PUSAKA
Journal of Tourism, Hospitality, Travel and Business Event
Vol. 8 No. 1 (2026): February-July
ISSN 2656-1301 (Online) 2656-1336 (Print), 463-475
https://journal.poltekparmakassar.ac.id/index.php/pusaka
https://doi.org/10.33649/pusaka.v6i2.615

Rethinking Guest Experience Drivers in Hospitality: A Guest-Centered Perceived Asset Performance Model

Siti Yulia Irani Nugraha[1], Eko Susanto[2], Sri Utari Widyastuti[3], Siti Hafsah Zulkarnain[4]*
[1]Room Division Program, Department of Hospitality, Politeknik Pariwisata NHI Bandung, Bandung, West Java, Indonesia, 40141
[2]Tourism Destination Program, Politeknik Negeri Bandung, West Bandung, West Java, Indonesia, 40559
[3]Deputy Secretary for Destination and Infrastructure Development, Ministry of Tourism of the Republic of Indonesia, Jakarta, Indonesia, 10110
[4]College of Built Environment, Universiti Teknologi MARA, Shah Alam, Selangor, Malaysia, 40450

*Corresponding author: Siti Yulia Irani Nugraha email: ira@poltekpar-nhi.ac.id

Received: June 21, 2025	Revised: August 29, 2025	Accepted: February 02, 2026	Published: February 17, 2026

ABSTRACT
This study investigates how contemporary experience drivers—digital guest experience, sustainability perception, brand authenticity, and service personalization—shape perceived asset performance and customer loyalty in the Indonesian hospitality context. Using data collected from 367 hotel guests across Indonesia, the research develops and tests an integrated structural model grounded in Experience Economy Theory, Service-Dominant Logic, and Customer Engagement Theory. While prior literature often assumes that all experience drivers uniformly enhance guest value, this study reveals a more nuanced mechanism: some drivers (e.g., authenticity, personalization) directly influence experiential value, while others (notably digital guest experience) primarily drive customer engagement. The findings identify experiential value and customer engagement as critical mediators that link experience design to perceived asset performance. Specifically, the study demonstrates that guest engagement is essential for converting technological features into favorable asset evaluations. By shifting the focus from traditional financial metrics to guest-centered perceived asset performance, this research emphasizes the psychological and emotional dimensions of hospitality value. Theoretical contributions include clarifying differentiated experience pathways and empirically validating a guest-centric model of asset performance. For practitioners, the results highlight the need to align digital innovation with emotionally resonant service strategies to foster loyalty in emerging hospitality markets like Indonesia.

Keywords: Perceived asset performance, Service-Dominant Logic, Experiential value, Customer engagement, Digital guest experience.

INTRODUCTION
In today's experience-driven economy, the hospitality industry is undergoing a significant shift, shifting from merely providing accommodation to curating emotionally resonant, personalized, and digitally enhanced guest experiences. This evolution necessitates a reevaluation of asset performance, which is traditionally measured by financial indicators such as occupancy rate, RevPAR, and ROI, toward models that incorporate guest perceptions of value derived from aesthetics, emotional engagement, digital integration, and sustainability (Hwang et al. 2022; Joo, Kim, and Hwang 2023). Recent disruptions—such as the rise of platform-based competitors like Airbnb and increasing consumer expectations for sustainable and personalized service—have further pressured hotels to innovate and adapt (Bowen, Dowell, and Morris 2023; Gasimba 2024; Setiawan 2020).

Amid these shifts, digital guest experience, sustainability practices, and brand authenticity have emerged as strategic drivers of guest behavior and hotel performance. Studies have shown that these factors significantly enhance experiential value and customer engagement, key mediators in building customer loyalty and competitive advantage (Chiappa, Sini, and Atzeni 2020; Safeer and Liu 2022; Yu et al. 2024). For example, mobile apps and AI-based personalization tools increase interactivity and emotional connection, particularly among younger travelers (Jenifer 2024; Youssofi 2023), while authentic environmental initiatives foster brand trust and loyalty (Guan et al. 2021; Shin and Kang 2020). Likewise, storytelling that communicates a hotel's values and heritage strengthens emotional bonds and fosters brand love (Alshreef et al. 2023; Rosado-Pinto and Loureiro 2020).

