

THE EFFECT OF SERVICE EXCELLENCE ON CUSTOMER SATISFACTION AT LOMBOK VAGANZA HOTEL & CONVENTION, MATARAM CITY, INDONESIA

Halus Mandala^{1*}, Muhammad Ridla², Dyah Estu Larasati³

^{1,2,3}Mataram Institute of Tourism, Indonesia

* Corresponding Author

halusm.mandala@gmail.com^{1*}, ridla.muh@gmail.com²,
dyahestu23@gmail.com³

Received: 28-06- 2026

Revised: 10-07-2026

Approved: 20-07-2026

ABSTRACT

This study aims to examine the effect of service excellence on customer satisfaction at Lombok Vaganza Hotel & Convention, Mataram City, Indonesia. A quantitative approach employing a descriptive research design was adopted. The study population comprised all guests who stayed at Lombok Vaganza Hotel & Convention between July 2024 and June 2025, totaling 4,457 individuals. The sample size was determined using the Slovin formula, resulting in 98 respondents. A combination of stratified sampling and incidental sampling techniques was employed to select the respondents. Data were collected through questionnaires, observations, and documentation and subsequently analyzed using simple linear regression with IBM SPSS Statistics version 25. The findings indicate that service excellence has a positive and statistically significant effect on customer satisfaction. This is evidenced by a regression coefficient of 0.287 with a significance level of 0.000 ($p < 0.05$), indicating that improvements in service excellence are associated with higher levels of customer satisfaction. Furthermore, the coefficient of determination (R^2) of 0.136 indicates that service excellence explains 13.6% of the variance in customer satisfaction, while the remaining 86.4% is attributable to other factors beyond the scope of the research model. These findings suggest that service excellence is an important determinant of customer satisfaction, although additional factors also contribute to customers' overall evaluations. Practically, the results imply that hotel management should continuously improve service quality while simultaneously enhancing other aspects of the guest experience to achieve higher levels of customer satisfaction and strengthen the hotel's competitiveness.

Keywords: SERVQUAL, Hotel Service Quality, Customer Satisfaction, Hospitality Industry, Tourism, Indonesia.

INTRODUCTION

The rapid growth of the tourism sector in Mataram City has significantly stimulated the development of the hospitality industry, resulting in increasingly intense competition among hotels. As the administrative and economic center of West Nusa Tenggara Province, Mataram attracts both domestic and international tourists, encouraging hotel operators to continuously improve service quality in order to achieve sustainable competitive advantages. In the hospitality industry, service quality is recognized as a critical determinant of organizational competitiveness because guests evaluate not only physical facilities but also the quality of interactions and overall service experiences. In accordance with the Tourism Act of the Republic of Indonesia (Undang-Undang Republik Indonesia, 2009), hotels are commercial accommodation businesses providing lodging, food and beverage services, and supporting facilities. Therefore, hotel performance depends not only on tangible resources but also on the ability of management and employees to deliver services that meet or exceed customer expectations.

To remain competitive, hotel managers continuously improve employee competencies, upgrade facilities, and implement customer-oriented service standards. Such initiatives enhance customer satisfaction, strengthen corporate image, and encourage positive word-of-mouth communication. One of the most widely adopted frameworks for evaluating service quality is the SERVQUAL model proposed by Parasuraman, Zeithaml, and Berry (1998), which conceptualizes service quality through five dimensions: tangibles, reliability, responsiveness, assurance, and empathy. Although SERVQUAL has been extensively applied in hospitality research, previous studies have reported inconsistent findings regarding the relative contribution of these dimensions to customer satisfaction across different hotel categories and geographical settings. Consequently, this study adopts the SERVQUAL framework to examine the influence of service excellence on customer satisfaction at Lombok Vaganza Hotel & Convention, a three-star hotel in Mataram City that has implemented customer-oriented service practices based on the SERVQUAL dimensions.

Customer satisfaction represents a key indicator of hotel performance because it reflects customers' evaluations of whether the services received meet or exceed their expectations. According to Kotler and Keller (2016), customer satisfaction is an emotional response resulting from the comparison between perceived service performance and prior expectations, while Tjiptono (2013) argues that satisfaction arises from the congruence between customers' expectations and their actual service experiences. High customer satisfaction is strategically important because it promotes revisit intentions, customer loyalty, and positive recommendations. Nevertheless, customer satisfaction is also influenced by other factors, including hotel cleanliness, accessibility, perceived value, and the overall guest experience.

Previous empirical studies consistently confirm a positive relationship between service quality and customer satisfaction; however, they report inconsistent evidence regarding the importance of individual SERVQUAL dimensions. Farid and Kirono (2024) identified tangibles as the dimension requiring the greatest managerial attention, whereas Veronia (2024) found that only assurance significantly influenced customer satisfaction. Similarly, Pritami and Surono (2024) concluded that customer satisfaction is determined not only by service quality but also by factors such as perceived price and product quality. These inconsistent findings indicate a theoretical gap in the application of the SERVQUAL model and suggest that its explanatory power may vary according to hotel characteristics and tourism contexts. Furthermore, empirical evidence from three-star hotels in emerging tourism destinations, particularly Mataram City, remains limited, highlighting the need for further investigation.

