



JOURNAL

**HOTEL ATMOSPHERE AND SERVICE QUALITY: THEIR
INFLUENCE ON CUSTOMER SATISFACTION AND REVISIT
INTENTION**

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Abstract:

This study aims to examine the role of hotel atmosphere and service quality in influencing customer satisfaction and revisit intention among Bobobox customers in Jakarta. Using a quantitative approach, data were collected from 200 respondents and analysed through Structural Equation Modelling (SEM). The results revealed that hotel atmosphere had a positive and significant effect on customer satisfaction, but a positive and insignificant effect on revisit intention. Service quality showed a positive and significant influence on customer satisfaction, but similarly demonstrated a positive and insignificant influence on revisit intention. Among all variables, customer satisfaction emerged as the strongest predictor of revisit intention, with a positive and significant effect. These findings highlight that both hotel atmosphere and service quality contribute to customer satisfaction, which in turn drives revisit intention. However, neither atmosphere nor service quality alone is sufficient to directly increase the likelihood of customers returning. The study contributes to hospitality management literature by confirming the role of satisfaction within the stimulus–organism–response framework and suggests that capsule hotels like Bobobox should prioritise strategies that enhance overall satisfaction to build customer loyalty.

Keywords:

Hotel atmosphere, service quality, customer satisfaction, revisit intention, capsule hotel

BACKGROUND

Technology, lifestyle changes, and increasing digital literacy have significantly influenced consumer behavior, including in the selection of accommodation services. Consumers today are no longer solely concerned with price and comfort; they also prioritize visual appeal, personalized services, and the digital experience offered. These changes have driven innovation in the hospitality industry. One form of innovation emerging in response to these evolving preferences is the capsule hotel, which offers efficient, modern accommodation that aligns with the lifestyle of the younger generation.

Capsule hotels such as Bobobox leverage technological advancements to attract consumers, particularly Millennials and Gen Z, who are highly active in the digital space. As a pioneer of capsule hotels in Indonesia, Bobobox integrates minimalist design with digital technologies such as smart locks and ambient lighting. This approach aligns with the preferences of their target market Millennials and Gen Z who seek not only a place to stay, but also a shareable and visually engaging experience for social media.



Alongside this growing trend, the capsule hotel industry is beginning to face intense competition. Each company strives to differentiate itself by enhancing hotel atmosphere and service quality. However, limited research has focused on the influence of hotel atmosphere and service quality on customer satisfaction and revisit intention in the context of capsule hotels. Therefore, this research aims to further explore how hotel atmosphere and service quality affect customer satisfaction and revisit intention, specifically among visitors of Bobobox.

Based on this background, the research aims to address the following questions: (1) Does hotel atmosphere have a positive and significant effect on the revisit intention of Bobobox visitors? (2) Does hotel atmosphere have a positive and significant effect on customer satisfaction among Bobobox visitors? (3) Does service quality have a positive and significant effect on customer satisfaction among Bobobox visitors? (4) Does service quality have a positive and significant effect on revisit intention among Bobobox visitors? (5) Does customer satisfaction have a positive and significant effect on the revisit intention of Bobobox visitors? Answering these questions is essential to help capsule hotel companies design more targeted and effective social media marketing strategies.

The purpose of this research is to empirically examine the influence of hotel atmosphere and service quality on customer satisfaction and revisit intention. Additionally, this research is expected to contribute to the development of marketing literature, particularly in the context of capsule hotel businesses. The findings of this research may serve as a reference for companies in formulating more effective marketing strategies to increase consumer revisit intention.

THEORETICAL FRAMEWORK

Stimulus-Organism-Response (S-O-R)

This research adopts the Stimulus-Organism-Response (S-O-R) theory developed by Mehrabian & Russell (1974) as the fundamental framework for explaining consumer behavior in the hospitality context. The S-O-R model provides a comprehensive structure to understand how environmental stimuli influence an individual's internal state, which in turn triggers specific behavioral responses.

In the context of this research, stimuli refer to external environmental cues that can be perceived and interpreted by individuals. Specifically, *hotel atmosphere* and *service quality* are considered the key stimuli that shape the customer's evaluation and experience during their stay. The organism represents the internal processes occurring within an individual in response to the external stimulus. These processes include both cognitive and affective dimensions that mediate the relationship between stimulus and response. In this research, *customer satisfaction* acts as the organism variable, reflecting the internal evaluation and emotional response of customers after experiencing the hotel atmosphere and service quality. The response refers to the resulting behavioral outcome, which is influenced by the individual's internal state. In this case, the response is represented by *revisit intention*, or the likelihood that a customer will return to the same hotel based on their previous experience.

