed using Structure Equation Modeling (SEM). The research will use the SEM analysis tool from the package statistical software Analysis of Moment Structures (AMOS 26) as a model and hypothesis testing tool. SEM is a collection of statistical techniques that makes it possible to perform multiple tests on quite complicated relationships simultaneously (Ferdinand & Sutarmo, 2008). SEM can examine the relationship between variables as a unit, supposition of wrong judgment can be corrected by SEM, and SEM-generated modifications can provide additional clues regarding the direction of research and modeling that must be continued and compared to regression, correlations that can be handled by SEM, as well as the advantages of SEM in handling non-reclusive path (Wijanto, 2008: 8).

**Table 1. Respondent Genders**

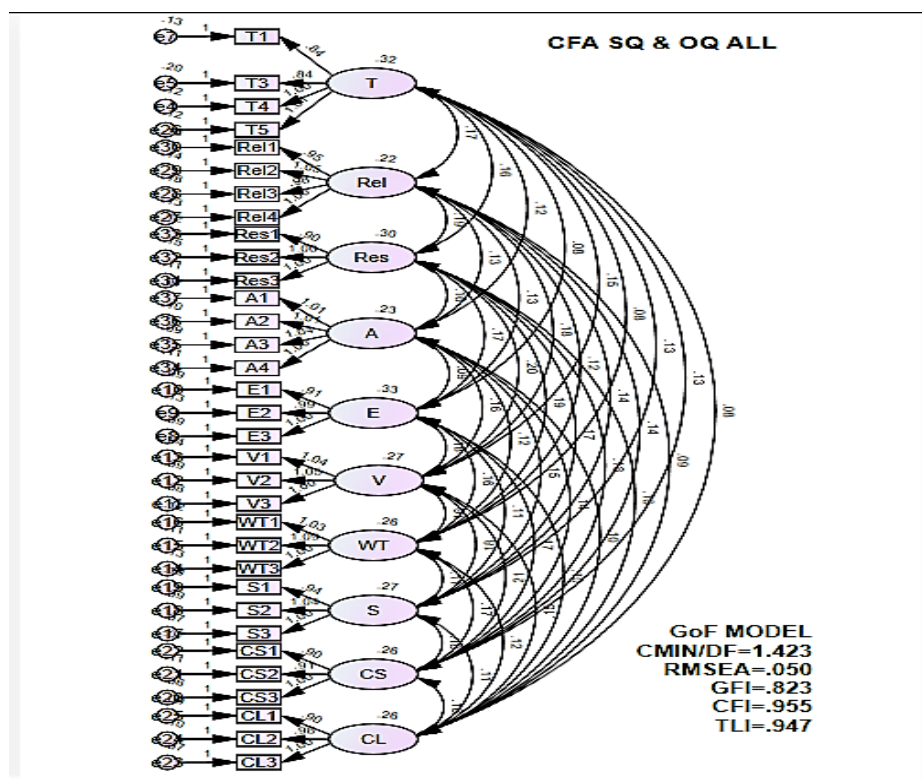
Number	Gender	Amount	Percentage
1.	Male	74	43.4%
2.	Female	96	56.6%
<b>TOTAL</b>		170	100%

**Table 2. Respondent Age**

Number	Age	Amount	Percentage
1.	17 - 27	67	39.3%
2.	28 - 37	29	16.9%
3.	38 - 47	35	20.2%
4.	48 - 57	33	19.8%
5.	> 57	6	3.7%
<b>TOTAL</b>		170	100%

**RESULT**

The result of this study shows that out of nine hypotheses, seven were supported while two were unsupported. Before Hypothesis testing was done, validity and reliability tests were conducted. The result shows that the items of this study are both valid and reliable. After, measurement model testing was conducted, with the CFA result confirming that the test can be continued. CFA according to Joreskog & Sorborn (1993) is used to test the unidimensional, validity and reliability of construct measurement models that cannot be measured directly. The purpose of CFA is to confirm or test the model. In its measurement, an indicator that a construct can be considered appropriate if the resulting standardized loading and AVE values are above 0.5. Construct Reliability is used to see the reliability of a construct, where the expected value is above 0.70.



**Figure 2. Measurement Model Test.**

After measurement model tests, structural model tests were conducted. The structural model in this study is about the influence of the dimensions of Service Quality and Outcome Quality on Customer

Satisfaction, as well as the effect of Customer Satisfaction on Customer Loyalty for guests who have stayed at 3-star hotels in Surabaya. The Structural Model of this study was measured using AMOS Graphics 26.

