

INCREASING THE INTENTION OF BUSINESS GUESTS TO BOOK FOUR-STAR HOTELS

Kent Julian Lilianto¹, Hotna Marina Sitorus²

Center for Enterprise Systems Studies, Industrial Engineering Department,
Parahyangan Catholic University^{1,2}

E-mail: kentj2121@gmail.com¹, nina@unpar.ac.id²

Abstract: Business guests and leisure guests have different behaviors when choosing a hotel. This research aims to identify the factors that influence business guests to book four-star hotels. We propose seven hypotheses to analyze the effect of online reviews, price, quality, location, business facilities, trust in the hotel, and perceived value on the intention to hotel booking. The proposed model is evaluated using partial least squares structural equation modeling (PLS-SEM), based on 250 data collected from business guests at four-star hotels in the City of Bandung, Indonesia. The results show that all seven hypotheses are supported: online reviews, price, quality, location, business facilities, trust in the hotel, and perceived value significantly influence the intention to book the hotel. The findings of this research are used to develop recommendations for one of the hotels in the city of Bandung that is facing challenges in increasing the occupancy rate of business guests.

Keywords: *Hotel booking intention, four-star hotel, business guests, Indonesia*

Submitted: 2025-04-14; Revised: 2025-05-02; Accepted: 2025-05-28

1. Introduction

In today's era, the tourism sector in Indonesia continues to experience growth. According to the Ministry of Tourism and Creative Economy of Republic of Indonesia, by July 2023, the number of foreign tourist arrivals reached 6.31 million, an increase of 196.85% from 2022. This is also supported by the increase in domestic tourist visits during the first semester of 2023, reaching 433.57 million trips, or an increase of 12.57% from 2022. The relationship between the tourism industry and the hospitality industry is very close. On one hand, the hospitality industry plays an important role in the tourism industry by providing accommodation for travelers; on the other hand, the growth of the tourism industry is also driven by the growth of the hospitality industry. This can be seen from the hotel's dependence on the number of visitors.

According to the Central Statistics Agency (BPS), the number of hotels between 2019 and 2023 has fluctuated significantly. The number of hotels corresponds to the number of hotels in various provinces, one of which is West Java Province. In 2023, West Java Province contributed 3,119 hotels, ranking third after Bali and East Java. In line with this, according to the Department of Tourism and Culture, Bandung City is one of the highest contributors to the number of hotels in West Java. Based on data from 2019 and 2020, there were 350 hotels in

Bandung City. However, in 2021, the number decreased to 218 hotels and then increased again to 228 hotels in 2022.

One of the four-star hotels in Bandung City is Hotel X. Hotel X is a hotel with a nature concept that offers comfortable accommodations where guests can enjoy cool air and a mountain atmosphere, due to its location in the highlands of Bandung. Hotel X has 145 rooms, with six room types. Based on an interview with the hotel management, there is an issue of not achieving the hotel's occupancy rate during weekdays. The hotel also has data showing that business guests dominate the hotel occupancy during weekdays. This aligns with the hotel's data from 2022 to 2023, where the occupancy rate did not meet the desired target.

The data shows that, both in 2022 and 2023, the occupancy rate of Hotel X did not meet the desired target. The data also indicates that there was fluctuation in the occupancy rate at Hotel X. The hotel often experienced peaks in occupancy during June to July and October to December. However, during other months, the occupancy rate tended to decrease. To further investigate the issue, interviews were conducted with both the hotel management and the target market. According to the hotel management, they suspect that this is due to the insufficient distribution of information provided by the hotel to business guests and the ineffective targeting of promotions by the hotel. Another possible factor is that many business guests are unaware of the hotel's existence, despite the hotel being located close to several companies. Additionally, the hotel management received complaints regarding the room facilities, such as cleanliness issues, outdated furniture, a small swimming pool, a non-functional jacuzzi, a room phone that doesn't work properly for internal calls, and a lack of activities outside of the rooms.

To gain a deeper understanding, a literature review was conducted regarding the factors influencing hotel booking interest, with two studies used in this research. First, the study by Kim et al. (2017) utilized variables such as perceived value, trust in the hotel, price, quality, and online reviews. Second, the study by Angelia et al. (2019) included the variables of business facilities and location. Based on these studies, it is clear that many factors can influence the interest of business guests in booking a hotel.

Trust in the hotel is a crucial factor that influences customers' decisions to book and stay at a hotel. According to Gefen (2000), trust refers to customers' positive perceptions and confidence in the quality of service, security, and reliability that a hotel offers. This trust plays a significant role in customers choosing a hotel, deciding to stay there, and returning in the future. Various factors influence trust, including prior customer experiences, the hotel's reputation, online reviews, and direct interactions with hotel staff. Positive experiences, such as consistent cleanliness and friendly service, can build trust in the hotel, increasing the likelihood of repeat stays (Kim, Jin-Sun, & Kim, 2008).

Perceived value is another critical factor influencing a customer's interest in booking a hotel. It is defined as the subjective assessment of the benefits a consumer gains from a product or service compared to the costs they incur to obtain it (Zeithaml, 1988). Several elements contribute to perceived value, including the quality of the product, price, features, and brand. Emotional and psychological factors, such as brand trust and the influence of positive reviews, also impact perceived value, even when the price is higher (Kotler & Keller, 2016). In the context of hotels, understanding and managing perceived value is crucial for attracting and retaining guests. Offering high-quality services, competitive pricing, and excellent guest services can create a positive perception of value among customers.