Thus, the S-O-R framework assumes that hotel atmosphere and service quality (*stimuli*) influence customer satisfaction (*organism*), which then leads to revisit intention (*response*).



This theoretical model serves as a strong foundation for analyzing the causal relationships among the variables in this research. The following figure presents the conceptual framework used in this research.

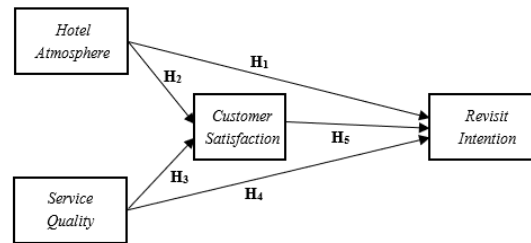


Figure 1. Theroretical Framework

Hotel Atmosphere

The word "atmosphere" originates from the Ancient Greek terms *atmós*, meaning vapor, mist, or breath, and *sphaira*, meaning sphere or surrounding. Metaphorically, the term has increasingly been used to describe the emotional or sensory environment that surrounds an individual (Böhme, 2021). In the hospitality industry, the concept of atmosphere has become increasingly crucial, as customer experiences are shaped not only by the products and services offered but also by the ambiance created through interior design and spatial arrangement. As a result, hotel managers, designers, and architects pay significant attention to the design elements that are capable of creating immersive and emotionally engaging experiences for guests (Xu et al., 2022). A distinctive and well-crafted atmosphere can leave a lasting impression and enhance customer loyalty (Chang & Lin, 2022).

Several studies support the significant role of atmosphere in influencing customer behavior. Aruan & Engelica (2022), as well as Wardani et al. (2021), found that store atmosphere has a positive and significant effect on revisit intention. Similarly, research by Hongdiyanto & Homan (2020) confirmed the significant influence of store atmosphere on revisit intention. In addition, Chang & Lin (2022) showed a positive and significant relationship between hotel atmosphere and customer satisfaction. This is supported by the findings of Munawaroh & Simon (2023), and Nurhajjah et al. (2022), who also demonstrated that hotel/store atmosphere significantly impacts customer satisfaction. Based on these studies, the following hypotheses are proposed:

H₁: Hotel atmosphere has a positive and significant effect on revisit intention.

H₂: Hotel atmosphere has a positive and significant effect on customer satisfaction.

Service Quality

The term *service quality* is a combination of two concepts: "service," referring to the core characteristics of intangible offerings, and "quality," which is user-centered in nature. Thus, service quality reflects the perceived value of a service from the customer's perspective (Ali et al., 2021). The level of service quality is determined by the gap between customer expectations and their actual perceptions of the service received (Prabhu et al., 2020). High service quality enhances guest satisfaction, making the implementation of appropriate service standards a



critical strategy (Al-Kake et al., 2019). Furthermore, service quality serves as a key foundation for improving business competitiveness and overall performance (Harif et al., 2022).

Numerous studies support the relationship between service quality and customer satisfaction as well as revisit intention. Rusmahafi & Wulandari (2020) found that service quality has a significant influence on customer satisfaction. Similarly, Hakim (2021) and Aruan & Engelica (2022) concluded that there is a positive and significant effect of service quality on customer satisfaction. In addition, Manyangara et al. (2023) demonstrated that service quality is positively and significantly associated with revisit intention. This is supported by the findings of Aruan & Engelica (2022), and Dethan et al. (2020), who also confirmed the significant influence of service quality on revisit intention. Based on these studies, the following hypotheses are proposed:

H₃: Service quality has a positive and significant effect on customer satisfaction.

H₄: Service quality has a positive and significant effect on revisit intention.

Customer Satisfaction

Customer satisfaction is highly influenced by the quality of service delivered. It can be defined as a consumer's evaluation of a product or service in terms of its ability to meet their needs and expectations (Ali et al., 2021). Customer satisfaction represents both a cognitive and emotional response to the consumption experience. This means that satisfaction not only reflects a rational judgment of service quality but also involves the customer's emotional reaction to the overall experience (Dewi et al., 2021). The level of customer satisfaction serves as an indicator of service quality and acts as a driver for continuous business improvement and enhanced market positioning (Czajkowska & Kaczmarek, 2025). In the service industry, customer satisfaction has become increasingly complex, as it depends not only on the core product but also on the entire customer experience. This includes multiple dimensions such as interaction with service staff, service reliability, and ease of access to the product or service (Utami et al., 2024).

