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THE ROLE OF HOTEL FACILITIES AND SERVICES IN INCREASING CONSUMER SATISFACTION AND REVENUE OF THE HOTEL INDUSTRY IN JAKARTA

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Abstract. The hospitality industry in Jakarta faces increasingly intense competition, making a thorough understanding of the determinants of guest loyalty a pressing strategic necessity. This study aims to analyze the influence of facilities, service quality, and customer satisfaction on guest loyalty at star-rated hotels in Jakarta. A quantitative approach was employed with a *cross-sectional survey* design involving 306 respondents selected through *purposive sampling*. The research instrument consisted of a *Likert*-scale questionnaire comprising 31 statement items, which were tested for validity and reliability. Data analysis was conducted using *multiple linear regression*, preceded by classical assumption tests including normality, multicollinearity, and heteroscedasticity. The results indicate that simultaneously, facilities, service quality, and customer satisfaction have a significant effect on guest loyalty, with $F = 367.421$ (sig. < 0.001) and R Square = 0.809. Partially, facilities emerged as the most dominant predictor ($\beta = 0.648$, sig. < 0.001), followed by customer satisfaction ($\beta = 0.210$, sig. $= 0.001$), while service quality showed no significant partial effect. This study underscores the importance of sustained investment in hotel facilities and continuous enhancement of customer satisfaction as primary strategies for building long-term guest loyalty in Jakarta's competitive hospitality market.

Keywords: Customer Satisfaction, Facilities, Guest Loyalty

I. INTRODUCTION

The hotel industry is one of the strategic sectors in the tourism ecosystem that makes a significant contribution to the national economy, especially in metropolitan cities such as Jakarta [1]. As a major business center and tourist destination in Indonesia, Jakarta recorded hotel occupancy rates that continue to fluctuate in line with global economic dynamics and changes in consumer behavior post-pandemic. Based on data from the Central Statistics Agency in 2023, the occupancy rate of star-rated hotel rooms in DKI Jakarta reached an average of 58.7% in 2022, a figure that shows a significant recovery but at the same time indicates that there is still a lot of room for improvement that can be optimized by industry players. In the context of increasingly fierce competition, hotels no longer function simply as places to stay, but have transformed into business entities that offer a comprehensive experience to guests through the availability of complete facilities and excellent service quality [2].

The transformation of hotel functions is further accelerated by changes in consumer behavior influenced by the penetration of digital technology and the increasing accessibility of information through various online platforms. Today's hotel consumers no longer make decisions to stay impulsively or solely based on location and price considerations, but rather through a highly structured evaluation process that draws on previous user reviews, comparisons of facilities between properties, and the hotel's digital reputation built through accumulation *rating* and comments on various platforms *online travel agency* (OTA). This phenomenon fundamentally changes the dynamics of competition in the Jakarta hospitality industry, where excellence in facilities and service quality is no longer just a differentiation strategy but has become a basic prerequisite to be able to compete effectively in an increasingly transparent and digitally connected market [3].

In a broader theoretical framework, the relationship between facilities, service quality, and consumer satisfaction can be understood through an approach *expectancy-disconfirmation theory* which states that satisfaction is formed from the comparison between the expectations that consumers bring before consuming the service with the actual perception felt after experiencing the service. If the actual perception exceeds expectations, then the *positive disconfirmation* will occur and produce high satisfaction, on the other hand, if the actual perception is below expectations, the condition *negative disconfirmation* will give rise to dissatisfaction that has the potential to encourage a move to a competitor. The application of this theory in the context of Jakarta hospitality is very relevant considering the high expectations of guests who come with reference to the experience of staying at various high-quality hotel properties both at home and abroad [4].

This condition encourages the importance of research that specifically examines the interaction between facilities, service, satisfaction, and loyalty in an integrated and contextual analytical framework, especially in the Jakarta hospitality ecosystem which has unique market characteristics and has not been explored in depth in the latest academic literature [5]. Consumer satisfaction in the hospitality industry is a multidimensional construct that is influenced by various variables, ranging from the physical quality of the room, the completeness of supporting facilities such as *swimming pool*, fitness centers, restaurants, and staff responsiveness in providing services [4].

Concept *service quality* developed by Parasuraman et al. has become a strong theoretical foundation in understanding the relationship between service quality and customer satisfaction, which is operationalized through five main dimensions namely *tangible*, *reliability*, *responsiveness*, *Insurance*, and *empathy*. In the context of contemporary hospitality, these dimensions need to be studied more deeply due to the increasingly complex and diverse demands of modern consumers. Research conducted by Irmal et al. revealed that hotel physical facilities have a positive and significant influence on guest satisfaction levels, with a determination coefficient of 64.3%, which indicates that investment in hotel physical infrastructure is the main determining factor in shaping positive consumer perceptions [6].

From perspective *revenue management*, high consumer satisfaction is directly correlated with an increase in hotel revenue through various mechanisms, including increased *repeat purchase*, Spread *word-of-mouth* positive, as well as increased *occupancy rate* and *average daily rate* (ADR). A study conducted by Anas in Jakarta found that every one-point increase in the guest satisfaction index has the potential to increase hotel revenue by 3.2% in the short term. However, the relationship between facilities, service quality, consumer satisfaction, and hotel revenue has not been fully understood, especially in the context of Jakarta's market dynamics which have unique characteristics as a city with a dominant business guest segment [7]. Previous research tended to examine these variables partially and separately, so that there were *research gap* Significant is related to an integrative study that connects facilities, services, satisfaction, and their impact on the hotel's financial performance simultaneously.