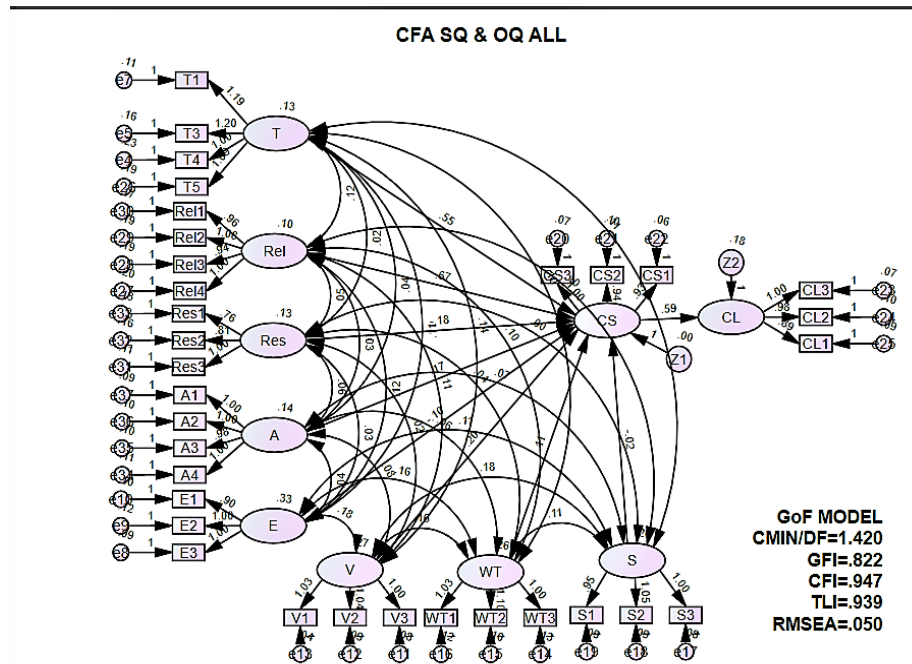


Figure 3. Structural Model Testing.

Hipotesis	Estimate	CR	P Value	Explanation
CS <- T	0.546	2.000	0.046	Supported
CS <- Rel	0.671	2.237	0.025	Supported
CS <- Res	0.182	1.967	0.043	Supported
CS <- A	0.167	1.962	0.050	Supported
CS <- E	-0.099	-1.694	0.090	Not Supported
CS <- V	0.204	2.228	0.026	Supported
CS <- WT	0.111	1.968	0.042	Supported
CS <- S	-0.025	-0.370	0.712	Not Supported
CL <- CS	0.594	7.512	***	Supported

Table 3. Hypothesis Results.

### DISCUSSION

From the first hypothesis, it is shown that there is a relationship between the tangibility dimension and the customer satisfaction variable. This hypothesis is supported because the P-Value is below 0.05, which is 0.046, and with a Critical Ratio value of 2,000. This shows that the Tangible dimension has a significant influence on the Customer Satisfaction variable. In addition, the standardized estimate value obtained is above 0, namely 0.546, which means that the Tangible dimension has a positive influence on Customer Satisfaction. These results are the same as the results of previous research, namely Ahmad et



al., (2019) where the tangible dimension is stated to have a positive and significant influence on customer satisfaction.

In the second hypothesis, it is shown that there is a relationship between the Reliability dimension and the Customer Satisfaction variable. This hypothesis is supported because the P value is below 0.05, which is below 0.025, and with a critical ratio value above 1.96, which is 2.237. These results indicate that the reliability dimension has a significant influence on customer satisfaction. In addition, the standardized estimate value obtained is above 0, which is equal to 0.671, which indicates that the Reliability dimension has a positive influence on Customer Satisfaction. This result is the same as the results of previous research by Keshavarzs & Jamshidi (2018).

In the third hypothesis, it is shown that there is a relationship between the Responsiveness dimension and the customer satisfaction variable. This hypothesis is supported because the P value is below 0.05, namely 0.043, with a critical ratio value above 1.96, namely 1.967. These results indicate that the responsiveness dimension has a significant influence on customer satisfaction. In addition, the standardized estimate obtained is above 0, which is equal to 0.182, which indicates that the Responsiveness dimension has a positive influence on Customer Satisfaction. These results are the same as the results of previous research by Ahmad et al., (2019).

