

IMPACT OF SERVICE QUALITY AND SERVICESCAPE ON CUSTOMER RETENTION MEDIATED BY CUSTOMER SATISFACTION AT SSAMAYA BALINESE SPA

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Abstract: Spa industry is part of experience-based services, faces increasing challenges in retaining customers amid intensifying competition. This study aims to examine the effects of service quality and servicescape on customer retention, with customer satisfaction as a mediating variable at Ssamaya Balinese Spa. This research employed quantitative approach using a survey of 220 repeat customers. Data were analyzed using SmartPLS4 and the findings reveal that service quality has a positive and significant effect on customer satisfaction and customer retention. Servicescape also exerts a positive and significant influence on customer satisfaction and customer. Furthermore, customer satisfaction positively and significantly affects customer retention and serves as a significant mediator in the relationships between service quality and customer retention. The concludes that service quality is the most influential factor in enhancing customer satisfaction and retention. Servicescape functions as a supporting factor that strengthens the overall customer experience through increased satisfaction.

Keywords: *Service Quality, Servicescape, Customer Satisfaction, Customer Retention, Spa Industry*

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1. Introduction

The spa and wellness industry in Bali tends to increase along with increasing visits from foreign tourists. For the 2014-2019 period, the trend of foreign tourist visits increased consistently from around 3.77 million in 2014 and peaked at more than 6.3 million in 2024 (Badan Pusat Statistik, 2024). A sharp decline occurred during the 2020 pandemic, which only reached 2 million visits, until 2021, which only reached 51 visits (Badan Pusat Statistik, 2024). After the pandemic, tourists' interest in health has also increased, thus encouraging the expansion of the fitness tourism or spa tourism sector. As of 2024, the number of spa tourism businesses in Bali will reach 1,148 businesses (Dinas Pariwisata Bali, 2024) and as many as 918 businesses operate in Badung Regency, which is the research location.

Wellness tourism has a significant economic contribution to Bali and Indonesia, with wellness tourists in Indonesia spending an estimated USD 6.9 billion in 2017 (United Nations ESCAP, 2021). Tourists' high interest in spa services in Bali is also evident in their use of spa services during the holiday season. In the Ubud tourist area, only 27% of tourists used spa services once, while 73% visited more than once, and 46% visited more than three times (Kiskenda et al., 2024).

Industrial progress has increased the intensity of competition, which in turn impacts pricing strategies and service quality. The abundance of spa alternatives for customers has become a major challenge for spa business owners: maintaining customer loyalty. Maintaining customer loyalty is crucial because customer retention strategies are seen as more cost-efficient and crucial to the business's long-term profitability. As the owner of Ssamaya Balinese Spa in the Canggu area, maintaining customer retention is a real challenge. This is evident from the total number of customer visits from January 2025 to July 2025 compared to the number of customers willing to become members and willing to return during the same period.

Internal data shows that the total number of visits to Ssamaya Balinese Spa from January 2025 to July 2025 was around 14,409 people, and the number of existing members was only 356 customers during that period. This figure then shows that only 2.47% of the total visitors were willing to become members and only 220 customers made more than one transaction. Another phenomenon underlying this research is related to the fluctuation of Ssamaya Balinese Spa's turnover throughout the period from January 2025 to July 2025. Internal data shows a sharp decline twice, namely around -19.7% in February and -13.6% in July. Another concern is the low contribution of members to total spa revenue, which based on internal data shows that only 9.9% of total turnover came from member customers in the period from January 2025 to July 2025. This condition indicates low customer retention.

An empirical analysis of Samaya Day Spa customer reviews provides additional justification for this study, as most reviews emphasize therapist performance, staff responsiveness, room atmosphere, cleanliness, and perceived comfort. These findings indicate that service quality and servicescape are important components of the customer experience. However, customer reviews alone are insufficient to explain the causal relationships among service quality, servicescape, customer satisfaction, and customer retention. Therefore, this study integrates Expectation Disconfirmation Theory (EDT) and the Theory of Reasoned Action (TRA) as its theoretical foundation. Based on EDT, customers compare the actual performance of spa services, represented by service quality and servicescape, with their prior expectations. When actual performance meets or exceeds expectations, positive disconfirmation occurs and leads to greater customer satisfaction.