Online reviews play a significant role in shaping customers' perceptions and influencing their booking decisions. As stated by Kim et al. (2017), online reviews provide potential customers with valuable insights into the quality of service they can expect from a hotel. These

reviews often include specific details, such as cleanliness, comfort, staff friendliness, and the quality of amenities like breakfast or Wi-Fi. Positive reviews can boost customer trust and encourage bookings, while negative reviews can have the opposite effect (Liu, 2006). Online reviews are considered more reliable than information provided by the hotel itself, which further enhances their importance in the decision-making process. Monitoring and responding to online reviews can help improve hotel reputation and guest satisfaction (Jeacle & Carter, 2011).

Price is another essential factor that influences hotel booking decisions. The price of a hotel room can vary depending on several factors, including the type of room, the amenities offered, the location of the hotel, the season, and competitive pricing. Higher-end rooms, such as suites or presidential suites, are typically more expensive due to additional services and luxurious features (Ivanov & Zhechev, 2012). Hotels located in central areas or near popular tourist attractions generally charge higher rates compared to those in more remote locations (Chen & Rothschild, 2010). Additionally, dynamic pricing models allow hotels to adjust prices in real-time based on demand and supply, ensuring competitive pricing (Pereira, 2016). Discounts, early booking offers, and package deals also influence the final price and can make a hotel more attractive to potential guests.

Quality perception is a vital factor in customers' decisions to book a hotel. Quality is the overall evaluation of how well a hotel meets or exceeds guests' expectations, based on their experiences during their stay. Factors such as room cleanliness, comfort, security, the quality of amenities (e.g., swimming pool, gym, and restaurants), and the efficiency of check-in and check-out processes all contribute to the overall quality perception (Tsai, 2017). A clean and comfortable environment creates a positive first impression, while factors such as friendly and responsive staff can significantly improve the perceived quality of a hotel (Min et al., 2002). Hotels that provide high-quality experiences consistently are more likely to receive positive reviews, increase customer loyalty, and maintain a strong reputation.

Location is another crucial determinant in a hotel's success. A hotel's location can significantly impact various operational and strategic aspects, including pricing, occupancy rates, and target markets (Morosan & Jeong, 2008). Hotels located in strategic areas, such as city centers, near convention centers, or tourist attractions, are more likely to attract business or leisure travellers. Accessibility to transportation, such as proximity to airports, train stations, or highways, also influences customers' decisions (Tan, 2016). A hotel's location also affects its operational costs, with hotels in prime areas often incurring higher rental and operational expenses. However, the higher occupancy rates and increased room rates often offset these costs (Shoval, 2006). For business travellers, a location near business centers and amenities like shopping malls can be an added advantage (Angelia et al., 2019).

Business facilities are a key factor for hotels targeting business travellers. These facilities include various services and infrastructure that cater to the needs of guests traveling for business purposes. Essential business amenities include meeting rooms, conference facilities, business centers, high-speed internet access, fax and photocopying services, and audiovisual equipment (Kotler, Bowen, & Makens, 2014). Hotels offering well-equipped meeting spaces, such as projectors and sound systems, are often preferred by business travellers. Additionally, the availability of a business center with computers and printers, as well as fast and reliable internet connections throughout the hotel, is crucial for business guests (Bowie & Buttle, 2016). Offering these facilities not only attracts business guests but also improves guest satisfaction and loyalty, contributing to the hotel's success in the competitive hospitality market (Holloway & Humphreys, 2019).

The aim of this research is to identify the factors that influence business guests to book a four-star hotel, and to provide improvement suggestions to Hotel X based on the factors affecting business guests' interest. It is expected that this research will help increase the booking interest at Hotel X. Based on the results of hypothesis building, seven hypotheses are obtained as follows:

- H1: Trust in the hotel has a significant positive effect on the intention to book the hotel.
- H2: Perceived value has a significant positive effect on the intention to book the hotel.
- H3: Online reviews have a significant positive effect on trust in the hotel.
- H4: Price has a significant positive effect on perceived value.
- H5: Quality has a significant positive effect on perceived value.
- H6: Location has a significant positive effect on perceived value.
- H7: Business facilities have a significant positive effect on perceived value.

2. Research Method

In the development of variables and research hypotheses, several variables and measurement items are considered based on previous literature studies and the results of interviews with the target market in the preliminary study. Figure 1 shows the research model used.