In the fourth hypothesis, it is shown that there is a relationship between the Assurance dimension and the Customer Satisfaction variable. This hypothesis is supported because the P value is equal to 0.05, which is 0.050, with a critical ratio above 1.96, which is 1.962. These results indicate that the assurance dimension has a significant influence on customer satisfaction. In addition, the standardized estimate obtained is above 0, namely 0.167, thus indicating that the assurance dimension has a positive influence on customer satisfaction. These results are the same as the results of previous research by Ahmad et al., (2019).

In the fifth hypothesis, it is shown that there is a relationship between the Empathy dimension and the Customer Satisfaction variable. This hypothesis is not supported. In this hypothesis, it is found that the standardized estimate is -0.099, which means that the empathy dimension does not have a positive effect on customer satisfaction. Likewise, the critical ratio result of -1,694, shows that the empathy dimension has no significant influence on customer satisfaction. This finding has the same results as Ahmad et al., research, (2019), where the empathy dimension was found to have no significant effect on customer satisfaction.

In the sixth hypothesis, it is shown that there is a relationship between the valence dimension and customer satisfaction. This hypothesis is supported by a p-value below 0.05, which is 0.026, with a critical ratio of 2.228. These results indicate that the valence dimension has a significant influence on customer satisfaction. In addition, the standardized estimate value obtained is 0.204, which is above 0, indicating that the valence dimension has a positive influence on customer satisfaction. This finding has the same results as the findings of Keshavarz et al., (2015).

In the seventh hypothesis, it is shown that there is a relationship between the Waiting Time dimension and customer satisfaction. This hypothesis is supported by a p-value below 0.05, which is 0.042, with a critical ratio of 1.968. This proves that the waiting time dimension has a significant influence on customer satisfaction. In addition, the standardized estimate obtained is 0.111, which is still

above 0, indicating that the waiting time dimension has a positive influence on customer satisfaction. The results of this study have the same results as previous findings by Keshavarz & Jamshidi (2018).

In Hypothesis eight it is shown that there is a relationship between the Sociability dimension and customer satisfaction. This hypothesis is not supported because the p-value is above 0.05, which is 0.712, with a critical ratio of -0.370. These results indicate that sociability has no significant effect on customer satisfaction. The result of the standardized estimate is -0.025, which indicates that the sociability dimension does not have a positive effect on customer satisfaction. This research is different from the results of previous research by Keshavarz & Jamshidi (2018).

In Hypothesis Nine it is shown that there is a relationship between customer satisfaction and customer loyalty variables. This hypothesis is supported by a p-value below 0.0001, with a critical ratio of 7.512 which is above 1.96. These results prove that customer satisfaction has a significant influence on customer loyalty. The results of the standardized estimate obtained are 0.594 which indicates that customer satisfaction has a positive influence on customer loyalty. This study has the same results as previous research by Keshavarz and Jamshidi (2018).

## CONCLUSION

The results of this study show that four out of five dimensions of service quality, namely tangibility, reliability, responsiveness, and assurance have a positive impact on customer satisfaction. Such result shows that customers care for the physical aspects of a Hotel, as well as the capability of the Hotel staff to show a good understanding of their job, so they may serve the customers reliably, as well as able to respond to customer needs as soon as possible, and showing assurance towards customers. This study also found that two out of three outcome quality dimensions have a positive impact on customer satisfaction, namely valence and waiting time. This shows that by the end of their stay in the hotel, customers will look at every single aspect of the services given, and cares about the waiting time needed for them to check – in and out of the hotel. Ultimately, customer satisfaction was found to be able to influence customer loyalty positively. These findings confirmed previous findings by Ahmad et al.,(2019). Satisfied customers will most likely form a loyalty towards the hotel, where they will choose to re-visit at another time, or even promote the hotel to their friends, family, and acquaintances.

Then recommendations of this study will be directed and the management of mid-level hotels and toward future researchers hoping to study this topic. For the management of mid-level hotels, it is important to make sure that their hotels are clean, well-equipped, and aesthetically pleasing for the customers, as well as make sure that the hotel staff were well trained to be able to satisfy the customers' expectations. Customers did not like waiting for a long time during check-in and out of the hotel, hence, the hotel needs to have an effective system where customers won't need to wait for a long time.

For future researchers, it is important to note that this study was done in the city of Surabaya, Indonesia, only. Different results may show up with different specific demography, as well as broader demography may show different results. Future researchers may also add other outcome quality dimensions not used within the scope of this study.

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