2. Literature Review

2.1. Expectation-Disconfirmation Theory & Theory of Reasoned Action

This confirms the relevance of EDT in explaining the correlation between service quality, consumer satisfaction and post-consumer behavior.

Although EDT can explain how satisfaction is formed through the evaluation process, it cannot fully explain how satisfaction develops into intention, so the theory of reasoned action was introduced to complement it. The theory of reasoned action (TRA) explains how attitudes formed from evaluation of experiences can influence intentions, which then drive actual behavior. Breabă et al., (2023) explained that evaluation of experiences and attitudes showed a significant influence on loyalty intention in health and spa tourists, further emphasizing the relevance of TRA in explaining the transition process from satisfaction to customer retention (Yuwono et al., 2024).

2.2. Service Quality

Service quality is understood as consumer's view the service performance obtained compared to initial expectations. Pinthong & Pongwat (2022) explain that service quality

assessment arises from evaluations between expected services and actual services. Through these five dimensions, consumers will be able to assess service quality as a whole so that service quality can be understood as the result of customer evaluation of the entire spa service experience which includes aspects of performance, professionalism and conformity with initial expectations. Service quality in the context of this research explains how Ssamaya Balinese Spa services are able to meet or exceed customer expectations.

2.3. Servicescape

Panuntun et al., (2025) explained that servceiscape encompasses all aspects of the physical environment where services are provided, including ambient conditions, spatial arrangement and function, and visual elements such as signs, symbols, and artifacts attached to the service area. These three components simultaneously influence customer perception, comfort, emotional response, and behavior. Serviscape is understood as an environmental stimulus capable of creating sensory and psychological experiences that play an evaluation. Serviscape in this study is defined as customer perception and what they feel about the physical condition of Ssamaya Balinese Spa.

2.4. Customer Satisfaction

Customer satisfaction is related to positive feelings that arise in consumers after comparing the realization of the service received with initial expectations. Satisfaction reflects the results of post-consumption evaluation which then gives rise to indicators of likes and dislikes to become the basis for subsequent behavior. Putri & Lestari (2025) have explained the influence of price, quality of service and brand identity to the customer satisfaction in the skin care services sector, this is relevant to spa services which are also oriented towards a holistic experience.

2.5. Customer Retention

Customer retention is a strategic aspect in marketing which then reflects the company's success in maintaining good-term relationships with customers through positive experiences, continuous satisfaction and added value felt by customers (Anggraeni & Rivai, 2025). Kotler & Keller (2016) also explain customer retention as the output of sustainable satisfaction and well-maintained relationships between customers and the company. Conceptually, customer retention is the tendency of consumers to be loyal, use services again, and maintain relationships with a company for a long time. This study describes customer retention as the tendency to continue to return and be loyal to the service as well as the customer's willingness to provide recommendations and establish long-term relationships based on a satisfactory service experience.