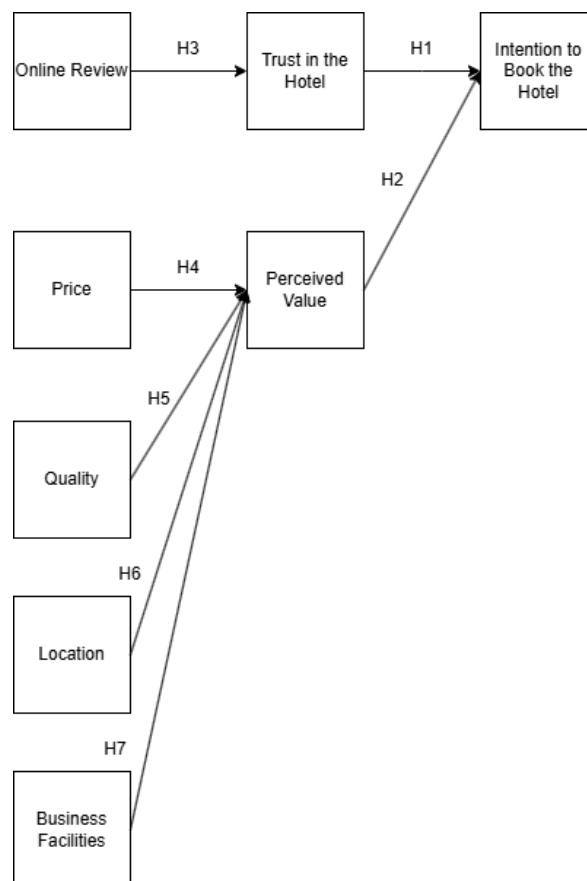


Figure 1. Research Model

Table 1. Measurements

Variable	Definition	Code	Measures
Intention to Book the Hotel (IBH)	The likelihood that a consumer will purchase a certain product/service. (Dodds et al., 1991) in Kim et al. (2017)	IBH1	I would consider booking Hotel X at the indicated price.
		IBH2	I am highly likely to book Hotel X.
		IBH3	I am highly willing to book Hotel X.
		IBH4	If I need a hotel room for business/work purposes, I will choose Hotel X.
Perceived Value (PVE)	The difference between quality and price based on the concept of value for money. (Kim et al., 2017)	PVE1	Hotel X offers good value for the price offered.
		PVE2	Hotel X is worth booking.
		PVE3	With the indicated price, booking Hotel X is a good deal.
		PVE4	The overall value expected from staying at Hotel X is high.

Variable	Definition	Code	Measures
Trust in the Hotel (TTH)	Trust arises when consumers believe that the seller has the ability and motivation to provide products or services that meet the expected quality (Jarvenpaa, Tractinsky, & Saarinen, 2006) in Kim et al. (2017).	TTH1	Hotel X is trustworthy.
		TTH2	Hotel X is reliable.
		TTH3	Hotel X is responsible for handling and resolving customer complaints.
		TTH4	I have confidence in choosing Hotel X.
		TTH5	Hotel X appears to be of good quality.
		TTH6	If I were to discuss Hotel X with others, I would most likely say positive things.
Location (LCT)	The strategic aspect of the placement of a four-star hotel is a primary preference for consumers (Angelia et al., 2019).	LCT1	Hotel X's location is easily accessible by public transportation.
		LCT2	Hotel X's location is close to where I conduct business activities.
		LCT3	Hotel X's location is near shopping centers.
		LCT4	Hotel X's location is comfortable and strategically situated for a stay.
Business Facilities (BFS)	Various services and amenities that support the professional needs of business guests (Angelia et al., 2019).	BFS1	The meeting rooms at Hotel X are well-equipped.
		BFS2	The Business Center (a space that can be used for business purposes) at Hotel X is well-equipped.
		BFS3	Hotel X provides adequate internet services for business activities.
		BFS4	The room design at Hotel X facilitates business activities.

Price (PRE)	Price represents the amount of money consumers must pay to obtain a product or service (Zeithaml, 1988) in Kim et al. (2017).	PRE1	Hotel X has a reasonable price.
		PRE2	The price of Hotel X offers value for money.
		PRE3	The price of Hotel X is worth the quality offered.
		PRE4	The price of Hotel X is economical.
Quality (QLT)	A benchmark for whether the services provided can meet consumer expectations (Kim et al., 2017).	QLT1	I believe the quality of Hotel X will be good.
		QLT2	I believe the quality of Hotel X will be high.
		QLT3	I believe the quality of Hotel X will be superior.
		QLT4	I believe the quality of Hotel X will be favorable.
Online Review (ORV)	Up-to-date information about four-star hotels containing consumer experiences in the form of online reviews (Kim et al., 2017).	ORV1	The online reviews of Hotel X are mostly negative.
		ORV2	After reading the online reviews, I would not book Hotel X.
		ORV3	After reading the online reviews, I cannot say that I like Hotel X.

After establishing the hypotheses and research model, the next step was the operationalization of variables (Table 1), resulting in 33 indicators. A questionnaire was then created using Google Forms, divided into two sections. The first section contained respondent profiles, while the second section included assessments of the research indicators, consisting of 33 questions corresponding to the indicators. The assessments were conducted using a five-point Likert scale: 1. Strongly Disagree, 2. Disagree, 3. Neutral, 4. Agree, and 5. Strongly Agree. The population and target respondents of this study were consumers who planned to or had previously stayed at a four-star hotel in Bandung City for business or work purposes. The sampling technique used was convenience sampling, as data collection was only conducted with population members who voluntarily participated by completing the questionnaire.

The required sample size was calculated by multiplying the maximum number of arrows pointing to a latent variable by 10 (Hair et al., 2022). Since the highest number of arrows pointing to a latent variable was 4, the minimum required sample size was 40 respondents. After the data collection process, a total of 258 responses were obtained through Google Forms. The collected data were then screened based on data relevance, missing responses, and standard deviation. A total of 8 respondents did not meet the data selection criteria, resulting in a final dataset of 250 respondents for further data processing.

3. Results and Discussion

Data processing was conducted using the PLS-SEM method, which involved two stages: measurement model testing and structural model testing. The analysis was performed using the SmartPLS4 application. In PLS-SEM, the measurement model is evaluated through reliability and validity tests to ensure the accuracy and consistency of the research variables.

