

## Does The Service Quality Of Banquet Hall Staff Affect The Guest Satisfaction? A Case Study At Hotel Peninsula Manado

Selvy Kalele<sup>1</sup>, Enrico Aldo Watung<sup>2</sup>, Telly H. I. Kondo<sup>3</sup>, Deby Christiani Sendow<sup>4</sup>,  
Dimas E. Permana<sup>5</sup>, Jeanlly A. Solang<sup>6</sup>, Benny Irwan Towoliu<sup>7\*</sup>

<sup>1,2,3,4,5,6,7,8</sup> Politeknik Negeri Manado

E-mail: [benny.tourism@gmail.com](mailto:benny.tourism@gmail.com)

Article History	Abstract
Accepted: Revised: Published:	<i>This study aims to examine the effect of service quality provided by staff in the banquet hall on guest satisfaction in organizing events at the Peninsula Hotel Manado. Based on the findings of researchers, every time there is an event, staff often get complaints against the organizer, and it has become a hot issue developing outside the hotel, but it is still in the local Manado context. However, this will have an impact on the hotel if this is allowed and not handled properly. Through the survey method, research was conducted by distributing questionnaires to 100 respondents, and analyzed using simple linear regression, Spearman rank correlation, and the coefficient of determination. The result is that there is an influence of service quality on guest satisfaction, and there is a positive relationship between the two variables; the independent variable contributes to the dependent variable. Although the relationship and contribution are minor.</i>
	<b>Keywords:</b> <i>Service Quality; Banquet Hall Staff; Guest Satisfaction; Hotel Peninsula Manado.</i>



This work is licensed under a [Creative Commons Attribution-ShareAlike 4.0 International License](https://creativecommons.org/licenses/by-sa/4.0/)

### INTRODUCTION

The hospitality industry plays a significant role in driving the tourism economy, especially in regions that promote Meetings, Incentives, Conferences, and Exhibitions (MICE). As a labor-intensive sector, it involves a large number of personnel across various departments, including accommodation, culinary services, and event support (Idrus, 2019). Among these departments, banquet services are a crucial element of hotel operations, particularly in cities where MICE tourism is growing rapidly. In North Sulawesi, Manado has emerged as a central hub for MICE activities, prompting rapid development in the hotel sector. As the provincial capital, Manado has witnessed a proliferation of hotels equipped with facilities to accommodate meetings, social functions, and official events. One such hotel is the Sintesa Peninsula Hotel Manado, which plays a key role in catering to the increasing demand for event spaces. The hotel's Food and Beverage (F&B) Department is responsible for banquet operations, which includes managing event set-ups, food services, and guest support.

Despite its strategic positioning in the market, preliminary observations during the researcher's internship at the hotel uncovered persistent service quality issues within the banquet hall. These included frequent complaints from guests regarding delays in the preparation of audiovisual equipment, inadequate cooling systems, and inconsistent

responsiveness from the service staff. These complaints were heard repeatedly during different events, suggesting underlying operational inefficiencies that could significantly affect guest satisfaction.

Supporting literature affirms that service quality is closely linked to guest satisfaction in banquet settings. Rohman, Tunjungsari, and Susanti (2024) found that substandard banquet services at Kamaya Bali Hotel led to notable guest dissatisfaction. Similarly, Rahayu et al. (2022) highlighted that food quality and prompt service were critical to customer contentment in hotel banquets. Daulima (2016) pointed out that lack of preparedness, especially in terms of tableware and event readiness, can disrupt the guest experience. Meanwhile, Widdyatatik (2012) emphasized the importance of professional banquet service staff in ensuring successful events.

In the specific context of Manado, cultural factors have also been cited as challenges in developing a service-oriented mindset among hospitality workers. Towoliu, Sangari, and Permana (2016, 2017) observed that the hospitality culture in Manado often struggles with consistency and attention to detail, especially in guest-facing services. These observations align with the researcher's field experience and indicate a broader structural issue that may undermine the city's potential as a competitive tourism destination.