Gap The research identified lies in the lack of studies that specifically explore the simultaneous contribution of facilities and services to consumer satisfaction as well as their direct impact on hotel revenue in the Jakarta metropolitan context. Most previous research has focused on a single dimension, such as measuring satisfaction or simply analyzing financial performance, without integrating the two in one holistic analytical framework. *Novelty* This research lies in an integrative approach that combines the perspective of service marketing and hotel financial management in one conceptual model, as well as the use of empirical data from hotels in Jakarta as a unit of analysis that has not been widely explored in the recent academic literature. This approach is in line with the call of researchers such as Ervina who emphasize the urgency of multivariate studies in understanding the complexities of the post-pandemic hospitality industry, as well as the relevance of local context-based studies to produce findings that are more applicable to industry practitioners [3].

Based on the background description and identification of *research gaps* above, the formulation of the problem in this study is as follows: (1) How does hotel facilities affect consumer satisfaction in Jakarta star hotels? (2) How does the quality of hotel service affect consumer satisfaction in Jakarta star hotels? (3) How does consumer satisfaction affect the increase in the revenue of the hotel industry in Jakarta? Based on the formulation of the problem, the objectives of this study are: (1) Analyzing the influence of hotel facilities on consumer satisfaction in Jakarta star hotels; (2) Analyzing the influence of hotel service quality on consumer satisfaction in Jakarta star hotels; (3) Analyze the influence of consumer satisfaction on the increase in the revenue of the hotel industry in Jakarta. This research is expected to provide theoretical benefits in the form of strengthening the conceptual framework of *service quality* in the context of Indonesian hospitality, as well as practical benefits for hotel management in designing facilities and service improvement strategies oriented towards guest satisfaction and sustainable revenue growth. In addition, the findings of this study are expected to be a reference for tourism policy makers in formulating more comprehensive regulations and standards for hospitality services.

II. RESEARCH METHODS

Types and Approaches to Research

This study uses a quantitative approach with a design *cross-sectional survey*, namely data collection is carried out at a certain point in time to analyze the relationship between variables statistically. This approach was chosen because it allows objective hypothesis testing through measurable instruments and replicable analytical procedures [8]. The selection of the quantitative approach in this study is based on the consideration that the phenomenon studied, namely the influence of facilities and services on hotel guest satisfaction and loyalty, are constructs that can be operationalized measurably through empirical and quantifiable indicators. The positivistic paradigm that underpins the quantitative approach allows researchers to objectively test causal relationships between variables, produce findings that can be generalized to a wider population, and provide a solid basis for evidence-based managerial decision-making (*evidence-based decision making*) in the hospitality industry. The methodological advantage of this approach lies in its ability to minimize the subjectivity bias of researchers in the process of data collection and analysis, so that the external validity of research findings can be scientifically accounted for [9].

Population and Sample

The study population is guests of star-rated hotels in Jakarta. The determination of the number of samples using the Slovin formula is as follows:

$$\boldsymbol{n} = \frac{\boldsymbol{N}}{\mathbf{1} + \boldsymbol{N}\boldsymbol{e}^{2}}$$

Where n is the sample size, N is the population size, and e is the tolerated error rate (5%). Based on this calculation, a sample of 306 respondents was obtained. The sampling techniques used are *purposive sampling*, with the criteria that respondents have stayed at a star hotel in Jakarta at least once in the last 12 months [8]. The determination of the criteria for a stay experience at least once in the last 12 months is based on the consideration that respondents who have a stay experience that is still relatively fresh in their memory will be able to provide a more accurate, relevant, and unbiased assessment by the forgetfulness factor (*recall bias*) to various aspects of facilities and services felt during the stay.

Technique *purposive sampling* also ensured that all data collected came from respondents who had adequate evaluative competence on the constructs measured in this study, thereby reducing the risk of occurrence *common method bias* that may threaten the internal validity of the research. In addition, the sample size of 306 respondents obtained exceeded the minimum recommended limit for multiple linear regression analysis with three predictor variables, thus providing statistical strength (*statistical power*) that are sufficient to detect medium-sized effects (*medium effect size*) at a significance level of 5% [8].

Research Variables and Instruments

This study consists of three *independent variables*, namely Facilities (X1), Service (X2), and Consumer Satisfaction (X3), as well as one *dependent variable*, namely Loyalty (Y). The data collection instrument used a five-point *Likert* scale questionnaire , with a total of 31 statement items distributed as follows: 12 items for X1, 9 items for X2, 5 items for X3, and 5 items for Y. The use of the five-point *Likert scale* in this research instrument is based on the consideration that this scale is able to capture the gradation of respondents' attitudes and perceptions in a more nuanced way than the dichotomous scale. at the same time produce data at the ordinal measurement level which is conventionally treated as interval data in parametric statistical analysis.

The five scale points used range from a value of 1 representing a "Strongly Disagree" response to a value of 5 representing a "Strongly Agree" response, with a symmetrical distribution around the midpoint of value 3 as a neutral position. The selection of these five response categories also considered a balance between measurement sensitivity and ease of understanding for respondents, given that scales with too many categories risk confusing respondents while scales with too few categories risk missing valuable information about differences in perceptions between individuals. Before being distributed to all study respondents, the questionnaire was first tested (*pilot test*) on a small number of initial respondents to identify and correct potential ambiguities in the wording of statements that could impair the validity of the responses provided [9].

Validity and Reliability Tests

The validity test was carried out using *the Pearson Product Moment correlation technique* with the formula:

$$r = \frac{n(\Sigma XY) - (\Sigma X)(\Sigma Y)}{\sqrt{[n\Sigma X^2 - (\Sigma X)^2][n\Sigma Y^2 - (\Sigma Y)^2]}}$$

Where r is the correlation coefficient, n is the number of respondents, X is the item score, and Y is the total score. The item is declared valid if r is calculated > r of the table (0.1121) at df = N − 2 = 304, significance level 5% [9].