Accordingly, this study contributes to the SERVQUAL literature by providing empirical evidence on the applicability of the framework within the context of a three-star hotel operating in an emerging tourism destination. Rather than merely confirming the relationship between service quality and customer satisfaction, this research seeks to evaluate the contextual relevance of SERVQUAL in explaining customer satisfaction in Mataram City. Based on the identified theoretical and contextual gaps, this study addresses the following research question: To what extent do service excellence, as measured using the SERVQUAL framework, influence customer satisfaction at Lombok Vaganza Hotel

& Convention, Mataram City, Indonesia? The findings are expected to strengthen the empirical application of SERVQUAL while providing practical insights for hotel managers in developing strategies to improve service quality and customer satisfaction.

LITERATURE REVIEW

Hospitality Service Marketing

Marketing is a strategic organizational function that plays a vital role in achieving organizational objectives by creating, delivering, and communicating value to customers. Marketing extends beyond the activities of selling products or services; it also encompasses the process of developing long-term relationships with customers by fulfilling their needs and expectations. According to (Kotler & Keller, 2016) , marketing is a social and managerial process through which individuals and groups obtain what they need and desire by creating, offering, and exchanging products and services of value. Accordingly, marketing can be understood as a series of activities aimed at generating value for customers while simultaneously creating competitive advantages and organizational value.

Within the hospitality industry, the concept of marketing encompasses far more than promotional activities or room sales. It also involves creating high-quality guest experiences that lead to customer satisfaction. Such experiences are shaped by multiple factors, including service quality, the comfort of hotel facilities, employee professionalism, and the hotel's ability to meet or exceed guests' expectations throughout their stay. As part of the service sector, the hotel industry possesses characteristics that distinguish it from industries producing tangible goods. (Tjiptono, 2013) explains that services are characterized by four fundamental attributes: intangibility, inseparability of production and consumption, variability in service delivery, and perishability. These distinctive characteristics make service quality one of the most critical determinants of customer satisfaction within the hospitality industry.

In response to increasingly intense competition within the hotel industry, hotels are required to adopt customer-oriented marketing strategies that prioritize customer value and service excellence. One of the most effective strategies is the consistent delivery of high-quality service at every point of interaction with guests. Service that consistently meets or exceeds customer expectations enhances customer satisfaction, strengthens customer loyalty, increases revisit intention, and encourages positive word-of-mouth recommendations to prospective customers. Consequently, service quality has become one of the fundamental elements determining the effectiveness of service marketing and the long-term competitiveness of hotels.

Service Excellence

Service excellence refers to a customer-oriented service concept that emphasizes delivering superior service experiences through high-quality, professional, and customer-focused service capable of meeting or exceeding customer expectations. The implementation of service excellence is not merely intended to generate immediate customer satisfaction but also to establish long-term relationships between organizations and customers through consistent

service delivery and customer-centered practices. According to (Barata, 2014) service excellence reflects an organization's commitment to its customers by providing the highest standard of service to facilitate the fulfillment of their needs. Such services are designed to create customer satisfaction, which subsequently fosters customer loyalty toward the organization. Therefore, service excellence should be viewed not only as an operational activity of serving customers but also as a strategic approach to enhancing service value, retaining customers, and developing sustainable competitive advantages in an increasingly dynamic business environment.

In the hospitality industry, service excellence is particularly important because customers evaluate not only the quality of hotel facilities but also the quality of interactions between guests and hotel employees. Friendly, prompt, accurate, and professional service contributes significantly to creating positive guest experiences throughout their stay. The implementation of service excellence provides numerous organizational benefits, including higher customer satisfaction, stronger customer loyalty, enhanced corporate image, and positive word-of-mouth communication. Conversely, poor service quality may result in customer dissatisfaction, leading to lower occupancy rates and a decline in the hotel's reputation.

SERVQUAL Dimensions

One of the most widely adopted frameworks for evaluating service quality across various service industries is the Service Quality (SERVQUAL) model developed by (Parasuraman, Zaithaml, & Berry, 1998). The model proposes that service quality is determined by a service provider's ability to meet or exceed customer expectations through the effective delivery of high-quality services. Service quality is assessed based on customers' perceptions of five core dimensions: tangibles, reliability, responsiveness, assurance, and empathy. Collectively, these dimensions provide a comprehensive framework for evaluating the extent to which services satisfy customer expectations.

The tangibles dimension refers to all physical aspects that customers can directly observe when utilizing hotel services. These include the condition of hotel buildings, room cleanliness, the availability and quality of facilities, the comfort of the physical environment, and employees' appearance. Within the hospitality industry, tangible elements play a crucial role in creating positive first impressions and reinforcing customers' confidence in the hotel's professionalism and service quality. The reliability dimension reflects the hotel's ability to deliver services accurately, consistently, and dependably in accordance with its promises. Reliability is demonstrated through employees' competence in performing operational procedures correctly, providing services on time, and effectively resolving customers' needs and problems. Consistent service delivery enhances customer trust and strengthens perceptions of service quality.