While past research has explored various aspects of banquet service and guest satisfaction, most studies are contextually focused outside North Sulawesi or limited to specific variables. To date, few empirical studies have examined the direct relationship between banquet hall staff service quality and guest satisfaction within the Manado hospitality sector. This creates a clear research gap, especially given the increasing demand for high-quality services in the competitive MICE market.

The relevance of this study is further underscored by the lack of documented complaint data and analysis regarding guest satisfaction in banquet operations. Although anecdotal evidence suggests frequent service-related grievances, systematic evaluation remains minimal. This study, therefore, aims to address that gap by investigating whether the quality of banquet hall staff services significantly affects guest satisfaction at the Peninsula Hotel Manado. By using a quantitative approach and collecting data through surveys from 100 guests who have utilized the banquet hall, this research is expected to offer robust insights into the specific service dimensions that influence satisfaction. It is also intended to contribute to academic discourse in the field of hospitality management and to inform practical improvements in hotel operations, particularly in banquet service delivery.

In conclusion, the study seeks to highlight how improving banquet staff performance, through enhanced training, better coordination, and proactive service culture, can increase guest satisfaction. Given Manado's aspiration to be a leading MICE destination in Indonesia, such improvements are not only necessary but strategic for ensuring sustainable competitiveness in the hospitality industry.

## **LITERATURE REVIEW**

### **Service Quality**

Quality encompasses many things, and it includes dynamic conditions for products or services. Every consumer hopes that the goods obtained expect the goods to last a long time

and even exceed the expectations of what the manufacturer offers. In the current economic and trade environment, quality is not only inherent in goods and services but the upstream to downstream process where humans play a role in creating an environment conducive to producing quality products, Davis in Yamit, (2005). It is impossible to produce quality products and services without quality people and products. Furthermore, it is stated that there are five approaches to quality perspectives that can be used by business practitioners, including: (1) Transcendental Approach; something that can be felt but is difficult to measure, (2) Product-based Approach; in the form of measurable characteristics, (3) User-based Approach; quality based on people's point of view, (4) Manufacturing-based Approach; approach based on supply or manufacturer's point of view, and (5) Value-based Approach; based on value and price. Service quality is an assessment of guests regarding the service of the product or service they get (perceived services), with the level of service expected (expected services). Good service quality can be a competitive advantage for a business and is the key to achieving success. Service quality is considered satisfactory if the perceived service is the same or higher than the quality of service that guests expect, Idrus (2019). Meanwhile, Sa'adah & Munir (2020), service quality is a long-term consumer perspective and is a cognitive evaluation of service transfer. Good service and the ability to realize consumer expectations are the most important things a business must provide if it wants to satisfy its customers.

It can be concluded that service quality is an evaluation of efforts to meet guest expectations. Good service quality directly affects customer feelings or emotions. Service quality is the ability to create a competitive advantage by meeting or eliminating the gap between customer expectations and the reality of the services they receive, and this can be measured through 5 indicators. These indicators are as follows: (1) Tangibles based on the external appearance of the service which can be in the form of physical facilities, equipment, personnel and communication as a tangible form of service provided and can be seen directly by guests. (2) Reliability, namely the ability of service providers to perform services appropriately and reliably so that they match the wishes or expectations of guests. (3) Responsiveness includes the willingness to help guests and provide good service quickly because when guests receive slow service, they will tend to feel not well served. (4) Assurance in the form of knowledge, manners, and abilities of service providers, in this case waiters, in providing good service in order to generate trust from customer guests so that customers feel safe and confident in the service they receive. And (5) Empathy in terms of service providers' efforts to understand what guests need. By providing the best quality service to guests, it will further increase guest satisfaction in enjoying the services provided by the industry, Tjiptono (2007); Tjiptono & Chandra (2019)