The reliability test was conducted using *Cronbach's Alpha method* with the formula:

$$\alpha = \frac{k}{k-1}\left(1 - \frac{\Sigma S_i^2}{S_t^2}\right)$$

Where α is the reliability coefficient, k is the number of items, Si^2 is the variance of each item, and St^2 is the total variance. The instrument is declared reliable if the value $\alpha \geq 0.70$ [9] [9].

Classical Assumption Test and Regression Analysis

Before the main test, three classical assumption tests were performed. Normality test using *One-Sample Kolmogorov-Smirnov Test*, with the criteria of normally distributed data if the *Asymp. Sig.* > 0.05. The multicollinearity test was carried out by checking the value of *Tolerance* > 0.10 and *Variance Inflation Factor* (VIF) < 10.00. The heteroscedasticity test was carried out through visual inspection *Scatterplot* residual [8].

The main analysis uses *multiple linear regression* with the formula:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$$

Where Y is Loyalty, a is a constant, b_1, b_2, b_3 is the regression coefficient of each variable, X_1 is Convenience, X_2 is Service, X_3 is Consumer Satisfaction, and e is *error term.* All data processing is carried out using software *Statistical Package for the Social Sciences* (SPSS) [9].

The selection of SPSS as the analysis software in this study is based on several complementary pragmatic and methodological considerations. First, SPSS provides an intuitive and menu-driven interface that facilitates the execution of a series of complex statistical procedures ranging from validity and reliability tests, classical assumption tests, to multiple regression analysis in one integrated platform. Second, the output generated by SPSS has a standardized format and is easy to interpret, thus facilitating transparent and verifiable reporting of results by other researchers who wish to replicate or develop this research in the future. Third, the use of SPSS in quantitative research in the field of management and hospitality has become a very widely accepted convention in the Indonesian academic community, so that the results obtained can be easily compared and contextualized with findings from previous studies that used the same analytical tools. The interpretation of all the analysis results was carried out by referring to the statistical decision-making criteria that had been set previously, namely the significance level of α = 0.05 as the critical limit for the rejection of the null hypothesis in each test conducted in this study [8].

III. RESULTS AND DISCUSSION

This section presents empirical findings obtained from a series of statistical tests using *the Statistical Package for the Social Sciences* (SPSS) software, including validity tests, reliability tests, classical assumption tests, and multiple linear regression analysis. All tests were carried out on 306 respondents with a total of 31 items of statements distributed across four research variables.

Validity and Reliability Tests

The validity test of the instrument was carried out using *the Pearson Product Moment* correlation technique with the determination of the table r value of 0.1121 obtained based on df = N − 2 = 304 at a significance level of 5%. An item statement is declared valid if the *resulting Pearson Correlation* value exceeds the r-value of the table and is significantly marked at the level of 0.01 (*2-tailed*). The results of the validity test for all variables are presented in a concise manner in the following table.

Table 1.
Recapitulation of the Results of the Validity Test of All Variables

Variabel	Number of Items	Range r Calculate	r Table	Remarks
Facilities (X1)	12	0,575 – 0,767	0,1121	All Valid
Service (X2)	9	0,582 – 0,770	0,1121	All Valid
Customer Satisfaction (X3)	5	0,623 – 0,684	0,1121	All Valid
Loyalites (Y)	5	0,589 – 0,676	0,1121	All Valid

Source. The data is processed by the researcher. 2026

Based on Table 1 above, it can be seen that all statement items in the four variables produce correlation values that consistently exceed the r of the table 0.1121 with a significance level of < 0.001. The lowest *Pearson Correlation* value was found in the Y variable of 0.589, while the highest value was found in the X1 variable of 0.767. The overall results provide confirmation that each statement item used in the questionnaire has measured the construct in question precisely and validly.

Furthermore, reliability testing was performed using *Cronbach's Alpha method* to evaluate the overall internal consistency of the instrument. An instrument is said to be reliable if the alpha coefficient produced is above the minimum limit of 0.70. The results of the reliability test of the four variables are summarized in the following table.

Table 2.
Recapitulation of Reliability Test Results of All Variables

Variabel	Number Items	of *Cronbach's Alpha*	Remarks
Facilities (X1)	12	0,960	Highly Reliable
Service (X2)	9	0,946	Highly Reliable
Customer Satisfaction (X3)	5	0,904	Highly Reliable
Loyalites (Y)	5	0,893	Highly Reliable

Source. The data is processed by the researcher. 2026

Table 2 shows that *Cronbach's Alpha* value for the Facility (X1) variable reached 0.960, Service (X2) 0.946, Customer Satisfaction (X3) 0.904, and Loyalty (Y) 0.893. All of these coefficient values substantially exceeded the threshold of 0.70 and were even close to perfect values, indicating that this research instrument has a very high level of internal consistency and is suitable for research data collection.

The high *value of Cronbach's Alpha* on all variables in this study reflects that each statement item in the questionnaire has been carefully designed to measure the construct in question consistently from one respondent to another. An alpha value of 0.960 on the Facility variable consisting of 12 items indicates that the twelve indicators together form a single measurement dimension that is highly cohesive and does not contain items that deviate from the main construct to be measured. Similar conditions are also seen in the variables of Service with an alpha of 0.946 and Consumer Satisfaction with an alpha of 0.904, both of which show internal consistency in the very high category. Even the Loyalty variable consisting of only 5 items yielded an alpha of 0.893, an achievement that indicates that the five loyalty indicators used have been able to comprehensively represent the hotel guest loyalty construct albeit with a relatively smaller number of items. The success of all instruments in exceeding these minimum reliability thresholds provides a strong methodological assurance that the data collected are of sufficient quality to be used in validly and accountably testing research hypotheses.