Several empirical studies have highlighted the important role of customer satisfaction in influencing future customer behavior. Aruan & Engelica (2022) found a positive and significant relationship between customer satisfaction and revisit intention. Similarly, Rajput & Gahfoor (2020) demonstrated that customer satisfaction is a key factor in determining revisit intention, showing that higher levels of satisfaction are associated with a stronger likelihood of returning. Based on these studies, the following hypothesis is proposed:

H₅: Customer satisfaction has a positive and significant effect on revisit intention.

METHOD

This research employs an associative quantitative approach aimed at examining the relationships between variables through a structured survey method. Data were collected using an online questionnaire created via Google Forms, which was then distributed through various social media platforms to reach relevant respondents. The research focused on individuals who had previously stayed at Bobobox in Jakarta.

The sampling technique used in this research is non-probability sampling, wherein the selection of participants is based on the researcher's subjective judgment rather than random selection. Specifically, purposive sampling was applied, as not all individuals within the population meet



the predetermined criteria established by the researcher. This technique allows for the selection of participants who are considered most relevant and capable of providing meaningful insights in relation to the research objectives. The selected respondents were those who had stayed at Bobobox in Jakarta at least twice and were a minimum of 17 years old.

To analyze the data, this research utilized the Structural Equation Modeling (SEM) method. The determination of sample size followed the recommendations by Hair et al. (2019), which suggest that the ideal sample should be between five to twenty times the number of observed indicators. As this research involved 20 indicators, a total of 200 respondents were collected, representing ten times the number of indicators, to ensure the adequacy and reliability of the model estimation.

RESULT

Participant

Data were collected from 200 participants who had previously stayed at Bobobox in the Jakarta area. Participants were selected purposively based on specific criteria and completed a self-administered questionnaire distributed online. Of the 200 respondents, 114 (57%) were female and 86 (43%) were male. In terms of age, the majority were between 17–27 years old (168 participants; 84%), followed by 28–38 years old (31 participants; 15.5%), and a small portion aged 39–49 (1 participant; 0.5%). Regarding educational attainment, most respondents had completed an undergraduate degree (85 participants; 42.5%), followed by high school graduates (68 participants; 34%), diploma holders (42 participants; 21%), and master's or doctoral graduates (4 participants; 2%). Only 1 respondent (0.5%) had education below the high school level. In terms of marital status, the majority of respondents were unmarried (126 participants; 63%), while 73 (36.5%) were married and 1 (0.5%) was divorced or separated. With respect to employment, 94 participants (47%) reported being employed, 65 (32.5%) were unemployed but seeking work, 35 (17.5%) were self-employed, and 6 (3%) were not working at all.

Data validation and reliability tests

Exploratory factor analysis was conducted using SPSS version 25 with a direct oblimin rotation method and a suppression threshold of 0.4. Four latent constructs emerged from the analysis: hotel atmosphere, service quality, customer satisfaction, and revisit intention. Hotel atmosphere consisted of five indicators, with the highest loading on HA2 0.911, an AVE of 0.813, and a Cronbach's alpha of 0.942. Service quality was measured with five indicators, with the highest loading on SQ3 0.911, AVE of 0.803, and Cronbach's alpha of 0.938. Customer satisfaction included five indicators, with CS3 having the highest loading 0.936, AVE of 0.833, and Cronbach's alpha of 0.949. Revisit intention consisted of five indicators as well, with RI3 showing the highest factor loading 0.942, AVE of 0.873, and a Cronbach's alpha of 0.963. All constructs demonstrated strong internal consistency and high factor loadings, indicating that the measurement model is both valid and reliable for use in this research.