### **Guest Satisfaction**

In the hospitality industry, customers are commonly referred to as guests, but the point is that the similarity in meaning in this case refers to people who come to the industry who need something to fulfill their needs or desires. Attention to customer satisfaction and dissatisfaction has appeared increasingly today. Increasingly fierce competition is influenced by the increasing number of producers involved in fulfilling the needs and desires of consumers. Thus, every company must place an emphasis on customer satisfaction as the main goal. Today it is increasingly believed that the main key to winning the competition is quality services at

competitive prices. Satisfaction is a feeling of pleasure or disappointment for someone who arises after comparing the performance (results) of the product he thinks with the expected performance, Kotler (2003). Meanwhile, Tjiptono, & Diana, (2022) Consumer satisfaction is a condition felt by consumers after realizing that their needs and desires have been well served by the provider. Then Bachtiar, (2011) emphasizes that customer satisfaction is a positive feeling of consumers regarding a product or service during or after using a service or product. Aka, et.al, (2016) states that to measure customer satisfaction, you can do several ways, among others: (1) Complaints and Suggestions System, namely every customer-oriented company needs to provide opportunities and easy and convenient access for its customers to convey their suggestions, criticisms, opinions and complaints. The information obtained through this method can provide new ideas and valuable input to the company, thus enabling it to react responsively and quickly to overcome problems that arise. (2) Ghost Shopping, is a way to get a picture of customer satisfaction by hiring several ghost shoppers to act or pretend to be potential customers of company and competitor products. They are asked to interact with service provider staff and use the company's products/services. Based on their experience, they are then asked to report their findings regarding the strengths and weaknesses of the company's and competitors' products. And (3) Lots Customer Analysis, in this case the company should contact customers who have stopped buying or who have left the supplier in order to understand why it happened and in order to take further improvement policies.

Customer Satisfaction Survey, where the company can conduct interviews, provide suggestion boxes, telephone or post to find out customer satisfaction. Methods used in measurement through: (a) Directly reported Satisfaction, in the form of questions directly through the expression of questions with the words whether the customer is very dissatisfied, dissatisfied, neutral, satisfied, very satisfied. (b) Derived Dissatisfaction; the questions asked concern two main things, namely the amount of customer expectations of certain attributes and the amount of performance they feel. Furthermore (c) Problem Analysis, in this case the customers who are used as respondents are asked to reveal two main things, first, the problems they face regarding the offerings at the company. Second, suggestions for improvement. Then (d) Importance-Performance Analysis, respondents are asked to rank the various attributes of the offering based on the degree of importance of each particular element. For example, cleaning, arranging and tidying up the location (hall) where the event is held so that it meets the requirements in accordance with the applicable standards in the hotel.

Guest or tourist satisfaction in the service industry including hotels in it is greatly influenced by environmental conditions so that it becomes the main choice. This will influence someone to come to visit again when they are satisfied, Aliman, et.al, (2016); Sohn, et.al, (2016). The industry is required to be able to provide satisfaction to customers or guests because it is related to the business continuity of the business being run, (2020). When the company or industry treats customers or guests well, it will result in the sustainability of the business being run, Lee, (2024). Thus, regardless of the current technological developments in terms of offering goods or services, it must still endow itself with quality service to satisfy customers (guests).

---

## **Banquet**

Banquet, according to Albala (2007), "is an event with food and drinks held in a multipurpose room". Meanwhile, according to Mertayasa & Agus (2012), "a banquet is a meal where the menu in it has been selected in advance by the organizer for all guests who will be present at the event".

While the main purpose of the banquet itself is to provide services to consumers to be able to hold events that can accommodate many people without having to work on various processes such as operational planning, purchasing ingredients for food, cooking food, as well as the process of service and presentation of the food Masrum, (2005). From many process activities that must be carried out, the banquet is led by a Banquet Manager who is under the Food and Beverage Department and is led by the Food and Beverage Manager. The Banquet Manager is also assisted by Banquet Administration and the Assistant Banquet Manager in carrying out their duties, and oversees: -Banquet Head Waiter, -Banquet Captain, and Banquet Waiter. Thus, the hotel banquet hall refers to the place where the banquet is held, where all menus are selected by the organizer for all guests who will attend.