Table 2. Reliability and Validity Test Results

Variable	Composite Reliability	Average Variance Extracted
Business Facilities	0.885	0.720
Price	0.827	0.633
Trust in the Hotel	0.885	0.686
Quality	0.838	0.827
Location	0.835	0.871
Intention to Book the Hotel	0.897	0.823
Online Review	0.807	0.708
Perceived Value	0.890	0.729

The next step in the measurement model analysis is internal consistency reliability, which aims to assess the reliability of each variable. This reliability is evaluated through the composite reliability value for each variable. In this study, composite reliability (ρ_a) is used, as it is more effective in handling variations within both reflective and formative models, ensuring more accurate reliability in measuring latent variables (Henseler et al., 2016; Hair et al., 2020). For a variable to be considered reliable, the composite reliability value must fall within the range of 0.7 to 0.9 (Hair et al., 2022). Based on Table 2, all variables have met the criteria, falling within the range of 0.7 to 0.9. Therefore, each variable can be considered reliable. The next step, after evaluating the composite reliability values, is to consider the Average Variance Extracted (AVE). The criterion for an acceptable AVE value is that it must be greater than 0.5. An AVE value of 0.5 or higher is considered satisfactory (Hair et al., 2022). Based on the table above, all AVE values are above 0.5, indicating that each latent variable explains more than half of the variance of its indicators on average. The next step, after evaluating the composite reliability values and AVE, is to consider the outer loading. To determine whether an indicator should be retained, it can be assessed based on the criterion that the outer loading value should be above 0.7. However, if the outer loading value falls within the range of 0.4 to 0.7, the indicator should be considered for removal.

Table 3. Outer Loading Test Results

	Business Facilities	Price	Trust in the Hotel	Quality	Location	Intention to Book the Hotel	Online Review	Perceived Value
BFS1	0,897							
BFS2	0,907							
BFS3	0,818							
BFS4	0,777							
PRE1		0,748						
PRE2		0,795						
PRE3		0,830						
PRE4		0,833						
QLT1				0,935				
QLT4				0,890				
TTH1			0,836					
TTH4			0,828					
TTH5			0,809					
TTH6			0,864					

LCT1					0,931			
LCT4					0,939			
IBH 2						0,895		
IBH 3						0,949		
IBH 4						0,888		
ORV1							0,792	
ORV2							0,890	
ORV3							0,888	
PVE1								0,913
PVE2								0,875
PVE3								0,789
PVE4								0,856

Based on the outer loading results, all indicators have an outer loading value above 0.7. This means that all indicators in this study can be retained. Thus, it can be concluded that the data has met both the validity and reliability tests.

After evaluating the measurement model, the next step is to test the structural model, which consists of three stages: collinearity assessment, structural model path coefficients, and coefficient of determination (Hair et al., 2017). Hypothesis testing is conducted using the structural path coefficient model, focusing on t-statistics and p-values. In this study, a significance level of 5% or 0.05 will be used, with a subsample size of 5,000 subsamples (Hair et al., 2022). In addition to examining the path coefficient results, it is also necessary to consider the t-statistics and p-value results. The t-statistics value from the test must be greater than the t-value of 1.96, while the p-value must be below 0.05.

Table 4. Structural Model Path Coefficient Results

Hypothesis	Path Coefficient	T-Statistics	P-Value	Hypothesis Supported
H1: Trust in the Hotel -> Intention to Book the Hotel	0,259	3,781	0,000	Yes
H2: Perceived Value -> Intention to Book the Hotel	0,542	5,910	0,000	Yes
H3: Online Review -> Trust in the Hotel	0,632	9,581	0,000	Yes
H4: Price -> Perceived Value	0,168	2,432	0,013	Yes
H5: Quality -> Perceived Value	0,207	3,554	0,001	Yes
H6: Location -> Perceived Value	0,359	4,305	0,000	Yes
H7: Business Facilities -> Perceived Value	0,219	3,632	0,005	Yes

Based on the table above, if the p-value is below 0.05, the variable's influence is considered significant. However, if the p-value is above 0.05, the variable is not significant. The table indicates that all variables in this study have a p-value below 0.05, meaning the hypotheses in this study are accepted (not rejected) or show a significant influence. Additionally, the path coefficient values are positive, indicating that the relationships between the variables are in the same direction. Moreover, the t-statistics values for each variable are all above 1.96.

In the first hypothesis, trust in the hotel has a significant positive influence on the intention to book the hotel. This hypothesis is supported by a p-value below 0.05 (0), a positive path coefficient of 0.259, and a t-statistics value of 3.781. Trust arises when consumers believe that the seller, in this case, the hotel, has the ability and motivation to provide products or services that meet their expected quality (Jarvenpaa, Tractinsky, & Saarinen, 2006 in Kim et al., 2017). As trust in the hotel increases, so does the likelihood of booking, indicating that trust in the hotel has a significant positive impact on the intention to book the hotel.

In the second hypothesis, perceived value also has a significant positive influence on the intention to book the hotel. This hypothesis is supported by a p-value below 0.05 (0), a positive path coefficient of 0.542, and a t-statistics value of 5.910. Perceived value is the difference between quality and price based on the concept of value for money (Kim et al., 2017). When consumers feel they receive good service, such as quality and reasonable prices, they develop a higher perceived value, which positively influences their intention to book the hotel. Therefore, it can be concluded that perceived value has a significant positive impact on the intention to book the hotel.