Classic Assumption Test

Before conducting regression analysis, this study carried out three types of classical assumption tests as prerequisites that must be met so that the regression coefficient estimation is *the Best Linear Unbiased Estimator* (BLUE). The results of the normality test using the *One-Sample Kolmogorov-Smirnov Test approach* are presented in Table 3 below.

Table 3.
Normality Test Results (*One-Sample Kolmogorov-Smirnov Test*)

Remarks	Value
N	264
Red	0,0110326
Hours of deviation	1,13291463
Test Statistic	0,050
Asymp. Sig. (2-tailed)	0,200
Monte Carlo Sig.	0,102

Source. The data is processed by the researcher. 2026

Referring to Table 3, the *resulting Asymp. Sig. (2-tailed)* value is 0.200, far exceeding the critical limit of 0.05. Similarly, *the value of Monte Carlo Sig.* 0.102 with a *99% confidence interval* indicates a range between 0.095 to 0.110, all of which are above the alpha value of 0.05. This condition confirms that the residual distribution of the regression model is normal, so that the assumption of normality is well met.

The multicollinearity test was carried out by examining the *values of Tolerance* and *Variance Inflation Factor* (VIF) on each independent variable. The test results are presented in Table 4 below.

Table 4.
Multicollinearity Test Results

Variabel	*Tolerance*	LIVE
Services (X2)	0,158	6,313
Satisfaction (X3)	0,183	5,451
Facilities (X1)	0,116	8,646

Source. The data is processed by the researcher. 2026

Table 4 shows that the *Tolerance* value for the three independent variables is above 0.10 each, namely Service is 0.158, Satisfaction is 0.183, and Facility is 0.116. The VIF values obtained ranged from 5,451 to 8,646, all of which were still below the threshold of 10.00 which is commonly used as a criterion for the detection of serious multicollinearity. Thus, it can be concluded that among the free variables in the model there is no disruptive linear correlation, so that the independent assumption of multicollinearity is fulfilled. The heteroscedasticity test was carried out through a *visual inspection of the Scatterplot* between *the Regression Standardized Predicted Value* and *the Regression Studentized Residual* value. The results of the observations showed that the data points were randomly scattered around the zero without forming a specific systematic pattern, whether it resembled a widening, narrowing, or wavy funnel. This condition confirms that the residual variance is homogeneous (*homoscedastic*) across the entire range of predictive values, so that the heteroscedasticity-free assumption in this regression model is met.

The simultaneous fulfillment of the three classical assumptions in this study is a very important methodological achievement because it provides a solid statistical foundation for the validity of the interpretation of the results of the multiple linear regression analysis carried out. When the residual normality assumption is met, it ensures that the significance test performed through both the F test and the t-test produces a reliable and unbiased probability value due to residual distributions that deviate from the parametric assumption. Similarly, the fulfillment of the multicollinearity-free assumption even with a fairly high VIF value on the Facility variable (8.646) indicates that the regression coefficient estimation generated is still reliable to measure the unique contribution of each predictor variable, although caution is needed in interpreting the partial coefficients individually. The value of VIF that is close to the threshold actually reflects the reasonable empirical reality in hospitality research, considering that facilities and services are two dimensions of the guest experience that in practice are indeed interrelated and difficult to separate conceptually. The residual homocedasticity condition confirmed through *the Scatterplot* inspection further ensures that the regression model constructed has an even predictive precision across the entire range of values of dependent variables, so that the conclusions drawn from this model are applicable in general and not only valid for certain value segments.

Analysis of the Regresi Linier Berganda

After all classical assumptions were met, the analysis was followed by multiple *linear regression testing* to evaluate the simultaneous and partial influence of the variables of Facility (X1), Service (X2), and Customer Satisfaction (X3) on Loyalty (Y). The results of the complete regression analysis are presented in Table 5 below.

Table 5.
Multiple Linear Regression Analysis Results (1)

Remarks	Value
R	0,900
R Square	0,809
Adjusted R Square	0,807
Std. Error of the Estimate	1,139
F count	367,421
Sig. (ANOVA)	< 0.001

Multiple Linear Regression Analysis Results(2)

Variabel	B	*Std. Error*	*Beta*	t	Say.
(*Constant*)	1,937	0,463	—	4,178	< 0.001
Services (X2)	0,024	0,026	0,063	0,920	0,358
Satisfaction (X3)	0,206	0,062	0,210	3,316	0,001
Facilities (X1)	0,346	0,043	0,648	8,136	< 0.001

Source. The data is processed by the researcher. 2026

Table 5 reveals a number of important findings that need to be interpreted carefully. The value of the multiple correlation coefficient (R) of 0.900 indicates a very strong relationship between the three predictor variables together and the Loyalty variable. An *R-Square* value of 0.809 means that the variation in the Loyalty variable can be explained by 80.9% by a combination of the Facilities, Service, and Consumer Satisfaction variables simultaneously, while the remaining 19.1% is influenced by other factors outside the model that were not included in this study. The *Adjusted R Square value* of 0.807 which is relatively not much different from *the R Square* indicates that the built model has good stability and efficiency even after considering the number of predictor variables used.