## **RESEARCH METHOD**

The research method used in this study clearly leads to the use of quantitative descriptive research methods. quantitative research is an analysis in the form of numbers so that it can be measured and calculated. Then there are two measurement variables in this analysis, namely; (1) Banquet hall service quality is the activity of the availability of operational services provided by staff at banquet hall events, and (2) Guest Satisfaction is the guest's feeling of pleasure towards the various facilities and services provided by staff at events in the banquet. Furthermore, the measurement technique used in this study is to use a Likert scale (Riduwan, 2009). Where in this study the respondents were asked for their perceptions were guests who enjoyed the service at the hotel banquet hall; with alternative answers in the form of a score weighting the value of the largest value: Strongly agree (5), Agree (4), Undecided (3), Disagree (2), Strongly disagree (1). The population in this case is guests who enjoy the service or have used the facilities at the Banquet Hall, Peninsula Hotel Manado.

The sampling method is done through purposive sampling, where the sample is a guest who enjoys the event at the banquet hall, with a limited sample size of 100 respondents. The number of samples is limited to that much only for the sake of research information (Antara, 2009). A survey was used to collect data by a questionnaire instrument as a tool. The analysis method used in this study is simple regression to predict how far the influence of the independent variable (X) extends on the dependent variable (Y). In this study, the independent variable is the quality of banquet hall service, and the dependent variable is guest satisfaction. In addition, the measurement of the relationship between the two variables with Spearman's rank is also carried out, measuring the coefficient of determination to determine the contribution of the independent variable to the dependent variable.

## **RESULT AND DISCUSSION**

### **Characteristics of Respondents**

The following can be seen as the characteristics of respondents based on the results of the research conducted.

Table 1. Characteristics of Respondents by Gender

No	Gender	Frequency	Percentage
1	Male	57	57,00
2	Female	43	43,00
	Total	100	100,00

Source: processed data

In Table 1, it can be seen that the gender of most of the respondents who have used/stayed or used the facilities at the Peninsula Hotel Manado banquet is dominated by men, namely 57%.3%, and women by 43%, This indicates that men do more activities at the Peninsula Hotel. Age also affects the motivation of people to travel and stay at an inn, in other words, as a determinant of people's activities. At this productive age, it is associated with the age of workers and many activities and events for the office, business, birthday, or wedding.

Table 2. Age Characteristics of Respondents

No	Age	Frequency	Percentage
1	s/d 20 years	0	0,00
2	21-30 years	15	15,00
3	30-41 years	28	28,00
4	41-50 years	39	39,00
5	> 51 years	18	18,00
	Total	100	100,00

Source: processed data

The following age percentage, as in table 2, shows the age of 21-30 years by 15% and followed by 30-41 years of age by 28%, 41-50 years of age by 39%, and 51 years and over by 18%. Of the 100 respondents who used Peninsula Hotel services, it turned out that the number of undergraduate education was 44%, followed by postgraduate 28%, diploma 17%, while the high school / vocational school level was only 11%. It is clear that the average education is highly dominated by those with higher education, because it is also related to current job acceptance.

Table 3. Formal Education Characteristics of Respondents

No	Education	Frequency	Percentage
1	High School/Vocational High School	11	11,00
2	Diploma (D1,D2,& D3)	17	17,00
3	Bachelor	44	44,00
4	Post Graduate	28	28,00
	Total	100	100,00

Source: processed data

Job profession greatly influences people to use hotel services to carry out activities. This can be seen in table 4.4, where work fields such as civil servants 43%, entrepreneurs 19%, Private 28% and professionals; lawyers, etc. have a contribution of 10%. The number of banquet users dominated by civil servants and private sector is more related to office events, and meetings that use banquet hall facilities at Peninsula Hotel Manado.