Framework

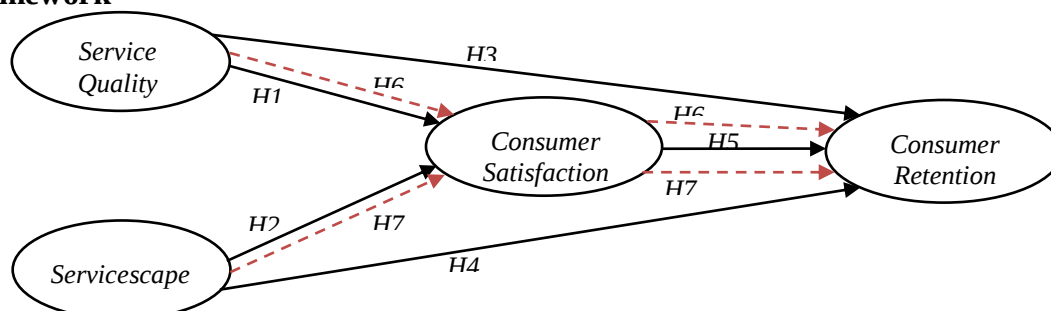


Figure 1. Research Model

Satisfaction occurs when service delivery meets customer expectations Putri & Lestari (2025), Clemes et al., (2020 and Choi et al., (2015). Panuntun et al., (2025) explained that a calm atmosphere, aroma, soothing music, temperature, and lighting influence customer emotions. Guillet & Kucukusta (2016) found similar findings, noting that a calm atmosphere and facilities play a crucial role in influencing customer satisfaction. Ardani et al., (2021) suggested that service quality impacts loyalty. Kucukusta & Guillet (2014) demonstrated a similar phenomenon, where consumers are loyal to a service due to their attachment to the therapist. This explains why when the therapist moves, consumers will move. This phenomenon is evidence that the quality of personnel service directly determines retention.

Han et al., (2018) explained that the physical environment of a spa correlates with customer retention (Alexander et al., (2024.) Satisfied consumers are more likely to make repeat purchases (Odondo et al., 2021). Han et al., (2018) confirmed the influence of tourist satisfaction on loyalty or retention. Clemes et al., (2020) found customer satisfaction to be a significant mediator between service quality and loyalty intentions at day spas in Thailand. Alexander et al., (2024) showed that perceived quality, which is closely related to satisfaction, mediates the relationship between the physical environment and consumer loyalty.

3. Research Methods

Population and Sample

The research was conducted at Ssamaya Balinese Spa, Jl. Raya Semat No. 7, North Kuta, Badung Regency with a data collection period from December 1, 2025 to December 31, 2025. The population determined was all Ssamaya Balinese Spa customers who had made repeat visits at least twice in the period January 2025-July 2025. Based on a population that met the research criteria of only 220 individuals and all of them could be fully reached, this is the reason why the entire population was used as a sample in this study.

Table 1. Variable Indicators and Measurement Items

Variable	Codes	Measurement Items	Reference
Service Quality (X1)	X1.1	The spa room I visited is clean and tidy.	Pinthong & Pongwat, (2022)
	X1.2	The staff appear professional.	
	X1.3	Spa services is provided according to promises given.	
	X1.4	Spa service meets the stated standards.	
	X1.5	Staff are able to handle problems appropriately.	
	X1.6	Staff respond to my requests promptly.	
	X1.7	Spa service is delivered on time.	
	X1.8	Staff demonstrate competence in providing services.	
	X1.9	I feel safe during spa treatment.	
	X1.10	Staff understand my needs.	
	X1.11	Staff provide personal attention during service.	
Servicescape (X2)	X2.1	Spa room temperature feels comfortable.	Mahrinasari & Fihartini (2025)
	X2.2	The lighting supports relaxation.	
	X2.3	The aroma makes me feel relaxed.	
	X2.4	Noise level is low.	
	X2.5	Environment provides sensory comfort.	

Variable	Codes	Measurement Items	Reference
	X2.6	Layout allows easy movement.	
	X2.7	The equipment is well organized.	
	X2.8	Each room has a clear function.	
	X2.9	Facilities support smooth service.	
	X2.10	Signage is easy to understand.	
	X2.11	Décor and colors support relaxation.	
Customer Satisfaction (M)	M1.1	Service meets my expectations.	Putri & Lestari (2025)
	M1.2	Massage techniques meets expectations.	
	M1.3	Friendliness meets expectations.	
	M1.4	Cleanliness meets expectations.	
	M1.5	Ambience meets expectations.	
	M1.6	I want to return for treatment.	
	M1.7	I want to try other services.	
	M1.8	I am willing to give a positive review.	
	M1.9	I am willing to recommend this spa.	
Customer Retention (Y)	Y1.1	I plan to use the spa routinely.	Anggraeni & Rivai (2025)
	Y1.2	I chose this spa for my next visit.	
	Y1.3	I prefer this spa over others.	
	Y1.4	I remain loyal to this spa.	
	Y1.5	I feel satisfied each time.	
	Y1.6	Positive experiences make me want to remain a customer.	
	Y1.7	I often share positive experiences.	
	Y1.8	I encourage others to try this spa.	
	Y1.9	I feel a positive bond with this spa.	
	Y1.10	I feel this spa understand my preferences.	