Table 1: Result of exploratory factor analysis

Variable and Indicator	Factor Loading	Average Variance Extracted	Cronbach's Alpha
<i>Hotel Atmosphere</i>			
HA1 I feel that the lighting in the Bobobox room energizes me.	0.887		
HA2 I feel that the music or sounds played in the Bobobox area create a calm and pleasant atmosphere.	0.911		
HA3 I feel that Bobobox provides enough space to move around and rest comfortably.	0.907	0.813	0.942
HA4 I feel that the layout and appearance of the facilities at Bobobox are interactive and capture my attention.	0.905		
HA5 The overall design of Bobobox creates a pleasant flow of the staying experience for me.	0.898		
<i>Service Quality</i>			
SQ1 I feel that Bobobox staff are friendly in responding to my questions.	0.910		
SQ2 I assess that Bobobox handles my complaints efficiently.	0.904		
SQ3 I get a quick response from Bobobox when I ask questions.	0.911	0.803	0.938
SQ4 I received services from Bobobox according to the promised time.	0.896		
SQ5 I received facilities and equipment from Bobobox in good condition.	0.856		
<i>Customer Satisfaction</i>			
CS1 I feel satisfied with my experience while staying at Bobobox.	0.916		
CS2 I enjoyed my stay at Bobobox because the atmosphere was pleasant.	0.895		
CS3 My experience at Bobobox has exceeded my expectations as a customer.	0.936	0.833	0.949
CS4 I feel that my interactions with Bobobox were smooth and satisfying.	0.900		
CS5 I feel satisfied with the customer service provided by Bobobox staff.	0.916		
<i>Revisit Intention</i>			
RI1 I would like to stay at Bobobox again in the near future.	0.928		
RI2 If I had to decide again, I would choose Bobobox as a place to stay.	0.933	0.873	0.963
RI3 I plan to use Bobobox services again in the future.	0.942		
RI4 I will stay at Bobobox more often if the opportunity arises.	0.931		



RI5 Bobobox would be my first choice over other accommodations. 0.938

Structural Model Test

Figure 2 presents the structural model. A fitted model was achieved with a probability score of 0.216, CMIN/DF score of 1.172, GFI score of 0.963, RMSR score of 0.035, RMSEA score of 0.029, AGFI score of 0.935, TLI score of 0.996, and CFI score of 0.997.

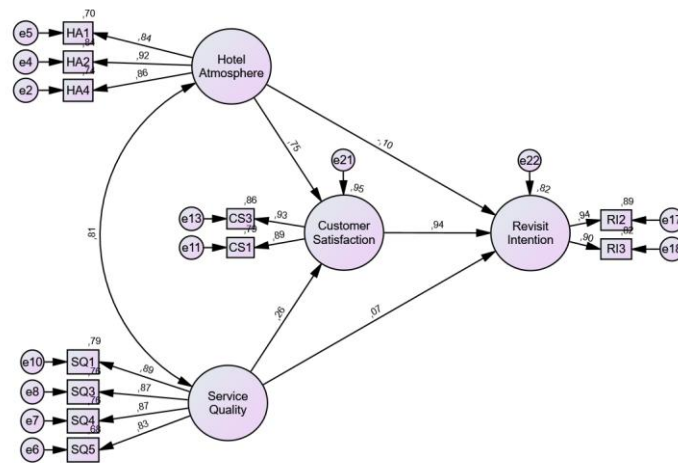


Figure 2. Structural Model

Table 2 shows the results of the hypotheses testing. Three of the hypotheses had C.R. scores of 9.563, 3.740, and 2.024, which indicates that they are accepted. Unfortunately, there was two hypothesis had a C.R. score of 0,262 and 0,502, which indicates that they are accepted rejected.

Table 2: The results of the first model testing

Hypotheses	Path	C.R.	P	Standardized Regression Weight	Results
H1	HA → RI	0,262	0,794	0,097	Rejected
H2	HA → CS	9,563	***	0,751	Accepted
H3	SQ → CS	3,740	***	0,261	Accepted
H4	SQ → RI	0,502	0,616	0,070	Rejected
H5	CS → RI	2,024	0,043	0,936	Accepted

DISCUSSION

In the first model, hotel atmosphere was tested on revisit intention. The result showed a positive but not significant effect (C.R. = 0.262 < 1.96, $p = 0.794 > 0.05$; standardized regression weight = 0.097). This indicates that the perceived atmosphere at Bobobox was not sufficient to directly encourage customers' intention to revisit. While customers may feel comfortable during their stay, atmosphere alone was not strong enough to influence their decision to return. These findings are inconsistent with prior research by Aruan & Engelica (2022), Wardani et al. (2021), and Hongdiyanto & Homan (2020), which found a significant relationship, but align with results from Putri et al. (2023) and Rossa & Kusumasari (2024).