Table 4. Job Characteristics

No	Jobs	Frequency	Percentage
1	Civil servants	43	43,00
2	Entrepreneur	19	19,00
3	Privat	28	28,00
4	Professional	10	10,00
5	Students	0	0,00
6	Others	0	0,00
	Total	100	100

Source: processed data

### Validity and Reliability Test

In this study, before a general survey was conducted, the number of respondents distributed was 100 respondents; however, the researchers previously tested the validity and reliability of the questionnaire on 20 respondents. The following are the results of the questionnaire test on the 20 respondents:

Table 5. Validity Test Results for Service Quality Variable

Question Item	Correlation (r)	R Critique	Description
	0,457		
	0,457		
	0,557		
	0,763		
	0,718		
	0,779		
	0,547		
Item 1 to 15	0,659	0,444	valid
	0,470		
	0,763		
	0,448		
	0,667		
	0,476		
	0,532		
	0,739		

Source: processed data

The interpretation of the table states that the value of items 1 to 15 is valid from the value of  $r_{count} > r_{table}$  (at sig 0.05,  $n = 20$ ,  $df 18$ , which is 0.444).

Then Reliability Statistics for service quality variables

#### Reliability Statistics

Cronbach's Alpha	N of Items
0.875	15

Table 6. Service Quality Variable Reliability Test

Variable	Question item	Item of total correlation	Cronbach's Alpha
		0.376	
		0.376	
		0.489	

Service Quality		0.708	0.875
		0.642	
		0.713	
		0.461	
	Item 1 to 15	0.601	
		0.360	
		0.708	
		0.353	
		0.599	
		0.397	
		0.451	
		0.689	

Source: processed data

The interpretation table states that the service quality variable has Cronbach Alpha > 0.60, which is 0.875.

Next, the validity and reliability tests for the guest satisfaction variable are carried out, as shown in table 7:

Table 7. Validity Test Results for Guest Satisfaction Variables

Question Item	Correlation (r)	R Critique	Description
	0,870		valid
Item 1 to 3	0,894	0,444	valid
	0,822		valid

Source: processed data

The interpretation of the table states that the value of items 1 to 3 is valid from the value of  $r_{count} > r_{table}$  (at sig 0.05,  $n = 20$ ,  $df 18$ , which is 0.444).

As for the reliability of the guest satisfaction variable, the following are the results:  
Reliability Statistic:

**Reliability Statistics**

Cronbach's Alpha	N of Items
0.825	3

Table 8. Reliable Test of Guest Satisfaction Variables

Variable	Question item	Item of total correlation	Cronbach's Alpha
Service Quality		0.710	0.825
	Item 1 to 3	0.715	
		0.639	

Source: processed data

The interpretation table states that the service quality variable has a Cronbach Alpha > 0.60, which is 0.825.

Based on the results of statistical tests using SPSS, the results for simple linear regression, correlation, and coefficient of determination are as follows:

Simple linear regression:

The results of the data analysis obtained an equation for simple regression, namely:

$$Y = a + bX \quad \text{or} \quad Y = 0.9433 + 0.52X$$

From this simple regression equation, it can be explained as follows that the b value of 0.52X means that any change in variable X (service quality) by 1 score will cause a change in variable Y (Guest Satisfaction) by 0.52 scores, so any increase in X (service quality) will cause an increase in Y (guest satisfaction), and otherwise any decrease in X (service quality) will cause a decrease in Y (guest satisfaction).

### **Correlation Coefficient Analysis**

While the based-on results of the Spearman rank correlation test results are where  $r = 0.107$  (0.10) or 1.107%. The results of the correlation calculation show a correlation value of  $r = 0.107$ , meaning that the relationship between the banquet service quality variable (x) and guest satisfaction (y) has almost no relationship or has a relationship but is very weak.