Source: Data processed, 2026

4. Result and Discussion

4.1. Result

Outer Model Assessment

This study used SmartPLS in the data analysis process. The data obtained then underwent two stages of processing: an outer model and an inner model. The outer model testing in this study included validity and reliability tests, with validity assessed based on factor loadings and Average Variance Extracted (AVE), while Cronbach's Alpha and Composite Reliability were used to assess reliability.

Convergent validity test

Convergent validity testing is carried out to measure the ability of manifest indicators to consistently reflect later variables.

Table 2. Outer Loading

Variables	Code	Items	Outer Loading
Service Quality	X1.1	The spa room I visited is clean and tidy.	0.830
	X1.2	The staff appear professional.	0.833

Variables	Code	Items	Outer Loading
	X1.3	Spa services is provided according to promises given.	0.827
	X1.4	Spa service meets the stated standards.	0.803
	X1.5	Staff are able to handle problems appropriately.	0.825
	X1.6	Staff respond to my requests promptly.	0.807
	X1.7	Spa service is delivered on time.	0.843
	X1.8	Staff demonstrate competence in providing services.	0.819
	X1.9	I feel safe during spa treatment.	0.853
	X1.10	Staff understand my needs.	0.827
	X1.11	Staff provide personal attention during service.	0.820
Servicescape	X2.1	Spa room temperature feels comfortable.	0.835
	X2.2	The lighting supports relaxation.	0.830
	X2.3	The aroma makes me feel relaxed.	0.809
	X2.4	Noise level is low.	0.800
	X2.5	Environment provides sensory comfort.	0.815
	X2.6	Layout allows easy movement.	0.657
	X2.7	The equipment is well organized.	0.820
	X2.8	Each room has a clear function.	0.799
	X2.9	Facilities support smooth service.	0.809
	X2.10	Signage is easy to understand.	0.793
	X2.11	Décor and colors support relaxation.	0.813
Customer Satisfaction	M1.1	Service meets my expectations.	0.837
	M1.2	Massage techniques meets expectations.	0.846
	M1.3	Friendliness meets expectations.	0.827
	M1.4	Cleanliness meets expectations.	0.826
	M1.5	Ambience meets expectations.	0.822
	M1.6	I want to return for treatment.	0.847
	M1.7	I want to try other services.	0.844
	M1.8	I am willing to give a positive review.	0.858
	M1.9	I am willing to recommend this spa.	0.822
Customer Retention	Y1.1	I plan to use the spa routinely.	0.850
	Y1.2	I chose this spa for my next visit.	0.843
	Y1.3	I prefer this spa over others.	0.864
	Y1.4	I remain loyal to this spa.	0.848
	Y1.5	I feel satisfied each time.	0.881
	Y1.6	Positive experiences make me want to remain a customer.	0.853
	Y1.7	I often share positive experiences.	0.853
	Y1.8	I encourage others to try this spa.	0.661
	Y1.9	I feel a positive bond with this spa.	0.848

Variables	Code	Items	Outer Loading
	Y1.10	I feel this spa understand my preferences.	0.840

Source: Data processed, 2026

Discriminant validity test

The results of discriminant validity were taken to ensure that each latent construct has its own uniqueness and does not overlap implicitly in the model with other constructs.

Table 3. Average Variance Extracted (AVE)

Variable	Customer Satisfaction (M)	Service Quality (X1)	Servicescape (X2)	Customer Retention (Y)	AVE	Remarks
Customer Satisfaction (M)	1.000	0.768	0.695	0.802	0.836	valid
Service Quality (X1)	0.768	1.000	0.637	0.756	0.826	valid
Servicescape (X2)	0.695	0.637	1.000	0.682	0.800	valid
Customer Retention (Y)	0.802	0.756	0.682	1.000	0.837	valid

Table 2 shows that the AVE values for all four variables exceed the minimum limit (>0.5), and the results show that all variables are declared valid.