The third hypothesis shows that online reviews significantly influence trust in the hotel. With a p-value below 0.05 (0), a positive path coefficient of 0.632, and a t-statistics value of 9.581. Online reviews are up-to-date information about four-star hotels that contain consumer experiences in the form of online feedback (Kim et al., 2017). Consumers tend to read reviews before booking a hotel because they want to gain insight into the experiences of others who have stayed at the hotel. Therefore, positive online reviews will increase consumer trust in the hotel, which in turn enhances the intention to book the hotel. Thus, it can be concluded that online reviews have a significant positive impact on trust in the hotel.

In the fourth hypothesis, price has a significant positive influence on perceived value. A p-value below 0.05 (0.013), a positive path coefficient of 0.168, and a t-statistics value of 2.432. Price represents the amount of money consumers must pay to obtain a product or service (Zeithaml, 1988) in Kim et al. (2017). Consumers naturally want a price that aligns with what they receive, in this case, from the hotel. They expect the money spent to be in line with the hotel's pricing and their expenditures, such as the service, room, and other aspects. Therefore, a fair price will enhance their perceived value of the hotel. Thus, it can be concluded that price has a significant positive impact on perceived value.

The fifth hypothesis shows that quality has a significant positive influence on perceived value. With a p-value below 0.05 (0.001), a positive path coefficient of 0.207, and a t-statistics value of 3.554. Quality is a measure of whether the services provided meet consumer expectations (Kim et al., 2017). Consumers, as guests staying at a hotel, will evaluate the services, such as the quality of the service and facilities, based on their expectations. If their expectations are not met because the services do not align with what was promised, they will perceive the quality as poor, which will also affect their perceived value. Therefore, it can be concluded that quality has a significant positive impact on perceived value.

In the sixth hypothesis, the hotel's location significantly influences perceived value. A p-value below 0.05 (0), a positive path coefficient of 0.359, and a t-statistics value of 4.305.

Location is a strategic aspect of the placement of a four-star hotel and a key preference for consumers (Angelia et al., 2019). According to Angelia, location is a primary factor for consumers when choosing a hotel. A strategic location makes it easier for consumers to access and move to the hotel, which also influences their perceived value. Therefore, it can be concluded that location has a significant impact on perceived value.

Finally, the seventh hypothesis shows that business facilities significantly influence perceived value. With a p-value below 0.05 (0.005), a positive path coefficient of 0.219, and a t-statistics value of 3.632. Business facilities refer to various services and amenities that support the professional needs of business guests (Angelia et al., 2019). These facilities are crucial for business guests staying at the hotel. Services and amenities such as meeting rooms, internet access, and other business-related resources provide convenience, effectiveness, and efficiency for business guests. The availability of good business facilities will enhance consumers' perceived value. Therefore, it can be concluded that business facilities have a significant impact on perceived value.

The next step is the coefficient of determination analysis. This test is conducted by examining the R^2 value. An R^2 value of 0.75 indicates that the model is strong, 0.5 indicates a moderate or medium-strength model, while 0.25 suggests that the model is weak (Hair et al., 2022).

Table 5. Coefficient of Determination

Variable	<i>R-square</i>	<i>R-square adjusted</i>
Trust in the Hotel	0.735	0.729
Intention to Book the Hotel	0.707	0.703
Perceived Value	0.715	0.702

This suggests that the value falls into the good category, where the trust in the hotel variable is well explained by the predictor variables, with an R-square value of 0.735. Similarly, the intention to book the hotel variable has an R-square value of 0.707, indicating that it is adequately explained by the predictor variables. Likewise, the perceived value variable has an R-square value of 0.715. Therefore, it can be concluded that the overall model has strong explanatory power.

After processing the data using the PLS-SEM method and evaluating Hotel X's performance, the next step is to conduct analysis using the Importance-Performance Map Analysis (IPMA). IPMA is used as a method to identify which construct variables should be prioritized for improvement. The IPMA method will be carried out using Microsoft Excel. In IPMA, the prioritization of improvements is divided into four quadrants. Additionally, the analysis includes two axes: the x-axis (importance), which is derived from the total effects of a construct on the intention to book a hotel, and the y-axis (performance), which is based on the average value of a variable. Below is Figure 2, which presents the IPMA matrix generated using Microsoft Excel.