### **Coefficient of Determination**

The coefficient of determination ( $R^2$ ) analysis method is used to determine the determining coefficient. From the data that has been obtained, the results;

$$r = 0.107$$

$$r^2 = 0.1072 \text{ or}$$

$$r^2 = 0.01144 \text{ or } 1.144\%$$

Thus, it shows that the increase in service quality contributes/contributes to an increase in guest satisfaction of 0.01144 or 1.144%, while the remaining 0.98 or 98% is caused by other indicators that are not examined or not used as variables in the implementation of this study.

The regression equation shows:  $Y = 0.9433 + 0.52X$ , indicating that the b value of 0.52X means that any change in variable X (service quality) of 1 score will cause a change in variable Y (guest satisfaction) of 0.52 scores, so any increase in X (service quality) will cause an increase in Y (guest satisfaction) and vice versa any decrease in X (service quality) will cause a decrease in Y (guest satisfaction). The results of the correlation coefficient test obtained  $r = 0.107$  (0.11), meaning that the correlation coefficient figure above is  $r = (0.10)$  or 1.07%, indicating that variable X has a very weak relationship. The same thing is shown by the calculation of the coefficient of determination, where the result is  $r^2 = 0.01144$  or 1.144%. Indicates the contribution of variable factor x (service quality) is very small, almost none at all. Or the contribution of service quality to guest satisfaction is 1.144% and the remaining 98% is influenced by other factors.

### **CONCLUSIONS**

This study aimed to investigate the influence of banquet hall staff service quality on guest satisfaction at the Peninsula Hotel Manado. Although the statistical results showed a positive correlation between service quality and guest satisfaction, the strength of the relationship was relatively weak ( $r = 0.107$ ), and the coefficient of determination indicated that service quality explained only 1.144% of the variation in guest satisfaction. These findings suggest that while service quality plays a role, other unmeasured factors likely have a more substantial impact on guest satisfaction in the context of banquet services.

Despite the limited statistical contribution, this study offers meaningful practical insights. Hotel management should not underestimate the importance of banquet service quality, as even minor lapses, such as delays in equipment setup, poor air conditioning, or lack of responsiveness, can negatively influence guest experiences. As a practical implication, hotel managers are encouraged to implement targeted training programs to improve staff competence and service consistency in the banquet department. The development and enforcement of clear Standard Operating Procedures (SOPs) for event preparation, equipment handling, and guest interaction should be prioritized to reduce service variability and enhance professionalism.

From a theoretical perspective, this study reinforces the need to view guest satisfaction as a multidimensional construct influenced by various service-related and contextual factors. Future research should consider expanding the model by incorporating additional variables such as event pricing, food and beverage quality, room aesthetics, staff empathy, and personalization of service. Furthermore, applying a mixed-method approach that combines quantitative findings with qualitative guest feedback could yield deeper insights into the factors shaping guest satisfaction in hotel banquet contexts.

In conclusion, while the quantitative contribution of service quality was modest in this case, the findings highlight the strategic importance of consistent and responsive banquet services in maintaining and enhancing guest satisfaction. By addressing operational inefficiencies and expanding the scope of future research, hotel management and scholars can work together to build a more comprehensive understanding of service excellence in the hospitality industry.

## **ACKNOWLEDGMENTS**

The authors would like to thank Politeknik Negeri Manado for supporting this research for publication in international journals.