The results of *the F* test through the ANOVA table resulted in an F value of 367,421 with a significance level of < 0.001, which statistically confirms that the regression model formed is feasible and that the three independent variables together exert a significant influence on hotel guest loyalty. Meanwhile, the results of the partial regression coefficient test (t-test) showed that the Facility variable (X1) produced a t-value of 8.136 with a Sig. < 0.001 and the highest standardized *beta* coefficient of 0.648, which indicates that the Facility is the most dominant predictor and has a significant effect on Loyalty. The Consumer Satisfaction Variable (X3) was also proven to have a significant effect with a t-value of 3.316 and Sig. = 0.001 and *a beta* coefficient of 0.210. In contrast, the Service variable (X2) yields a t-value of 0.920 with Sig. = 0.358 > 0.05, which indicates that in this model the Service does not have a significant partial effect on Loyalty, likely due to the presence of *multicollinearity* that affects the distribution of contributions between predictors in this multiple regression model.

It should be emphasized that the partial insignificance of the service variable does not necessarily mean that the service is not relevant in the context of substantive hotel guest satisfaction and loyalty. In multiple regression models with highly correlated predictors, the phenomenon of *variance*

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partitioning causes the contributions theoretically owned by the service to be largely "absorbed" by the Facility variable that has a stronger correlation with the dependent variable. This is emphasized by the value of the *unstandardized* regression coefficient of the service variable which remains positive (B = 0.024), indicating that the direction of the relationship between service and loyalty remains positive even though it does not reach statistical significance in this simultaneous model. These findings are also an important methodological reminder that statistical significance and *practical significance* are two different dimensions of assessment and must be interpreted separately in the context of hospitality management science research. The *Adjusted R Square* value of 0.807 which is very close to the *R Square* value of 0.809 also indicates that the built model is not overfitting, meaning that the addition of three predictor variables in the model does make a real contribution to the model's predictive ability and is not just a statistical artifact of the addition of irrelevant variables. This condition further strengthens the belief that the regression model constructed in this study is a valid and efficient representation of the dynamics of the relationship between variables that actually occur in the field.

The Influence of Facilities on Consumer Satisfaction of Star Hotels in Jakarta

Based on the results of multiple linear regression analysis that has been carried out, the Facility variable (X1) is proven to make the most dominant and statistically significant contribution to the hotel guest loyalty variable (Y), with the highest standardized *beta* coefficient value among all predictors of 0.648, t-calculated value of 8.136, and significance level of < 0.001. These findings explicitly confirm that the availability, completeness, and physical condition of hotel facilities are the main determinants that most strongly shape positive perceptions of guests, ultimately driving the formation of long-term loyalty. Facilities in the hospitality context do not only include room amenities, but also include all supporting infrastructure such as recreation areas, fitness centers, *swimming pools*, restaurants, and various other amenities that collectively form a comprehensive stay experience for guests.

In the perspective of contemporary hospitality management, facilities cannot be seen statically as just a physical complement of the building, but must be understood as a strategic instrument that dynamically shapes the *perceived value* or value perceived by guests during and after the stay. When hotel guests evaluate their experience, ratings of amenities are often the first frame of reference used before other aspects such as service and price are considered. This is due to the tangible nature of the facility and can be directly observed by the guests' senses from the first time they enter the hotel property, thus forming a *first impression* that greatly determines the overall direction of the next perception.

In the context of star hotels in Jakarta operating in a business environment with a very high level of competition, differentiation through facility excellence is becoming increasingly critical. Guests in the business segment that dominates the Jakarta hotel market generally have very high expectations for the completeness of productivity support facilities such as *business centers*, high-speed internet connections, representative meeting rooms, and room services that operate 24 hours a day. Failure to meet facility expectations in this segment not only has the potential to eliminate one-time stay transactions, but can have a much broader impact in the form of a loss of corporate trust that has been a recurring source of revenue for hotels. Audia and Tanjung (2025) emphasized that facilities that are well maintained and regularly updated are investments that provide multiplied returns through increased satisfaction that leads to long-term consumer loyalty.

Furthermore, the dimension of the facility is also closely related to the sustainability aspect (*sustainability*) which is now increasingly a consideration for modern guests in choosing a hotel. Eco-friendly facilities such as efficient energy management system, product use *amenities* Natural ingredients-based, as well as responsible waste management are now a plus that significantly increases guest satisfaction from the segment *eco-conscious traveler* that continues to grow [10]. As such, the development of hotel facilities in Jakarta needs to integrate this sustainability dimension as an integral part of a comprehensive and future-oriented consumer satisfaction improvement strategy.

A deeper study of the dimension of facilities in the context of Jakarta hospitality also needs to consider the shift in consumer preferences post-pandemic that fundamentally changes the way guests evaluate and prioritize elements of hotel facilities. The Covid-19 pandemic has given birth to a new generation of guests who are much more selective and critical in assessing hygiene standards, room ventilation, the availability of health facilities such as gyms and *spas* with high hygienic standards, as well as the flexibility of using hotel public spaces that are able to accommodate *social distancing* needs. This shift in preferences directly increases the pressure on hotel management to not only maintain existing facility standards, but proactively innovate and adapt facilities to the ever-evolving demands of *the new normal*.

From perspective *revenue management*, superior facilities not only contribute to direct guest satisfaction, but also have the ability to drive incremental revenue increases (*ancillary revenue*) through the utilization of paid facilities such as restaurants, *Spa*, fitness center, and meeting rooms by guests who have already stayed. This phenomenon in the hotel management literature is known as the *cross-selling* which is driven by facility satisfaction, where guests who are satisfied with the quality of the main amenities tend to be more open to exploring and taking advantage of other supporting facilities available at the same hotel property. Purnomo et al. confirm that the facility's contribution to consumer satisfaction ultimately boils down to an increase in total hotel revenue through various monetization mechanisms that are interrelated and reinforce each other [11].