The responsiveness dimension represents employees' willingness and readiness to provide prompt and effective assistance to customers. In hotel operations, responsiveness is reflected in the speed with which employees respond to guest requests, provide information, handle complaints, and address various customer needs during their stay. Faster and more effective responses generally result in more favorable customer evaluations of hotel service quality.

The assurance dimension concerns employees' ability to inspire customer confidence and a sense of security through professional competence, product knowledge, courteous behavior, and trustworthy service delivery. Customers are more likely to feel comfortable and confident when served by employees who communicate clearly, demonstrate professional expertise, and perform their duties with courtesy, integrity, and responsibility.

Finally, the empathy dimension refers to the individualized attention and genuine care provided by the hotel to each customer. Empathy is demonstrated through friendliness, personal concern, an understanding of customers' unique needs, and a willingness to tailor services to the preferences and expectations of individual guests. Such personalized service contributes to more enjoyable guest experiences while strengthening long-term relationships between customers and the hotel. Overall, the five SERVQUAL dimensions constitute an integrated framework for evaluating service quality. The effective implementation of each dimension enhances customers' perceptions of the services they receive. Positive service perceptions subsequently contribute to higher customer satisfaction, which in turn promotes customer loyalty and increases customers' intentions to revisit the hotel in the future.

Customer Satisfaction

Customer satisfaction is one of the key indicators of an organization's success in fulfilling customers' needs and expectations through the products or services it offers. The level of satisfaction experienced by customers reflects their overall evaluation of the service or product after consumption. Consequently, customer satisfaction is regarded as a critical determinant of long-term relationships between organizations and their customers.

According to (Kotler & Keller, 2016) customer satisfaction is an emotional response resulting from the comparison between the perceived performance of a product or service and the customer's expectations prior to purchase or service consumption. When the perceived performance meets or exceeds expectations, customers are likely to experience satisfaction. Conversely, dissatisfaction occurs when the product or service fails to meet their expectations. Similarly, (Tjiptono, 2013) defines customer satisfaction as a post-purchase evaluation that reflects the extent to which the performance of a product or service fulfills customer expectations. Accordingly, customer satisfaction can be understood as customers' overall assessment of the congruence between their pre-consumption expectations and their actual service experiences. The smaller the discrepancy between expectations and perceived performance, the higher the level of customer satisfaction.

Within the hospitality industry, customer satisfaction is a crucial determinant of organizational success and long-term business sustainability. Guests whose accommodation experiences meet or exceed their expectations are more likely to revisit the hotel, demonstrate stronger customer loyalty, and recommend the hotel to others through positive word-of-mouth communication. Such outcomes enhance the hotel's reputation while increasing its potential to attract new customers. Therefore, customer satisfaction should be regarded as a strategic priority in hotel operations. This objective can be achieved through continuous improvements in service quality, employee competency development,

the provision of adequate facilities, and regular evaluations of customers' needs and expectations. By continuously enhancing service performance, hotels can not only retain existing customers but also strengthen their competitive advantage and establish mutually beneficial long-term relationships with their guests.

Conceptual Framework

The conceptual framework of this study is developed based on the Service Quality (SERVQUAL) theory, which posits that service quality is one of the primary determinants of customer satisfaction. The SERVQUAL model suggests that higher levels of service quality lead to greater customer satisfaction. Accordingly, this theoretical framework provides the basis for examining the relationship between service excellence and customer satisfaction in the present study.

The independent variable in this study is service excellence (X), which is operationalized through the five SERVQUAL dimensions: tangibles, reliability, responsiveness, assurance, and empathy. The dependent variable is customer satisfaction (Y), which is expected to be influenced by the quality of service delivered across these five dimensions. The more effectively service excellence is implemented in each SERVQUAL dimension, the greater the likelihood of achieving higher customer satisfaction among guests at Lombok Vaganza Hotel & Convention, Mataram City, Indonesia. Based on the proposed relationships among the study variables, the conceptual framework is illustrated in Figure 1.

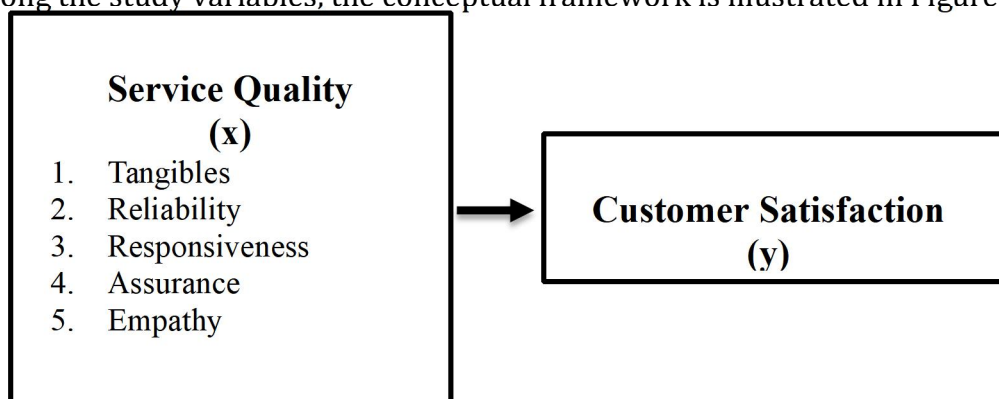


Figure 1. Conceptual Framework of the Study

Source: Data Result, (2026)

The conceptual framework of this study illustrates the relationship between service excellence and customer satisfaction. It proposes that the more effectively service excellence is implemented across the five dimensions of the SERVQUAL model (tangibles, reliability, responsiveness, assurance, and empathy), the greater the likelihood of achieving higher levels of customer satisfaction with the services provided by the hotel. Conversely, when the quality of service fails to meet customers' expectations, the level of customer satisfaction is likely to decline.