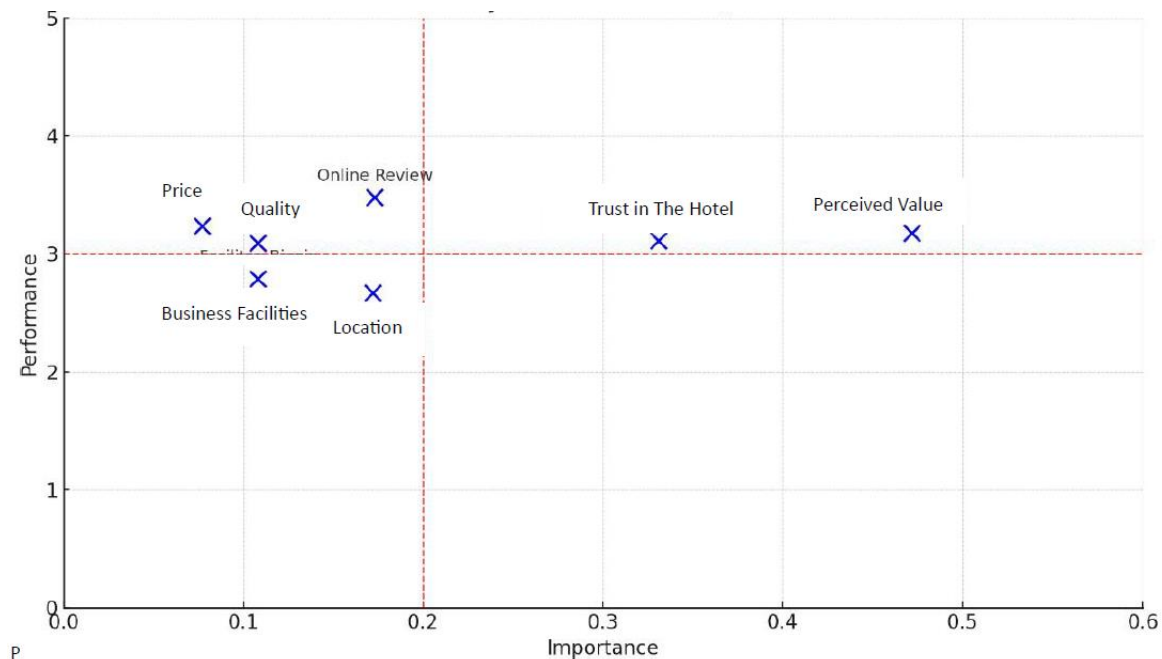


Figure 2. IPMA Matrix

Based on the results of the IPMA matrix, the placement of the existing variables can be observed. It shows that there are two priority areas for improvement: business facilities and location. Both variables fall into the third quadrant (low priority), indicating that they have both low performance and low importance. This aligns with the business facilities variable, which has an importance value of 0.108 and a performance value of 2.788, as well as the location variable, which has an importance value of 0.172 and a performance value of 2.669. Therefore, the priority order for improving the intention to book at Hotel X is location first, followed by business facilities.

4. Conclusions

The research aims to identify the factors that influence business guest's intention to book a four-star hotel. Based on the findings:

1. This study successfully identified seven key factors that influence business guest's intention to book a four-star hotel: trust in the hotel, perceived value, online reviews, price, quality, location, and business facilities. These variables were found to have a statistically significant effect on booking intention, confirming that all research hypotheses were supported and aligned with previous studies.
2. Trust in the hotel was found to be significantly influenced by online reviews. The better the online reviews, the higher the trust, which in turn increases the likelihood of booking the hotel. This highlights the importance of maintaining a strong and positive online reputation to build guest confidence.
3. Perceived value was significantly affected by four factors: price, quality, location, and business facilities. Positive evaluations of these factors contribute to higher perceived value, which directly enhances guests' intention to book. This underscores the need for a balanced offering that combines fair pricing, high-quality services, strategic location, and adequate business amenities.

4. Based on the Importance-Performance Matrix Analysis (IPMA), the variables' location and business facilities were identified as priority areas for improvement. Both were placed in the low-performance but high-importance quadrant, indicating they are crucial to guests' booking decisions but are currently underperforming.
5. For the location variable, two improvement initiatives were proposed:
 - Establishing partnerships with public transportation providers such as Grab or Gojek to facilitate easier access to and from the hotel.
 - Utilizing the hotel's own vehicle fleet to offer free or low-cost shuttle services for business guests.
6. For the business facilities variable, six specific improvements were recommended based on observed hotel conditions and customer feedback:
 - Upgrading the sound system by repairing or replacing faulty speakers in meeting and event rooms.
 - Installing insect-repellent lights in guest rooms to improve comfort.
 - Providing 24/7 technical support to assist guests with internet connectivity issues.
 - Increasing Wi-Fi access points to ensure stable and high-speed internet throughout the hotel premises.
 - Adding ergonomic and comfortable chairs in guest rooms and meeting areas to support business productivity.
 - Installing desk lamps to enhance lighting for work-related activities in rooms.
7. All proposed improvements were thoroughly discussed with Hotel X's management team and have been approved for implementation. These initiatives are expected to enhance overall guest experience, improve hotel performance in key areas, and ultimately increase business guests' intention to book the hotel.

References

- Angelia, N., Yonatha, S., Jokom, R., & Iskandar, V. (2019). ANALISA PREFERENSI ATRIBUT HOTEL BAGI BUSINESS TRAVELERS INDONESIA. Universitas Kristen Petra.
- Arikunto. (2006). *Prosedur Penelitian Suatu Pendekatan Praktek*. Jakarta : PT. Rineka Cipta.
- Badan Pusat Statistik. (2023). *Statistik Hotel dan Akomodasi Lainnya di Indonesia 2023*.
- Baloglu, S., & Uysal, M. (1996). Market Segments of Push and Pull Motivations: A Canonical Correlation Approach. *International Journal of Contemporary Hospitality Management*, 8(3), 32-38.
- Benitez, J., Henseler, J., Castillo, A., & Schuberth, F. (2020). How to perform and report an impactful analysis using partial least squares: Guidelines for confirmatory and explanatory IS research. *Information & Management*, 57(2), 103168.
- Blackwell, R. D., Miniard, P. W., & Engel, J. F. (2006). *Consumer behavior (10th ed.)*. Mason, OH: Thomson South-Western.
- Bollen, K. A. (1989). *Structural Equations with Latent Variables*. John Wiley & Sons.
- Bowie, D., & Buttle, F. (2016). *Hospitality Marketing*. Routledge.
- Chen, C. (2013). Factors Influencing Guest Perception of Hotel Quality. *Journal of Travel & Tourism Marketing*, 30(4), 366-380.
- Chen, C.-F., & Rothschild, R. (2010). An Application of Hedonic Pricing Analysis to The Case of Hotel Rooms in Taipei. *Tourism Economics*, 16(3), 685-693.