The technological aspect is also increasingly becoming a crucial component in the dimension of modern hotel facilities. Technology integration *smart room* which allows guests to control lighting, temperature, and entertainment through the device *Smartphone*, availability *check-in* and *check-out* Self-Reliance Through *kiosk* digital, as well as connectivity *internet* Reliable high-speed throughout the property, it has now transformed from mere added value to the basic expectations of star hotel guests. Failure to provide adequate technological infrastructure risks creating *dissatisfaction gap* significant difference between the expectations and reality experienced by guests, especially in the young business guest segment who are highly dependent on digital connectivity in carrying out their professional activities. Wijanarko et al. emphasized that the modernization of technology-based facilities is one of the strategic investments that has the fastest and measurable impact on increasing hotel guest satisfaction and loyalty in this digital era. Therefore, the management of star hotels in Jakarta needs to prepare *roadmap* The development of facilities that integrate the dimensions of technology, sustainability, and physical comfort holistically in response to the ever-evolving dynamics of consumer expectations [12].

These findings are in line with and strengthened by the results of a study conducted by Dwipayana et al. at Adiwana Resort Jembawan, which found that there is a positive and significant relationship between facilities and hotel customer satisfaction [10]. The study specifically recommends that hotel management prioritize the maintenance of the facilities provided to ensure that guest satisfaction levels are maintained in a sustainable manner. The relevance of these findings to the context of research in Jakarta is very strong considering the characteristics of metropolitan hotel guests who have high expectations for facility standards. In parallel, Wijanarko et al.'s research conducted at Bobara Restaurant Grand Whiz Hotel Manado also confirmed that facilities have a positive and significant effect on guest satisfaction, both partially and simultaneously along with other variables. These findings confirm that the pattern of facility's influence on guest satisfaction is consistent across different geographic contexts and hotel segments [12].

Furthermore, Purnomo et al. (2023) in their study at the Lotus Garden & Resort Hotel Kediri found that facilities are one of the three main predictors that together are able to explain 84 percent of the variation in customer satisfaction of hotel services. This huge proportion of contributions indicates that investment in the development and maintenance of hotel facilities is not just an operational expense, but rather a long-term business strategy that directly impacts the hotel's ability to retain its customers. In the context of this study, the *Cronbach's Alpha* The very high Facility variable (X1) of 0.960 with 12 statement items also indicates that respondents have a very consistent and coherent perception of the various dimensions of the facilities offered by the hotel, ranging from completeness to physical treatment conditions [11].

Furthermore, the results of Audia and Tanjung's research at Labersa Hotel & Convention Centre Toba-North Sumatra specifically found that facilities have a positive and significant influence on consumer satisfaction, although the price variables in the study were not proven to be significant [13]. These findings further strengthen the argument that in the hierarchy of determining factors for hotel guest satisfaction, facilities occupy a very strategic position and cannot be ignored by any hotel management. The practical implication of these overall findings is that star-rated hotels in Jakarta need to allocate adequate and planned budgets for maintenance programs (*maintenance*), updates (*upgrading*), and the regular development of facilities to meet and exceed the ever-evolving expectations of guests [13].

The Effect of Service Quality on Consumer Satisfaction of Starred Hotels in Jakarta

The results of the partial regression coefficient test showed that the Service variable (X2) produced a t-value of 0.920 with a significance level of 0.358, which exceeded the critical limit of 0.05. This condition statistically indicates that in the constructed multiple regression model, the Service variable does not have a significant influence partially on the Loyalty of hotel guests. These findings are interesting to examine in more depth because they seem to contradict most of the literature advocating the importance of quality of service. However, this phenomenon can be explained methodologically through the existence of *the problem of multicollinearity* between the predictor variables in the model, where the VIF value of the Service of 6.313 indicates that this variable is quite strongly correlated with the Facility variable (VIF = 8.646), so that the unique contribution of the Service to the dependent variable is suppressed by the presence of other variables that are more dominant in the simultaneous model.

This interpretation is important to understand contextually. The partial insignificance of the service variable does not mean that service is not essential to hotel guest satisfaction. Rather, it describes the dynamics of statistical interaction between variables in one highly correlated model. Jumheri and Paludi in their research on service quality, price perception, and promotion on hotel guest satisfaction found that service quality has a positive and significant effect on guest satisfaction, both partially and simultaneously. However, the study tested the service variables without including facilities as predictors in the same model, so that the unique contribution of the service could be measured more clearly without distortion from the highly correlated variables [14].

Partial insignificance of service variables in the multiple regression model of this study needs to be interpreted by considering the complexity of the interaction between variables simultaneously. The phenomenon *of suppression effect* that occurs when two or more predictor variables are strongly correlated with each other is a common condition found in social science and management research, especially when the variables tested conceptually have overlap in measuring similar dimensions of consumer experience. In the context of hospitality, facilities and services are two elements that in practice are difficult to separate emphatically because they together form a *service experience* that is perceived by guests as a whole.

However, the substantive significance of service quality in the hospitality industry cannot be ruled out based solely on the results of partial tests in one particular model. Utami and Khudri in their qualitative study at the Swarna Dwipa Hotel Palembang found that the consistency of service based on the implementation of *standard operating procedure* Strict SOPs are a key factor that distinguishes hotels with a reputation for superior service from their competitors. Well-trained employees, able to anticipate guest needs before being asked, and respond to any complaints quickly and empathically, proven to be able to create *memorable experience* that far goes beyond what a mere physical facility can offer [15].

Dimensions *empathy* and *responsiveness* within the framework of *service quality* proven to have transformative power in transforming ordinary stay experiences into positive memories that encourage guests to return. Ananda et al. affirm that the ministry *front office* The warm, professional and responsive design creates a very strong first impression and defines the overall perception of the hotel by guests. Continuous investment in hospitality HR training, employee interpersonal competency development, as well as the development of an organizational culture that is oriented towards guest satisfaction therefore remains a strategic priority that cannot be ignored by the management of star hotels in Jakarta, despite the partial statistical findings in this research model [16].