Research Hypotheses

A hypothesis is a tentative proposition regarding the relationship between variables, formulated based on relevant theories, previous empirical findings, and the study's conceptual framework. The proposed hypotheses are

subsequently tested empirically through data collection and statistical analysis. Based on the theoretical review and previous studies presented above, the hypotheses of this study are formulated as follows:

H₀: Service excellence has no statistically significant effect on customer satisfaction at Lombok Vaganza Hotel & Convention, Mataram City, Indonesia.

H₁: Service excellence has a positive and statistically significant effect on customer satisfaction at Lombok Vaganza Hotel & Convention, Mataram City, Indonesia.

RESEARCH METHODS

This study employed a quantitative approach with a descriptive research design to examine the influence of service excellence on customer satisfaction at Lombok Vaganza Hotel & Convention, Mataram City, Indonesia. The research was conducted from July 2024 to June 2025. Service excellence served as the independent variable and was operationalized using the five dimensions of the SERVQUAL model, namely tangibles, reliability, responsiveness, assurance, and empathy (Parasuraman, Zeithaml, & Berry, 1998). Customer satisfaction was treated as the dependent variable and measured based on guests' overall evaluation of the services received during their stay. The study population comprised 4,457 hotel guests, and a sample of 98 respondents was determined using the Slovin formula with a 10% margin of error. A 10% margin of error was considered appropriate given the study's practical constraints and exploratory nature, as suggested by Sugiyono (2016). Respondents were selected using a combination of stratified sampling based on room type and incidental sampling.

Primary data were collected through structured questionnaires using a five-point Likert scale, supported by observation and documentation. The questionnaire items were developed based on the SERVQUAL dimensions and customer satisfaction constructs. Content validity was established through an extensive literature review, while construct validity was assessed using Pearson Product Moment correlation. Instrument reliability was evaluated using Cronbach's Alpha, with values of 0.70 or above indicating satisfactory internal consistency. These procedures ensured that the measurement model adequately represented the research constructs before hypothesis testing.

Data analysis was performed using IBM SPSS Statistics version 25. Descriptive statistics were used to describe respondent characteristics and research variables, followed by validity and reliability testing. Classical assumption tests, including normality, heteroscedasticity, and multicollinearity, were conducted to verify the suitability of the regression model. Considering that service excellence consists of five SERVQUAL dimensions, the hypotheses were tested using multiple linear regression analysis. The significance of individual variables was examined using the t-test, the overall model was evaluated using the F-test, and the coefficient of determination (R^2) was calculated to assess the explanatory power of the model.

Ethical principles were observed throughout the study. Participation was voluntary, respondents provided informed consent before completing the questionnaire, and all responses were collected anonymously and treated confidentially. The data were used solely for academic purposes, and

participants were free to withdraw from the study at any stage without any consequences.

RESULTS

Validity Test

The validity test was conducted to evaluate the extent to which each questionnaire item accurately measured the intended research construct. This procedure was undertaken to ensure that every indicator appropriately represented the variable being measured, thereby ensuring that the collected data were suitable for subsequent statistical analysis product-moment.

In this study, instrument validity was assessed using the Pearson Product-Moment correlation technique by comparing the calculated correlation coefficient (r -value) with the critical r -value at a significance level of 5% ($\alpha = 0.05$). A questionnaire item was considered valid if its calculated correlation coefficient exceeded the critical value and its significance value was less than 0.05 ($p < 0.05$). Based on a sample of 98 respondents, the critical r -value was 0.1986, which served as the criterion for determining the validity of each questionnaire item.

Table 1. Validity Test Results for the Service Excellence (X) and Customer Satisfaction (Y) Variables.

No.	Service Excellence Variable	R calculated	Critical	Validity
1.	X1	0,329	0,1986	valid
2.	X2	0,311	0,1986	valid
3.	X3	0,482	0,1986	valid
4.	X4	0,370	0,1986	valid
5.	X5	0,417	0,1986	valid
6.	X6	0,424	0,1986	valid
7.	X7	0,591	0,1986	valid
8.	X8	0,517	0,1986	valid
9.	X9	0,497	0,1986	valid
10.	X10	0,580	0,1986	valid

No.	Customer Satisfaction Variable	R calculated	Critical	Validity
1.	Y1	0,536	0,1986	valid
2.	Y2	0,514	0,1986	valid
3.	Y3	0,520	0,1986	valid
4.	Y4	0,394	0,1986	valid
5.	Y5	0,240	0,1986	valid
6.	Y6	0,566	0,1986	valid
7.	Y7	0,452	0,1986	valid
8.	Y8	0,450	0,1986	valid

Source: Primary Data Processed Using IBM SPSS Statistics Version 25 (2026).