- Chin, W. W. (1998). *The Partial Least Squares Approach to Structural Equation Modeling*. In G. A. Marcoulides (Ed.), *Modern Methods for Business Research* (pp. 295-336). Lawrence Erlbaum Associates.
- Danang Sunyoto. (2012). *Dasar-Dasar Manajemen Pemasaran*. Cetakan Pertama. Yogyakarta : CAPS.
- Dodds, W.B.; Monroe, K.B.; Grewal, D. *Effects of Price, Brand, and Store Information on Buyers' Product Evaluations*. J. Mark. Res. 1991, 28, 307–319.
- Dolnicar, S., & Otter, T. (2003). Which Hotel Attributes Matter? A Review Of Previous and A Framework for Future Research. *International Journal of Hospitality Management*, 22(4), 403-413.
- Enz, C. A. (2011). *Hospitality Strategic Management: Concepts and Cases*. John Wiley & Sons.
- Fornell, C. (1982). *A Second Generation Of Structural Equation Models*. Multivariate behavioral research, 17(3), 397-418.
- Gefen, D. (2000). *E-Commerce: The Role of Familiarity and Trust*. Omega, 28(6), 725-737.
- Hair, J. F., Black, W. C., Babin, B. J., & Anderson, R. E. (2006). *Multivariate data analysis (Vol. 6)*. Pearson Prentice Hall.
- Hair, J. F., Black, W. C., Babin, B. J., & Anderson, R. E. (2022). *Multivariate Data Analysis (8th ed.)*. Cengage Learning.
- Hair, J. F., Hult, G. T. M., Ringle, C. M., & Sarstedt, M. (2016). *A Primer on Partial Least Squares Structural Equation Modeling (PLS-SEM)*. Sage Publications.
- Hair, J. F., Hult, G. T. M., Ringle, C. M., & Sarstedt, M. (2017). *A Primer on Partial Least Squares Structural Equation Modeling (PLS-SEM) (2nd ed.)*. Sage Publications.
- Hair, J. F., Hult, G. T. M., Ringle, C. M., & Sarstedt, M. (2022). *A Primer on Partial Least Squares Structural Equation Modeling (PLS-SEM)*. SAGE Publications Asia-Pacific Pte. Ltd.
- Hair, J. F., Risher, J. J., Sarstedt, M., & Ringle, C. M. (2019). When to use and how to report the results of PLS-SEM. *European Business Review*, 31(1), 2-24.
- Henseler, J., Hubona, G., & Ray, P. A. (2016). Using PLS path modeling in new technology research: Updated guidelines. *Industrial Management & Data Systems*, 116(1), 2-20.
- Henseler, J., Ringle, C. M., & Sarstedt, M. (2015). A new criterion for assessing discriminant validity in variance-based structural equation modeling. *Journal of the Academy of Marketing Science*, 43(1), 115-135.
- Henseler, J., Ringle, C. M., & Sinkovics, R. R. (2009). *The use of partial least squares path modeling in international marketing*. In R. R. Sinkovics & P. N. Ghauri (Eds.), *Advances in International Marketing* (Vol. 20, pp. 277-319). Emerald Group Publishing Limited.
- Holloway, J. C., & Humphreys, C. (2019). *The Business of Tourism*. Sage Publications.
- Hung, W.-T., Shang, J.-K., & Wang, F.-C. (2010). Pricing Determinants in The Hotel Industry: Quantile Regression Analysis. *International Journal of Hospitality Management*, 29(3), 378-384.
- Hurdawaty dan Parantika. (2018). *Manajemen Penyelenggaraan Hotel*. Bandung: Alfabeta.
- Istijanto. (2005). *Aplikasi Praktis Riset Pemasaran*. Jakarta: PT Gramedia Pustaka Utama
- Ivanov, S., & Zhechev, V. (2012). Hotel Revenue Management—A Critical Literature Review. *Tourism Review*, 67(3), 50-60.