Further deepening the dynamics of service quality in the Jakarta hospitality industry also needs to consider the transformative role of digital technology in redefining the standards and expectations of service that apply today. The advent of *online review* platforms and social media has fundamentally shifted the power of negotiation from the hands of hotel management to the hands of consumers, where any disappointing service experience now has the potential to go viral and negatively impact hotel reputation on a scale far beyond the pre-digital era. This condition creates urgency for hotel management to build a responsive and effective *service recovery* system , namely the ability to identify, handle, and recover any service failures before they develop into public complaints that damage the hotel's image.

The dimension of service that is personal and relationship-based (*relationship-based service*) is also gaining more and more attention in the contemporary hospitality management literature. The ability of employees to remember the preferences of guests who have stayed before, greet guests by name, and anticipate special needs without being asked is a form of personalized service that creates emotional value (*emotional value*) that cannot be replicated by any technology. Jumheri and Paludi found that the personal and empathetic dimensions of service have a very strong correlation with guest satisfaction levels, even surpassing the influence of the technical aspects of service that are standardized in the hotel's formal SOPs [14].

Training and development *Human Resources* (HR) of hospitality should therefore be seen not as an operational cost burden, but as a strategic investment that results in *return on investment* which is measured through increased guest satisfaction and loyalty. An effective training program needs to include not only operational technical competence, but also emotional intelligence (*emotional intelligence*), cross-cultural communication skills (*cross-cultural communication*), and the capacity to make independent decisions in unexpected service situations. Utami and Khudri emphasized that hotels with structured and sustainable human resource development programs consistently produce higher and more consistent service quality than hotels that rely on ad hoc training that is not well planned [15].

Furthermore, the standardization of services through comprehensive and measurable SOPs needs to be balanced with the provision of *empowerment* adequate to frontline employees (*frontline employees*) to make situational and personal service decisions. This balance between standardization and flexibility is key in creating a service that is consistent in quality but still feels personal and authentic to each guest served [16].

The relevance of service quality in the hospitality industry is also strengthened by the findings of Ananda et al. who examine the influence of service quality *front office* customer satisfaction at Hotel Horison Bekasi. The study found that the five dimensions of service quality, namely *reliability*, *responsiveness*, *Insurance*, *empathy*, and *tangible* Together they have a considerable impact on customer satisfaction while utilizing hotel services. These findings confirm that each dimension of service has a functional role that cannot be ignored in shaping a positive guest experience. Especially the dimensions *responsiveness* and *empathy* proved to be the aspect of service that is most closely related to the formation of guest emotional satisfaction [16].

Utami and Khudri's research at the Swarna Dwipa Hotel Palembang adds an important perspective related to service from the operational aspect *housekeeping* [15]. The study found that the role of *housekeeping* optimal, including meticulousness in room cleaning, styling *linen*, and quick response to guest complaints, proven to improve guest comfort and form a continuous positive impression. Although this study uses a qualitative approach, its substantive findings strengthen the argument that consistent and standardized service quality through *standard operating procedure* Strict SOPs are an irreplaceable foundation in the hospitality industry, even at a time when other variables seem to be more statistically dominant [15]. Thus, even if the service was partially insignificant in the simultaneous model of this study, hotel management still cannot ignore the investment in competency enhancement *Human Resources* (HR) and enforcement of service standards because service is an inherent and inseparable element of the formation of a holistic guest experience.

The Influence of Consumer Satisfaction on the Loyalty of Star-Rated Hotel Guests in Jakarta

The Consumer Satisfaction variable (X3) was shown to have a significant effect on Loyalty (Y) partially, with a t-value of 3.316 and a significance level of 0.001, well below the threshold of 0.05. A standardized *beta* coefficient of 0.210 indicates that any one-unit increase in consumer satisfaction levels will make a measurably positive contribution to increased guest loyalty, even after controlling for the influence of the Facilities and Services variables in the same model. These findings confirm the strategic position of consumer satisfaction as a mediator variable as well as a direct predictor of loyalty in the hospitality industry ecosystem.

This result is in line with Mardiana's findings which examined the influence of service quality, product quality, and price on customer satisfaction and its impact on customer loyalty of Hotel X in Jakarta [17]. Through analysis *path analysis*, the study found that there is a direct or indirect positive influence of antecedent variables on satisfaction,

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which in turn consistently has a positive impact on customer loyalty. The mechanism of loyalty formation through consumer satisfaction in the hospitality industry actually operates through two complementary paths, namely the cognitive path and the affective path. The cognitive pathway refers to the rational evaluation of the guest of the conformity between the accepted grades (*perceived value*) with sacrifices incurred in the form of accommodation costs, while the affective pathway has to do with the formation of an emotional bond between guests and the hotel brand built through the accumulation of repeated positive experiences. When these two paths run synergisically, the loyalty that is formed will be much stronger and more resistant to competitors' offers than loyalty that is based on only one of the paths.

In the context of the highly dynamic and competitive hospitality industry in Jakarta, guest loyalty has a very significant economic value. Loyal guests don't just provide recurring revenue through *repeat stay*, but also acts as the most effective organic marketing channel through the dissemination of positive recommendations (*word-of-mouth*) to their social networks. In today's digital era, these recommendations often manifest in the form of positive reviews on the platform *online travel agency* (OTA) such as *Booking.com*, *Tripadvisor*, and *Google Reviews*, which directly influences the decision to stay for potential new guests. Purnomo et al. assert that consistently built consumer satisfaction is an intangible business asset (*intangible asset*) whose strategic value can even surpass the physical value of the hotel property itself in the long run [11].