As presented in Table 1, the validity test results indicate that all questionnaire items measuring the service excellence variable (X) produced calculated correlation coefficients ($r_{\text{calculated}}$) ranging from 0.311

to 0.591, while the items measuring customer satisfaction (Y) yielded $r_{\text{calculated}}$ values ranging from 0.240 to 0.566. All calculated correlation coefficients exceeded the critical r -value of 0.1986, indicating that every questionnaire item met the validity criterion. These findings demonstrate that all measurement indicators adequately represent their respective research constructs and are therefore suitable for subsequent statistical analyses.

The satisfactory validity of all questionnaire items further suggests that respondents were able to understand the questionnaire items appropriately, enabling their responses to accurately reflect their actual perceptions and experiences. Moreover, the indicators of service excellence namely tangibles, reliability, responsiveness, assurance, and empathy as well as the indicators of customer satisfaction were found to effectively measure the constructs examined in this study. A valid measurement instrument is essential for producing accurate and reliable data, thereby improving the robustness of statistical analyses and providing a stronger basis for hypothesis testing (Hair, Ringle, & Sarstedt, 2021).

Reliability Test

The reliability test was conducted to evaluate the consistency of the research instrument in measuring the variables under investigation. This procedure was intended to ensure that the instrument produced stable and consistent results when administered under relatively similar conditions. Accordingly, reliability serves as an essential indicator of the quality of a research instrument before it is employed for further statistical analysis.

In this study, instrument reliability was assessed using Cronbach's alpha. An instrument was considered to demonstrate acceptable reliability if its Cronbach's alpha coefficient exceeded 0.40. Generally, higher Cronbach's alpha values indicate greater internal consistency among the questionnaire items measuring the same construct. The results of the reliability analysis for all research variables are presented in Table 2.

Table 2. Reliability Test Results

Variable	Number of Items	Cronbach's Alpha	Conclusion
Service Excellence	10	0,583	Reliabel
Customer Satisfaction	8	0,471	Reliabel

Source: Data Result (2026).

As shown in Table 2, the service excellence variable achieved a Cronbach's Alpha coefficient of 0.583, while the customer satisfaction variable yielded a Cronbach's Alpha coefficient of 0.471. Both values exceeded the predetermined minimum threshold of 0.40, indicating that all research instruments met the reliability criterion. These findings suggest that the questionnaire items measuring service excellence and customer satisfaction demonstrated an acceptable level of internal consistency and were therefore considered appropriate for use in the subsequent stages of statistical analysis.

Instrument reliability reflects the consistency of respondents' answers to the questionnaire items used to measure the research constructs. A higher

reliability coefficient indicates greater internal consistency among the measurement items and a stronger ability of the instrument to produce stable and consistent results across repeated measurements (Hair, Ringle, & Sarstedt, 2021).

Simple Linear Regression Analysis

Simple linear regression analysis was employed to examine the effect of service excellence on customer satisfaction at Lombok Vaganza Hotel & Convention, Mataram City, Indonesia. This analytical method was selected because the study involved a single independent variable (service excellence) and a single dependent variable (customer satisfaction). Regression analysis enables the assessment of both the direction and magnitude of the relationship between the independent and dependent variables, as well as the statistical significance of this relationship.

The data were processed and analyzed using IBM SPSS Statistics version 25. The results of the simple linear regression analysis are presented in Table 3, which reports the regression coefficients, the constant (intercept), and the significance level used to test the proposed hypothesis regarding the effect of service excellence on customer satisfaction.

Table 3. Results of the Simple Linear Regression Analysis

Table 3. Results of the Simple Linear Regression Analysis						
Model		Coefficients ^a			t	Sig.
		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta		
1	(Constant)	22.458	3.112		7.217	.000
	Service Excellence	0.287	0.073	0.369	3.925	.000

Source: Data Result (2026).

As presented in Table 3, the results of the simple linear regression analysis show that the intercept (constant) is 22.458, while the regression coefficient for the service excellence variable is 0.287. Accordingly, the estimated regression equation is expressed as:

$$\text{Customer Satisfaction} = 22.458 + 0.287(\text{Service Excellence})$$

This regression equation describes the relationship between service excellence as the independent variable and customer satisfaction as the dependent variable.

The intercept value of 22.458 indicates that, assuming service excellence remains constant at zero, the predicted customer satisfaction score would be 22.458. Meanwhile, the regression coefficient of 0.287 suggests that a one-unit increase in service excellence is associated with an increase of 0.287 units in customer satisfaction, assuming that all other factors remain constant. The positive regression coefficient indicates a positive linear relationship between service excellence and customer satisfaction. In other words, improvements in service excellence are associated with higher levels of customer satisfaction. These findings imply that the better the quality of services delivered by Lombok Vaganza Hotel & Convention, the greater the level of satisfaction experienced by its guests. Enhanced service quality contributes to a more positive guest

experience, thereby improving customers' overall perceptions of the services received.