Composite reliability

The composite reliability value ranges from 0 to 1. The higher the value, the better the measurement consistency. A construct is considered reliable if the composite reliability result is above 0.70. The results of the Composite Reliability test are as follows: valid

Table 3. Composite Reliability Test

Variable	Composite Reliability	Cronbach's Alpha	Remarks
Customer Satisfaction	0.947	0.946	reliable
Service Quality	0.954	0.954	
Servicescape	0.947	0.943	
Customer Retention	0.956	0.952	

Source: Data processed, 2026

The results presented in the table 3 , show that all constructs have composite reliability values above 0.7. Therefore, it can be stated that this study instrument has a good level of internal consistency and meets the reliability criteria. Furthermore, the Cronbach's Alpha test, as listed in the table below, shows an acceptable value if it obtains a value above 0.7, so it can be concluded that the research statement is consistent or reliable.

Inner Model Assessment

The inner model test includes a hypothesis test to see the influence of the independent variable on the dependent variable and a determination coefficient test to see how much influence the independent variable has on the dependent variable.

Coefficient of determination

Table 5. R-Square

Variable	R-Square
Customer Satisfaction	0.640
Customer Retention	0.725

Source: Data processed, 2026

The coefficient of determination (R-Square) test was conducted to assess the overall influence of the model. Based on the values in Table 4, the cumulative influence of service quality and services cape on customer satisfaction is 64%, and the cumulative influence of customer satisfaction on customer retention is 72.5%.

Q-Square

The model's predictive ability was tested using the Q-Square. A Q-Square value greater than zero indicates that the model is predictive of the research construct. The previously generated R-Square value was then used to calculate the Q-Square value using the following equation:

$$\begin{aligned}
 Q^2 &= 1 - (1 - R_1^2)(1 - R_2^2) \\
 &= 1 - (1 - 0,640)(1 - 0,725) \\
 &= 1 - (0,360)(0,275) \\
 &= 1 - 0,099 \\
 &= 0,901 \\
 &= 90,1\%
 \end{aligned}$$

The Q^2 value of 0.901 indicates that the research model has highly significant predictive relevance. Thus, it can be concluded that 90.1% of the variability in endogenous variables can be explained by exogenous variables.

Hypothesis Test

The findings in the hypothesis test (Table 5) show that each independent variable has a significant and positive influence on the dependent variable both directly and indirectly through the intervening variable, namely customer satisfaction. This causes the mediating effect that occurs in this study to be partial mediation. Based on the results of statistical tests, it can be seen that the relationship between variables has a T-statistics value of >1.96 while the P-Value value is <0.05 .

Table 6. Path Coefficient (Direct Effect)

	Original Sample (O)	T-Statistics	P-Value	Remarks
Service Quality → Customer Satisfaction	0.541	6.935	0.000	Accepted

Servicescape → Customer Satisfaction	0.338	4,398	0,000	Accepted
Service Quality → Customer Retention	0.320	3.817	0.000	Accepted
Servicescape → Customer Retention	0.205	3.651	0.000	Accepted
Customer Satisfaction → Customer Retention	0.419	4.720	0.000	Accepted

Source: Data processed, 2026

Table 7. Path Coefficient (Indirect Effect)

	Original Sample (O)	T-Statistics	P-Value	Remarks
Service Quality → Customer Satisfaction → Customer Retention	0.227	4.186	0.000	Accepted
Servicescape → Customer Satisfaction → Customer Retention	0.142	2.681	0.007	Accepted