Furthermore, high consumer satisfaction also plays a role in increasing guests' tolerance to price fluctuations, which in hotel revenue management terminology is known as increased *price sensitivity threshold*. Satisfied and loyal guests are more likely to pay higher room rates (*premium pricing*) rather than having to move to a competitor's hotel that does not necessarily provide an equivalent experience. Wijanarko et al. confirm that the satisfaction formed from the combination of superior facilities and quality service effectively builds *switching barrier* Psychological protection of hotels from the threat of customer shifting to competitors, while also being a solid foundation for sustainable hotel revenue growth [12].

Further elaboration on the dynamics of satisfaction and loyalty relationships in the context of Jakarta hospitality also needs to consider the phenomenon of *loyalty programs* as a strategic instrument that is increasingly adopted by international hotel chains and local boutique hotels to formalize and strengthen loyalty bonds that have been formed organically through a satisfying stay experience. A well-designed loyalty program, including a transparent points rewards system, exclusive benefits for loyal members, and personalized offers based on stay history, has proven to significantly increase *revisit intent* compared to hotels that don't have a structured loyalty program.

In the context of digital marketing that is increasingly dominant, high consumer satisfaction also plays a key catalyst in the formation of *user-generated content* (UGC) positive that is organically spread across various digital platforms. Five-star reviews on *Google Reviews* and *TripAdvisor*, photos of the stay experience shared on *Instagram* and *TikTok*, as well as personalized recommendations through digital conversation groups, are all digital manifestations of consumer satisfaction that have much greater persuasive power than conventional advertising in influencing the decision to stay for potential new guests. Mardiana confirmed that customer satisfaction is manifested in the form of *word-of-mouth* Digital is a marketing asset whose value continues to appreciate along with the growth of the digital ecosystem and the increasing dependence of consumers on *peer review* in the decision-making process of purchasing hotel services [17].

Dimensions of consumer satisfaction related to *value for money* or the conformity between the quality received and the price paid also needs special attention in the hotel management strategy in Jakarta. Guests who feel they are getting value that is worth it or even exceeding their expectations relative to the rate paid will develop a much stronger and more long-lasting perception of satisfaction than guests who feel that the rate paid is not commensurate with the experience gained. Purnomo et al. affirm that successful hotel management creates a perception *value for money* A consistently positive will have a more stable loyal customer base and are not easily shaken by aggressive pricing strategies from competitors, thus providing a sustainable and hard-to-replicate competitive advantage in the long run [11].

Finally, regular and systematic measurement of consumer satisfaction through standardized instruments such as *Net Promoter Score* (NPS), *Guest Satisfaction Survey* (GSS), and online review sentiment analysis need to be an integral part of a modern hotel performance management system. Consistently collected and in-depth analysis satisfaction data will provide *actionable insights* that allows management to identify the most urgent areas of improvement and allocate repair resources in a targeted, efficient, and maximal impact to increase guest loyalty [10]. These findings confirm that consumer satisfaction is not only the ultimate goal of hotel management, but rather serves as a bridge (*bridge variable*) that links the quality of services and products with long-term loyalty behaviors that generate business value in a sustainable manner [17].

From a broader perspective, the value of *R Square* 0.809 produced by the multiple regression model in this study provides a very encouraging picture. This means that the combination of the variables Facilities, Service, and Consumer Satisfaction together is able to explain 80.9% of the variation that occurs in the Loyalty variable of hotel guests in Jakarta. This figure is very high for studies in the field of hospitality management science, which indicates that the three variables selected in this study are very relevant and targeted predictors. The F-test value of 367.421 with a significance of < 0.001 further confirms that the model constructed as a whole has very strong statistical feasibility to describe the dynamics of the relationship between facilities, service, satisfaction, and hotel guest loyalty [10], [12].

Integratively, the overall findings in this study provide a comprehensive picture that hotel guest loyalty in Jakarta is formed through a layered and interrelated process. Adequate and well-maintained facilities become the main foundation that builds trust and initial satisfaction of guests, responsive and empathetic service strengthens the emotional bond between guests and the hotel, while consistent accumulation of satisfaction ultimately crystallizes into loyalty that manifests in the form of a desire to return to stay, provide positive recommendations, and become a *brand advocate* For hotels [11]. These findings also provide a strong empirical foundation for the management of star hotels in Jakarta to design a business strategy that is not only oriented towards meeting the physical standards of the facility, but also on building a service ecosystem centered on customer satisfaction and loyalty as the most valuable long-term business asset [13].

IV. CONCLUSIONS

This study empirically proves that facilities, service, and consumer satisfaction together have a significant effect on the loyalty of star hotel guests in Jakarta, which is evidenced by an F value of 367,421 with a significance of < 0.001 and the model's ability to explain 80.9% of loyalty variations (R Square = 0.809). Partially, the facility variable was the most dominant predictor with the highest *beta* coefficient of 0.648 and significant at the < level of 0.001, followed by consumer satisfaction with *a beta* of 0.210 which was also proven to be significant. The service variable did not have a partial significant effect in the simultaneous model, which was methodologically due to the high correlation between predictor variables in the multiple regression model. The findings of this study provide strategic managerial implications for the managers of star-rated hotels in Jakarta. Given that facilities are proven to be the most dominant determinant of loyalty, hotel management should prioritize planned and sustainable facility maintenance, renewal, and development programs as long-term investments that have a direct impact on guest retention. In addition, although service is not partially significant in this model, investment in *human resource training* and enforcement of *standard operating procedures* should not be ignored given the fundamental role of service in building a holistic guest experience. The next study is suggested to include moderation variables such as guest segmentation and hotel star categories to produce more granular and applicable findings for the Jakarta hospitality industry.

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