These findings support the service marketing perspective, which emphasizes service quality as one of the primary determinants of customer satisfaction. Services that meet or exceed customer expectations are more likely to generate higher levels of satisfaction, which subsequently foster customer loyalty and strengthen an organization's competitive advantage within the service industry (Kotler & Keller, 2016).

Coefficient of Determination (R^2)

The coefficient of determination (R^2) was used to evaluate the extent to which the independent variable explains the variation in the dependent variable. Specifically, the coefficient of determination indicates the proportion of variance in customer satisfaction explained by service excellence, while the remaining unexplained variance is attributable to other factors outside the research model. The R^2 value was obtained from the regression analysis performed using IBM SPSS Statistics version 25. The results are presented in Table 4.

Table 4. Coefficient of Determination (R^2) Results

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.369 ^a	0.136	0.127	1.861

Source: Data Result (2026).

As presented in Table 4, the coefficient of determination (R^2) is 0.136, indicating that service excellence explains 13.6% of the variance in customer satisfaction, while the remaining 86.4% is explained by variables not included in the present research model. The correlation coefficient ($R = 0.369$) further indicates a positive but relatively weak relationship between service excellence and customer satisfaction. Although improvements in service excellence are associated with higher levels of customer satisfaction, the findings suggest that service excellence alone is insufficient to comprehensively explain customers' overall satisfaction.

The relatively low R^2 value indicates that customer satisfaction in the hospitality industry is a multidimensional construct influenced by various factors beyond service excellence. In addition to service quality, customers' evaluations may be affected by hotel facilities, room rates, location, corporate image, perceived value, previous accommodation experiences, and guests' psychological and emotional responses during their stay. These findings are consistent with those reported by Wansoo, Jieun, and Heesup (2022) and Albayrak, Caber, and Comen (2023), who concluded that customer satisfaction is determined by multiple dimensions, including service quality, facility quality, perceived value, corporate image, and the overall customer experience.

From a theoretical perspective, these findings support the SERVQUAL framework proposed by Parasuraman, Zeithaml, and Berry (1998), which identifies service quality as an important determinant of customer satisfaction. However, the relatively modest explanatory power of the model suggests that service excellence should be understood as one of several factors contributing to

customer satisfaction rather than as its sole determinant. This result reinforces the need to integrate SERVQUAL with other relevant constructs, such as perceived value, customer experience, and corporate image, to obtain a more comprehensive explanation of customer satisfaction in the hospitality industry.

Furthermore, although this study confirms the importance of service excellence, the use of an aggregated service excellence variable does not reveal the relative contribution of each SERVQUAL dimension. Future studies are therefore encouraged to examine the effects of tangibles, reliability, responsiveness, assurance, and empathy individually using multivariate analytical techniques. Such an approach would provide a more comprehensive understanding of which dimensions contribute most significantly to customer satisfaction and offer more specific managerial recommendations for improving hotel service quality.

***t*-Test**

The *t*-test was conducted to examine the statistical significance of the effect of service excellence on customer satisfaction. Specifically, the test was performed to determine whether service excellence, as the independent variable, exerts a statistically significant influence on customer satisfaction, the dependent variable. The hypothesis testing procedure was based on the significance (*p*) value and the *t*-statistic obtained from the simple linear regression analysis.

The data were analyzed using IBM SPSS Statistics version 25. The results of the hypothesis testing are presented in Table 5, which reports the regression coefficient, the *t*-statistic, the significance (*p*) value, and the decision regarding the acceptance or rejection of the proposed research hypothesis.

Table 5. *t*-Test Results

Model	Coefficients ^a			t	Sig.
	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta		
1 (Constant)	22.458	3.112		7.217	.000
Service Excellence	0.287	0.073	0.369	3.925	.000

Source: Data Result (2026).

As presented in Table 5, the hypothesis testing results yielded a *t*-statistic of 3.925 with a significance (*p*) value of 0.000. Since the significance value is lower than the 5% significance level ($p < 0.05$) and the calculated *t*-statistic exceeds the critical *t*-value ($3.925 > 1.985$), the null hypothesis (H_0) is rejected and the alternative hypothesis (H_1) is accepted. These findings indicate that service excellence has a positive and statistically significant effect on customer satisfaction at Lombok Vaganza Hotel & Convention, Mataram City, Indonesia. This result suggests that improvements in service excellence contribute significantly to higher levels of customer satisfaction. Therefore, the consistent implementation of service excellence represents a key factor in creating positive guest experiences and enhancing customer satisfaction.

The positive regression coefficient of 0.287 further indicates that each one-unit increase in service excellence is associated with a 0.287-unit increase in customer satisfaction. This finding demonstrates that the more effectively the

hotel delivers high-quality services, the greater the level of satisfaction experienced by its guests. Consequently, service excellence constitutes an important determinant of positive customer experiences within the hospitality industry.