The second model examined the effect of hotel atmosphere on customer satisfaction. The result indicated a positive and significant relationship ($C.R. = 9.563 > 1.96$, $p = *** < 0.05$; standardized regression weight = 0.751), making it the strongest predictor of satisfaction in this research compared to service quality. This suggests that Bobobox's atmosphere through its lighting, layout, temperature, and acoustic comfort effectively enhanced customers' satisfaction. The relatively higher influence of atmosphere compared to service quality may be explained by the nature of capsule hotels, where direct interaction with staff is limited. These results are consistent with prior studies by Chang & Lin (2022), Munawaroh & Simon (2023), and Nurhajjah et al. (2022).

In the third model, service quality was examined on customer satisfaction. The analysis showed a positive and significant effect ($C.R. = 3.740 > 1.96$, $p = *** < 0.05$; standardized regression weight = 0.261). This indicates that responsive, friendly, and professional service contributed positively to customers' overall satisfaction. Although the effect size was smaller than hotel atmosphere, service quality remained an important factor in shaping positive guest experiences. This finding aligns with previous studies by Manyangara et al. (2023), Aruan & Engelica (2022), and Dethan et al. (2020).

In the fourth model, service quality was tested on revisit intention. The result showed a positive but not significant relationship ($C.R. = 0.502 < 1.96$, $p = 0.616 > 0.05$; standardized regression weight = 0.070). This suggests that while customers appreciated the quality of service at Bobobox, it alone was insufficient to directly trigger repeat visits. Customers may require additional motivational factors such as competitive pricing, location convenience, or memorable emotional experiences before deciding to return. This result is inconsistent with studies by Rusmahafi & Wulandari (2020), Hakim (2021), and Aruan & Engelica (2022), but supports findings from Simartama et al. (2022) and Talukder et al. (2023).

The fifth model examined the relationship between customer satisfaction and revisit intention. The result showed a positive and significant effect ($C.R. = 2.024 > 1.96$, $p = 0.043 < 0.05$; standardized regression weight = 0.936). Among all predictors, customer satisfaction had the largest effect on revisit intention, highlighting its central role in driving loyalty. This suggests that guests who were satisfied with their stay at Bobobox were more likely to return in the future. These findings are consistent with previous studies by Aruan & Engelica (2022) and Rajput & Gahfoor (2020).

CONCLUSION

This research employed a stimulus–organism–response (S-O-R) framework to examine the role of hotel atmosphere and service quality in predicting customer satisfaction and revisit intention among visitors of Bobobox in the Jakarta area. In this model, hotel atmosphere and service quality serve as external stimuli that may influence customers' internal states (customer satisfaction), which in turn may drive their behavioural response (revisit intention). Data were collected from 200 respondents, and the analysis revealed several key findings.

Hotel atmosphere had a positive and significant effect on customer satisfaction. This suggests that elements such as lighting, sound, room temperature, and layout at Bobobox successfully created a pleasant and satisfying stay experience. In contrast, hotel atmosphere had a positive but not significant effect on revisit intention, indicating that while a good atmosphere contributes to satisfaction, it is not sufficient on its own to drive repeat visits. Other factors such as pricing, location, or facilities may play a more dominant role in influencing customers' decision to return.

Similarly, service quality had a positive and significant effect on customer satisfaction. Aspects such as staff responsiveness, friendliness, and service accuracy enhanced customers' overall



experience. However, service quality also showed a positive but not significant effect on revisit intention, reinforcing the idea that while service quality can elevate satisfaction, it does not directly guarantee customers' intention to return.

Customer satisfaction, on the other hand, had a positive and significant effect on revisit intention. This finding highlights satisfaction as the central in the S-O-R process transforming positive service and atmosphere experiences into repeat visit intentions. In other words, hotel atmosphere and service quality must first foster deep satisfaction before they can indirectly encourage customers to revisit.

Limitations in this research should be acknowledged. First, the research was conducted only on Bobobox customers in Jakarta, which limits the generalisability of the findings to other cities or branches with different characteristics. Second, the research relied entirely on respondents' subjective perceptions collected via a questionnaire, which may be influenced by personal experiences or emotional states during the survey. Third, the cross-sectional design prevented the research from capturing changes in customer perceptions over time, making the findings temporally bound.

Future research is encouraged to expand the scope to other cities and use more representative sampling methods, such as probability sampling, to strengthen external validity. Additional variables that may influence customer satisfaction and revisit intention could also be incorporated. Last, a qualitative or mixed-method approach could be adopted to gain deeper insights.

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