Source: Data processed, 2026

4.2 Discussion

Service quality has been proven to have a positive and significant influence on customer satisfaction, Putri & Lestari (2025) that satisfaction arises when service performance meets or exceeds customer expectations. In the context of spa, the service quality reflected through the competence of the therapist, the friendliness of the staff, the speed of service, and the consistency of service standards are the main factors that shape satisfaction. These findings also support the research of Clemes et al. (2020) and Choi et al. (2015) which showed that the services quality of spa has a significant effect on customer satisfaction. At Ssamaya Balinese Spa, customers who experience professional massage techniques, personal attention from therapists, and responsive service tend to feel satisfied after receiving treatments. This shows that the core service quality is a key determinant of customer satisfaction in the spa industry. Servicescape has a positive and significant influence on customer satisfaction, Panuntun et al. (2025) who stated that servicescape conditions such as aroma, lighting, music, spatial layout, and room comfort affect customer emotional response, which will certainly increase customer satisfaction. At the relaxation-based Ssamaya Balinese Spa, the physical atmosphere is part of the overall service experience. These findings support the research of Han et al. (2018) and Guillet & Kucukusta (2016) who found that servicescape in spas contributes to increased customer satisfaction. Service quality has a positive and significant relationship with customer retention, in line with Erliana (2022) and Chandra et al. (2025) who found that service quality is directly related to customer retention. At Ssamaya Balinese Spa, customers who persist due to the skills of the therapist, feel that they get personal attention that eventually comes back because they find it difficult to find similar experiences elsewhere. This ensures that Ssamaya Balinese Spa customers who feel superior service quality have a great opportunity to return to service transactions. Servicescape is confirmed to have a positive and significant relationship with customer retention, research by Han et al. (2018) and Alexander et al. (2024) shows that an engaging physical environment creates a memorable experience that encourages repeat intent. At Ssamaya Balinese Spa, a calm and

aesthetic atmosphere becomes part of the customer's memory of the experience, so they are encouraged to repeat the experience.

Customer satisfaction mediates the influence of service quality on customer retention in spa places. This means that the quality of service provided has not automatically made customers survive, but it is necessary to first create satisfaction. In the context of Ssamaya Balinese Spa, the quality of service is reflected in the competence of the therapist, the friendliness of the employees, the punctuality of the service, the ability to understand customer needs, the cleanliness of the equipment, and the consistency of the treatment results. When the service received meets or exceeds expectations, customers will feel satisfied, trusted, and comfortable to return to using the same spa services. This satisfaction can also reduce the desire of customers to move to another spa place. These findings are in line with Cronin et al. (2000), who explain that service quality can influence customer behavioral intent through satisfaction, and Salamah et al. (2022), who found that satisfaction is an important mechanism in the relationship between service quality and customer retention.

Customer satisfaction mediates the effect of servicescape on customer retention at spa venues. Servicescape is an important part of the customer experience because spa services offer not only body treatments, but also calmness, comfort, and relaxation. The services of the spa include room cleanliness, aroma therapy, lighting, music, room temperature, layout, interior design, level of privacy, and comfort of facilities. A calm, clean, aesthetically pleasing environment that supports relaxation can create a positive experience and increase customer satisfaction. This satisfaction further encourages customers to make repeat visits and maintain a relationship with the spa place. These findings support Bitner (1992), who states that the physical environment can shape emotional responses and customer behaviors. These results are also in line with Han and Ryu (2009), who show that the physical environment plays a role in increasing customer satisfaction and loyalty.

5. Conclusion

Based on the comprehensive discussion and the results of the scientific methodological analysis above, the following conclusions can be drawn:

1. Service quality has a positive correlation with customer satisfaction, indicating that improving service quality will automatically increase customer satisfaction.
2. The physical service environment contributes to customer satisfaction, where a comfortable and supportive environment can increase customer satisfaction.
3. Service quality plays a role in increasing customer retention, so that service that meets expectations motivates repeat purchases.
4. The physical service environment contributes to customer retention, as reflected in the tendency of customers to continue using a service when supported by a comfortable and expected physical environment.
5. Customer satisfaction is related to customer retention, where satisfied customers are more likely to intend to revisit.
6. Customer satisfaction acts as an intermediary variable in the relationship between service quality and customer retention, indicating that improving service quality will strengthen retention through increased satisfaction.
7. Customer satisfaction also bridges the physical environment variables of service and customer retention, so that a good physical environment will increase satisfaction which ultimately has an impact on customer retention.

Suggestions

The results of this study can serve as a reference for developing consumer behavior studies in the experience-based service industry, particularly regarding the relationship between service quality, physical environment, satisfaction, and customer retention. Satisfaction's role as a mediating variable in this model can serve as a basis for further research in various service contexts.

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