The findings of this study support the service marketing literature, which identifies service quality as a critical determinant of customer satisfaction. Services that meet or exceed customer expectations are more likely to enhance customers' perceptions of service quality, thereby generating higher levels of satisfaction. Accordingly, the continuous improvement of service excellence should remain a strategic priority for the management of Lombok Vaganza Hotel & Convention to sustain customer satisfaction and strengthen the hotel's competitive position within the hospitality industry.

DISCUSSION

This study aimed to examine the effect of service excellence on customer satisfaction at Lombok Vaganza Hotel & Convention, Mataram City, Indonesia. The results of the simple linear regression analysis demonstrated that service excellence has a positive and statistically significant effect on customer satisfaction. This finding is evidenced by a regression coefficient of 0.287, a significance value of 0.000 ($p < 0.05$), and a t-statistic of 3.925, which exceeds the critical t-value of 1.985. Accordingly, the alternative hypothesis (H_1) was accepted, indicating that improvements in service excellence are associated with higher levels of customer satisfaction at Lombok Vaganza Hotel & Convention.

The descriptive analysis further revealed that the service excellence variable achieved a mean score of 4.28, indicating a high level of perceived service quality among respondents. The highest-rated indicator obtained a mean score of 4.76, suggesting that one aspect of the hotel's service performance successfully met customers' expectations to a very high degree. Similarly, customer satisfaction recorded a mean score of 4.34, indicating that guests were generally satisfied with the services provided. These findings suggest that the hotel has successfully implemented customer-oriented service practices that positively influence guests' overall evaluations. Nevertheless, the relatively higher mean score for customer satisfaction than the regression coefficient indicates that customer satisfaction is not solely determined by service excellence, but also by other aspects of the hospitality experience that shape guests' perceptions during their stay.

The findings support the SERVQUAL theory proposed by Parasuraman, Zeithaml, and Berry, which identifies service quality as one of the principal determinants of customer satisfaction through the dimensions of tangibles, reliability, responsiveness, assurance, and empathy. The results indicate that effective implementation of these service dimensions contributes positively to customers' evaluations of hotel services. From a theoretical perspective, this finding reinforces the argument that customer satisfaction is formed through customers' comparisons between expected and perceived service performance, thereby confirming the relevance of the SERVQUAL framework in explaining customer satisfaction within the hospitality industry. At the same time, the findings demonstrate that the SERVQUAL model remains applicable in the context of a three-star hotel located in an emerging tourism destination, thereby

extending its empirical application beyond large hotels and well-established tourism markets.

The present findings are consistent with previous empirical studies. Alananzeh, Al-Badarneh, Jawabreh, and Al-Mkhadmeh (2023) reported that service quality has a positive effect on both customer satisfaction and customer loyalty in the hospitality industry. Likewise, Nguyen and Nguyen (2024) found that improvements across the SERVQUAL dimensions significantly enhance guest satisfaction by creating superior service experiences. Similarly, Amin, Ryu, and Cobanoglu (2022) emphasized that service quality represents a key driver of customer satisfaction through the creation of positive customer experiences. Collectively, these studies strengthen the argument that consistent service excellence enables hospitality organizations to create superior customer value and establish long-term relationships with their guests.

The findings are also consistent with evidence from other service industries. Zeithaml, Bitner, Gremler, and Wilson (2023) reported that service quality significantly influences customer satisfaction in the automotive service sector, while Farid and Kirono (2024) identified a positive and significant relationship between service quality and customer satisfaction among IndiHome Triple Play users. The consistency of these findings across different service contexts suggests that service quality functions as a universal determinant of customer satisfaction, although its magnitude may vary depending on the characteristics of the industry, customer expectations, and service delivery processes.

Despite the significant positive relationship identified in this study, the coefficient of determination ($R^2 = 0.136$) indicates that service excellence explains only 13.6% of the variance in customer satisfaction, while the remaining 86.4% is attributable to factors outside the proposed model. This finding suggests that customer satisfaction is a multidimensional construct influenced by a broad range of functional and emotional factors. Within the hospitality industry, guests evaluate not only the quality of interactions with employees but also accommodation quality, room comfort, hotel facilities, pricing fairness, accessibility, corporate image, perceived value, and memorable service experiences. Consequently, although service excellence constitutes an important predictor of customer satisfaction, it should be integrated with other managerial strategies to achieve more comprehensive improvements in guest satisfaction. This interpretation is consistent with Amin, Ryu, and Cobanoglu (2022), who concluded that customer satisfaction results from the combined influence of service quality and complementary experiential factors.

From a theoretical perspective, this study contributes to the SERVQUAL literature by providing additional empirical evidence that the relationship between service excellence and customer satisfaction remains valid within the context of a three-star hotel in an emerging tourism destination. The findings also indicate that the explanatory power of service excellence alone is relatively limited, suggesting that future research should integrate SERVQUAL with other theoretical constructs, such as perceived value, customer experience, corporate image, trust, and customer loyalty, to develop a more comprehensive model of customer satisfaction in the hospitality industry.

Overall, this study confirms that service excellence is an important

determinant of customer satisfaction at Lombok Vaganza Hotel & Convention, Mataram City, Indonesia. Therefore, hotel management should maintain the consistency of service standards across the SERVQUAL dimensions while continuously improving other aspects of the guest experience, including facility quality, pricing strategies, hotel image, and value creation. A holistic service strategy that integrates both functional service quality and experiential value is expected to enhance customer satisfaction, strengthen customer loyalty, and improve the hotel's long-term competitiveness in the increasingly dynamic hospitality industry.