© 2026 by Pusaka: Journal of Tourism, Hospitality, Travel and Business Event, Politeknik Pariwisata Makassar. This is an open access article under the CC-BY-SA license (https://creativecommons.org/licenses/by-sa/4.0/)

PUSAKA
Journal of Tourism, Hospitality, Travel and Business Event
Vol. 8 No. 1 (2026): February-July
ISSN 2656-1301 (Online) 2656-1336 (Print), 463-475
https://journal.poltekparmakassar.ac.id/index.php/pusaka
https://doi.org/10.33649/pusaka.v6i2.615

Despite the growing attention to these drivers, three critical gaps remain in the existing literature. First, prior models often treat modern experience drivers—such as digital innovation and sustainability—in isolation, rarely exploring their collective impact on asset performance within a unified framework (Morgan-Thomas et al., 2020; Sallaku & Vigolo, 2022; Zhang et al., 2020). Second, 'asset performance' in hospitality is traditionally measured through financial metrics (e.g., RevPAR, ROI), which neglect the guest's psychological evaluation of how well a hotel's tangible and intangible resources generate value. Unlike service quality, which primarily measures the delivery of service interactions (e.g., responsiveness, assurance), perceived asset performance represents a holistic evaluation of the hotel's functional and physical resources—including facilities, technology, and environmental attributes—as productive generators of the guest experience. Third, while customer engagement is frequently studied as a behavioral outcome, its role as a psychological mediator that translates experiential stimuli into asset evaluation remains underexplored (Brodie et al., 2013). Consequently, current models fail to explain how guests convert 'high-tech' or 'sustainable' features into a perception of superior asset performance.

To address this gap, the present study draws on Experience Economy Theory (Pine and Gilmore 1999), Service-Dominant Logic (Vargo and Lusch 2004), and Customer Engagement Theory (Brodie et al. 2013) to conceptualize how experiential stimuli co-create value that influences behavioral outcomes. Building on this theoretical foundation, the study develops and empirically tests an integrated SEM-PLS model that links digital guest experience, sustainability perception, brand authenticity, and service personalization to experiential value, which drives customer engagement, perceived asset performance, and customer loyalty. From a guest-centered perspective, this study uncovers empirical evidence into the psychological and perceptual processes by which contemporary experiential factors impact hotel asset performance—an area underexplored in hospitality research.

These three theoretical perspectives collectively offer a robust foundation for understanding the co-creation and impact of guest experiences. Experience Economy Theory provides the overarching lens for framing guest experiences as sources of economic value through emotional, memorable interactions. Service-Dominant Logic explains how such value is co-created through interactive processes, particularly emphasizing the role of operant resources such as digital interfaces and personalized services. Meanwhile, Customer Engagement Theory elucidates the downstream behavioral outcomes of co-created value, including emotional attachment, active brand involvement, and loyalty behaviors. By integrating these frameworks, the study captures the full arc of the guest experience—from value formation to behavioral response—offering a comprehensive explanation of how experiential design shapes perceived asset performance in hospitality.

By adopting a guest-centric lens, this study offers novel insights into the psychological and perceptual mechanisms through which modern experience drivers shape asset-level performance—an area rarely explored in hospitality literature. This research contributes theoretical and practical advancements by offering an integrated model that reflects the realities of post-pandemic, digitally enabled hospitality. It responds to the industry's need for more holistic performance indicators and provides actionable strategies for leveraging guest experience as a critical intangible asset in driving loyalty and long-term success.

This study integrates Experience Economy Theory, Service-Dominant Logic, and Customer Engagement Theory to propose a comprehensive model of guest-centered asset performance. The framework posits a sequential psychological process: specific service stimuli create a perception of Experiential Value, which fosters Customer Engagement, ultimately driving Perceived Asset Performance and Loyalty.

To ensure theoretical precision, the model delineates specific causal pathways regarding Digital Guest Experience (DGE) and Sustainability. First, DGE is viewed as an operant resource that requires interaction to generate value (Vargo and Lusch 2004). Therefore, this study models DGE to influence Perceived Asset Performance (PAP) indirectly through engagement and value, rather than directly. Second, Perceived Sustainability Practices are positioned primarily as drivers of Experiential Value. Following the Experience Economy framework, sustainability attributes function as sensory stimuli that first shape value perception, which, in turn, triggers a deeper psychological state of engagement.

Experience Drivers and Value Creation

© 2026 by Pusaka: Journal of Tourism, Hospitality, Travel and Business Event, Politeknik Pariwisata Makassar. This is an open access article under the CC-BY-SA license (https://creativecommons.org/licenses/by-sa/4.0/)

PUSAKA
Journal of Tourism, Hospitality, Travel and Business Event
Vol. 8 No. 1 (2026): February-July
ISSN 2656-1301 (Online) 2656-1336 (Print), 463-475
https://journal.poltekparmakassar.ac.id/index.php/pusaka
https://doi.org/10.33649/pusaka.v6i2.615

This section examines four critical drivers—digital experience, sustainability, authenticity, and personalization—that collectively shape the guest's experiential value.