## **REFERENCES**

- Aka, D., Kehinde, O., & Ogunnaike, O. (2016). Relationship marketing and customer satisfaction: A conceptual perspective. *Binus Business Review*, 7(2), 185-190.
- Albala, K. (2007). *The banquet: dining in the great courts of late Renaissance Europe*. University of Illinois Press.
- Aliman, N. K., Hashim, S. M., Wahid, S. D. M., & Harudin, S. (2016). Tourists' satisfaction with a destination: An investigation on visitors to Langkawi Island. *International Journal of Marketing Studies*, 8(3), 173-188.
- Antara M. 2009. *Metodologi Penelitian Pariwisata Bali*. Denpasar. Program Pascasarjana Universitas Udayana
- Bachtiar, D. I. (2011). Analisa faktor-faktor yang mempengaruhi kepuasan mahasiswa dalam memilih politeknik sawunggali aji purworejo. *Dinamika Sosial Ekonomi*, 7(1), 102-112.
- Daulima, F. A. (2016). *Pengaruh kelengkapan peralatan cutleries dalam pelayanan banquet section di Hotel Gran Puri Manado* (Skripsi, Politeknik Negeri Manado).
- Idrus, S. A. (2019). *Kualitas pelayanan dan keputusan pembelian*. Malang: Media Nusa Creative.
- Karo, P. K. (2020). Analysis of Experiential Marketing Effect on Tourist Satisfaction Levels at The Tourist Restaurant in Belitung District. *Tourism Scientific Journal*, 5(2), 231-253.
- Kotler, P. (2003). *Kotler, marketing management*.
- Lee, H. J. (2024). Comparison of suppliers and consumers' choice factors in the online education

- market. *Applied Economics*, 56(21), 2585-2598.
- Masrum. (2005). *Restorant dan segala permasalahannya*. Yogyakarta: Andi.
- Mertayasa, I., & Agus, G. (2012). *Food and beverage service operational*. Yogyakarta: Andi.
- Rahayu, E., Adilase, B. P., Subrata, G., & Yuliamir, H. (2022). Pengaruh kualitas makanan dan pelayanan terhadap kepuasan tamu banquet Awan Sewu Hotel. *Jurnal Manajemen Perhotelan dan Pariwisata*, 5(1), 82–91.
- Riduwan. 2009. *Skala Pengukuran Variabel-Variabel Penelitian*. Bandung. Alfabeta
- Rohman, M., Tunjungsari, K. R., & Susanti, L. E. (2024). Pengaruh kualitas pelayanan banquet service terhadap kepuasan pelanggan pada Kamaya Bali Wedding. *Jurnal Analisis Bisnis dan Kewirausahaan (JABK)*, 1(2), 102–115.
- Sa'adah, L., & Munir, A. F. (2020). Kualitas layanan, harga dan citra merek dan pengaruhnya terhadap kepuasan konsumen. Zulfikar. Jombang: Penerbit LPPM.
- Sohn, H. K., Lee, T. J., & Yoon, Y. S. (2016). Relationship between perceived risk, evaluation, satisfaction, and behavioral intention: A case of local-festival visitors. *Journal of Travel & Tourism Marketing*, 33(1), 28-45.
- Tjiptono, F., & Chandra, G. (2019). *Service, Quality Dan Customer Satisfaction Edisi 5*.
- Tjiptono, F., & Diana, A. (2022). *Manajemen dan Strategi Kepuasan Pelanggan*. Penerbit Andi.
- Towoliu, B. I., Sangari, F., & Permana, D. E. (2016, October). GUEST SERVICE TRAINING MODEL DEVELOPMENT TO THE WAITRESSES AT LOCAL RESTAURANT IN MANADO, NORTH SULAWESI-INDONESIA. In 11th International Scholars Conference (Vol. 4, No. 1, pp. 20-20).
- Towoliu, B. I., Sangari, F., & Permana, D. E. (2017). Questioning the readiness of Manado as a tourism destination: Poor service of waitresses in the local restaurants. *Journal of Indonesian Tourism and Development Studies*, 5(1), 9–18.
- Widdyatatik, E. (2012). Tinjauan tentang peranan banquet service terhadap tingkat kepuasan tamu dalam penyelenggaraan event di Hotel The Sunan Surakarta. *Jurnal Pariwisata Indonesia*, 7(2), 33–38.
- Yamit, Z. (2005). *Manajemen kualitas produk dan jasa*.