CONCLUSION

This study examined the effect of service excellence on customer satisfaction at Lombok Vaganza Hotel & Convention, Mataram City, Indonesia. The findings demonstrate that service excellence has a positive and statistically significant effect on customer satisfaction, as indicated by a regression coefficient of 0.287 and a significance value of 0.000 ($p < 0.05$). Furthermore, the coefficient of determination ($R^2 = 0.136$) shows that service excellence explains 13.6% of the variance in customer satisfaction, while the remaining 86.4% is attributable to other factors outside the research model. These findings provide empirical support for the applicability of the SERVQUAL framework in explaining customer satisfaction within the context of a three-star hotel in an emerging tourism destination, while also indicating that customer satisfaction is a multidimensional construct influenced by factors beyond service quality alone. Consequently, this study contributes to the hospitality literature by extending empirical evidence on the contextual application of SERVQUAL in the hotel industry.

From a managerial perspective, the findings suggest that hotel management should continuously improve service excellence across all SERVQUAL dimensions while simultaneously enhancing other aspects of the guest experience, including facility quality, pricing strategies, and corporate image, to strengthen customer satisfaction and competitiveness. Nevertheless, this study is limited to a single three-star hotel and examines only service excellence as the independent variable, thereby limiting the generalizability of the findings. Future research is therefore recommended to involve larger and more diverse samples, incorporate additional variables such as perceived value, customer experience, corporate image, trust, and customer loyalty, and examine the individual effects of the SERVQUAL dimensions using multivariate analytical approaches to provide a more comprehensive understanding of customer satisfaction in the hospitality industry.

REFERENCES

- Alananzeh, O., Al-Badarneh, M., Jawabreh, O., & Al-Mkhadmeh, A. (2023). The impact of service quality on customer satisfaction and loyalty in the hospitality industry. *International Journal of Hospitality Management*, 111(103482).
- Albayrak, T., Caber, M., & Comen, N. (2023). Determinants of customer satisfaction in hotel services: An empirical assessment. *Tourism Management Perspectives*, 45(101057).
- Amin, M., Ryu, K., & Cobanoglu, C. (2022). Customer experience and satisfaction in

- hospitality service. *Journal of Hospitality and Tourism Management*, 52, 74–84.
- Barata, A. A. (2014). *Dasar Dasar Pelayanan Prima*. Jakarta: PT Elex Media Komputindo.
- Farid, M., & Kirono, I. (2024). PENGUKURAN KUALITAS PELAYANAN PENGIRIMAN BARANG MENGGUNAKAN METODE SERVQUAL DI PT. POS INDONESIA KCU SURABAYA . *KOMITMEN: Jurnal Ilmiah Manajemen*, 5(1), 34-43
- Hair, J. F., Ringle, C. M., & Sarstedt, M. (2021). Handbook of Market Research. In *Partial Least Squares Structural Equation Modeling* (pp. 587-632). USA: Springer.
- Kotler, P., & Keller, K. L. (2016). *Marketing Management* (13 ed.). Jakarta: Erlangga Publisher.
- Nguyen, T. H., & Nguyen, P. T. (2024). Service quality dimensions and customer satisfaction in the hotel industry. *Journal of Quality Assurance in Hospitality & Tourism*, 25(2), 215–231.
- Parasuraman, A., Zeithaml, V. A., & Berry, L. L. (1998). SERVQUAL: A multiple-item scale for measuring consumer perceptions of service quality. *Journal of Retailing* , 1(64), 12-37.
- Pritami, S. A., & Surono. (2024). Pengaruh Kualitas Pelayanan, Kualitas Produk, dan Persepsi Harga Terhadap Kepuasan Pelanggan. *al-haram journal*, 3(5), 2425–2437.
- Sugiyono. (2016). *Metode Penelitian Kuantitatif, Kualitatif, dan R&D*. Bandung: Alfabeta.
- Tjiptono, F. (2013). *Strategi Pemasaran*. Yogyakarta: Penerbit Andi.
- Undang-Undang Republik Indonesia, U.-U. (2009). *Undang-Undang Republik Indonesia Nomor 10 Tahun 2009. Tentang Kepariwisata*.
- Veronia, V. (2024). ENGARUH CITRA MEREK, KUALITAS PELAYANAN, EMOSIONAL, DAN HARGA TERHADAP KEPUASAN KONSUMEN DI EMILIA HOTEL BY AMAZING PALEMBANG. In *Thesis*. Palembang: Universitas Multi Data Palembang.
- Wansoo, K., Jieun, Y., & Heesup, H. (2022). Customer satisfaction and revisit intentions in hospitality services. *International Journal of Contemporary Hospitality Management*.
- Zeithaml, V. A., Bitner, M. J., Gremler, D. D., & Wilson, A. (2023). *Services Marketing: Integrating Customer Focus Across the Firm* (8 ed.). New York, USA: McGraw-Hill.