- Jarvenpaa, S.L.; Tractinsky, N.; Saarinen, L. *Consumer Trust in an Internet Store: A Cross-Cultural Validation*. Inf. Technol. Manag. 2000, 1, 45–71.
- Jeacle, I., & Carter, C. (2011). in Tripadvisor We Trust: Rankings, Calculative Regimes and Abstract Systems. *Accounting, Organizations and Society*, 36(4-5), 293-309.
- Jones, P. (2008). *Introduction to Hospitality Operations: An Indispensable Guide to the Industry*. Cengage Learning.
- Jones, P., & Chen, M. (2011). Factors Determining Hotel Selection: Online Behavioural Analysis. *Journal of Hospitality and Tourism Management*, 18(1), 23-31.
- Kang, G., James, J., & Alexandris, K. (2004). Measurement of Internal Service Quality: Application of The SERVQUAL Battery to Internal Service Quality. *Managing Service Quality*, 14(4), 278-291.
- Kemenparekraf/Baparekraf RI. (2023). Expert Survey: Sektor Pariwisata dan Ekonomi Kreatif Tumbuh pada 2024. Diakses dari <https://kemenparekraf.go.id/apresiasi-pariwisata-dan-ekonomi-kreatif/expert-survey-sektor-pariwisata-dan-ekonomi-kreatif-tumbuh-pada-2024>
- Kim, Seo & Kim, Jong & Park, Sang. (2017). The Effects of Perceived Value, Website Trust and Hotel Trust on Online Hotel Booking Intention. *Sustainability*. 9. 2262. 10.3390/su9122262.
- Kim, W. G., Jin-Sun, B., & Kim, H. J. (2008). Multidimensional Customer-Based Brand Equity and its Consequences in Midpriced Hotels. *Journal of Hospitality & Tourism Research*, 32(2), 235-254.
- Kotler, P., Bowen, J. T., & Makens, J. C. (2014). *Marketing for Hospitality and Tourism*. Pearson.
- Kotler, Phillip dan Kevin Lane Keller.(2016). *Manajemen Pemasaran Edisi 12 Jilid 1 & 2*. Jakarta: PT. Indeks.
- Ladhari, R. (2009). Service Quality, Emotional Satisfaction, annd Behavioral Intentions: A Study in The Hotel Industry. *Managing Service Quality*, 19(3), 308-331.
- Lau, G. T., & Lee, S. H. (1999). Consumers' Trust in A Brand and The Link to Brand Loyalty. *Journal of Market-Focused Management*, 4(4), 341-370.
- Liu, Y. (2006). Word Of Mouth For Movies: Its Dynamics and Impact on Box Office Revenue. *Journal of Marketing*, 70(3), 74-89.
- Marlina, Endy. (2008). *Panduan Perancangan Bangunan Komersial*. Yogyakarta. Andi.
- Min, H., Min, H., & Chung, K. (2002). Dynamic Benchmarking of Hotel Service Quality. *Journal of Services Marketing*, 16(4), 302-321.
- Moleong, Lexy J. (2013). *Metode Penelitian Kualitatif. Edisi Revisi*. Bandung : PT. Remaja Rosdakarya.
- Morgan, R. M., & Hunt, S. D. (1994). The Commitment-Trust Theory of Relationship Marketing. *Journal of Marketing*, 58(3), 20-38.
- Morosan, C., & Jeong, M. (2008). Users' Perceptions of Two Types of Hotel Reservation Web Sites. *International Journal of Hospitality Management*, 27(2), 284-292.
- Pereira, J. (2016). Dynamic Pricing in The Hotel Industry. *Journal of Revenue and Pricing Management*, 15(3-4), 203-209.
- Prakoso, P. A. (2017). *Front office praktis*. Gava Media
- Sarstedt, M., Ringle, C. M., & Hair, J. F. (2017). *Partial Least Squares Structural Equation Modeling*. In C. Homburg, M. Klarmann, & A. Vomberg (Eds.), *Handbook of Market Research* (pp. 1-40). Springer.

- Sekaran, Uma, & Bougie, Roger. (2016). *Research Methods for Business: A Skill-Building Approach* (7th Edition). John Wiley & Sons.
- Shoval, N. (2006). The Geography of Hotels In Cities: An Empirical Validation of A Forgotten Model. *Tourism Geographies*, 8(1), 56-75.
- Solimun, S. (2010). *Analisis SEM Dengan Pendekatan Warppls [Seminar Nasional Penelitian, Pendidikan Dan Pengabdian Kepada Masyarakat (LITBANGMAS)]*. Universitas Airlangga.
- Solomon, M. R. (2010). *Consumer behavior: Buying, having, and being* (9th ed.). Upper Saddle River, NJ: Pearson.
- Sparks, B. A., & Browning, V. (2011). The Impact of Online Reviews of Hotel Booking Intentions and Perception of Trust. *Tourism Management*, 32(6), 1310-1323.
- Sugiyono. (2001). *Metode Penelitian Administrasi*. Bandung: Alfabeta.
- Sugiyono. (2006). *Metode Penelitian Kuantitatif, Kualitatif dan R&D*. Bandung: Alfabeta.
- Sugiyono. (2013.) *Metodelogi Penelitian Kuantitatif, Kualitatif Dan R&D*. Bandung: Alfabeta.
- Surwano, H. (2010). *Analisis Jalur Dengan Structural Equation Modeling (SEM)*. Gramedia Widiasarana Indonesia.
- Tan, W. (2016). The Impact of Location on Hotel Occupancy Performance Using GIS. *Journal of Hospitality and Tourism Technology*, 7(1), 17-33.
- Tsai, H. (2017). Exploring Factors Affecting Hotel Perception and Preferences: An Empirical Study. *Journal of Hospitality and Tourism Management*, 33, 54-64.
- UPT Jurnal. (2023). *Pentingnya Teknik Sampling dalam Penelitian*. Diakses dari <https://www.uptjurnal.com/teknik-sampling>.
- Widanaputra, A,A. (2009). *Akuntansi perhotelan pendekatan sistem informasi*. Yogyakarta : Graha Ilmu.
- Xie, K. L., Chen, C., & Wu, S. (2014). Online Consumer Review Factors Affecting Offline Hotel Popularity: Evidence From Tripadvisor. *Journal of Travel & Tourism Marketing*, 31(8), 982-994.
- Zeithaml, V.A. *Consumer Perceptions of Price, Quality, and Value: A Means-End Model and Synthesis of Evidence*. *J. Mark.* 1988, 52, 2–22
- Zikmund, William G. (2000). *Business Research Methods (6th Edition)*. Harcourt College Publishers.