Digital Guest Experience

Integrating digital technologies into hospitality services has become a cornerstone of modern guest engagement. Technologies such as mobile check-in, smart room controls, AI-driven chatbots, and immersive applications not only improve operational efficiency but also elevate customer satisfaction by creating seamless, intuitive, and personalized experiences (Wang and Fu 2024; Youssofi 2023). As customer expectations shift toward immediacy, hotels are pressured to offer digital touchpoints that simplify processes and elicit emotional responses (Hoyer et al. 2020; Shin and Jeong 2022). However, recent studies suggest nuanced effects. Some research cautions that technology-driven encounters may lack human warmth, particularly when digital tools replace interpersonal service (Choi et al. 2020). Additionally, overly standardized systems can frustrate guests, reducing perceived value (Davari et al. 2022).

Sustainability Perception

Hotels are increasingly evaluated based on the visibility of their sustainability practices, including energy efficiency and ethical sourcing (Amatulli et al. 2020). Scholars argue that when environmental responsibility is authentically embedded into the guest experience, it creates moral satisfaction and perceived integrity, enhancing Trust (Sampaio, Sebastião, and Farinha 2024). Storytelling is vital; genuine narratives of eco-conscious action reinforce emotional alignment, whereas greenwashing can backfire (Ababneh 2021; Carvalho, Kastenholz, and Carneiro 2021).

Brand Authenticity

Brand authenticity—the perception of sincerity, transparency, and consistency—is conveyed through locally inspired design and sincere interactions with staff (Murshed, Dwivedi, and Nayeem 2023). These elements imbue a stay with emotional depth, positioning the hotel as a cultural narrator rather than just a service provider (Gasbarro and Bonera 2021). Authentic communication deepens brand trust, especially when it reflects local partnerships (Alyahia et al. 2024; Dang et al. 2022).

Service Personalization

Personalized service adapts offerings to individual preferences, creating emotional resonance whether through room customization or proactive communication (Rasoolimanesh et al. 2022; Souki et al. 2023). When guests feel understood, their emotional engagement intensifies. Personalization transcends transactional service, becoming a key driver of the experiential journey.

Based on the theoretical arguments above, the following hypotheses are proposed:

H1: The digital guest experience positively influences experiential value.
H2: Perceived sustainability practices have a positive influence on experiential value.
H3: Brand authenticity positively influences experiential value.
H4: Service personalization positively influences experiential value.

Mediation Mechanisms and Performance Outcomes

This section delineates how experiential value and engagement serve as psychological bridges linking service drivers to perceived asset performance and loyalty.

Experiential Value as a Mediator

Experiential value captures more than transactional satisfaction, reflecting meaningful interactions and emotional resonance (Wang and Fu 2024). It serves as a foundational antecedent to engagement; experiential richness activates emotional investment, encouraging guests to interact with the brand more deeply (Lee and Chuang 2021). Furthermore, positive experiential value shapes cognitive appraisals, leading to more favorable evaluations of the hotel's physical and technological assets (Perceived Asset Performance).

© 2026 by Pusaka: Journal of Tourism, Hospitality, Travel and Business Event, Politeknik Pariwisata Makassar. This is an open access article under the CC-BY-SA license (https://creativecommons.org/licenses/by-sa/4.0/)

PUSAKA
Journal of Tourism, Hospitality, Travel and Business Event
Vol. 8 No. 1 (2026): February-July
ISSN 2656-1301 (Online) 2656-1336 (Print), 463-475
https://journal.poltekparmakassar.ac.id/index.php/pusaka
https://doi.org/10.33649/pusaka.v6i2.615

Customer Engagement as a Mediator

Customer engagement reflects an enduring psychological state of emotional, cognitive, and behavioral involvement (Salem 2021; Shahid et al. 2022). Unlike simple satisfaction, engagement motivates co-creation and advocacy. Importantly, engagement mediates the relationship between experience drivers and asset performance; emotional bonds reshape how guests perceive service quality and asset effectiveness (Liu et al. 2022). Trust and commitment fostered through engagement are crucial for long-term attachment (Tsaur et al. 2023). Additionally, in the digital context, the interactive nature of technology is expected to stimulate behavioral dimensions of engagement (H10) directly.

Perceived Asset Performance and Customer Loyalty

Perceived asset performance refers to the guest's evaluation of tangible and intangible elements, including facilities and technology. Unlike financial metrics (ROI), this construct captures how well offerings deliver value (Kim, Lee, and Han 2020). Positive perceptions of asset performance are significantly correlated with repeat visitation and word of mouth (Jeong et al. 2022; Lee and Chuang 2021). Thus, perceived asset performance serves as a guest-centered proxy for asset productivity, translating experiential value into durable loyalty.

Based on these mediating mechanisms, the following hypotheses are proposed:

H5: Experiential value has a positive influence on customer engagement.
H6: Experiential value has a positive influence on perceived asset performance.
H7: Customer engagement positively influences perceived asset performance.
H8: Customer engagement positively influences customer loyalty.
H9: Perceived asset performance has a positive influence on customer loyalty.
H10: Digital guest experience has a positive influence on customer engagement.

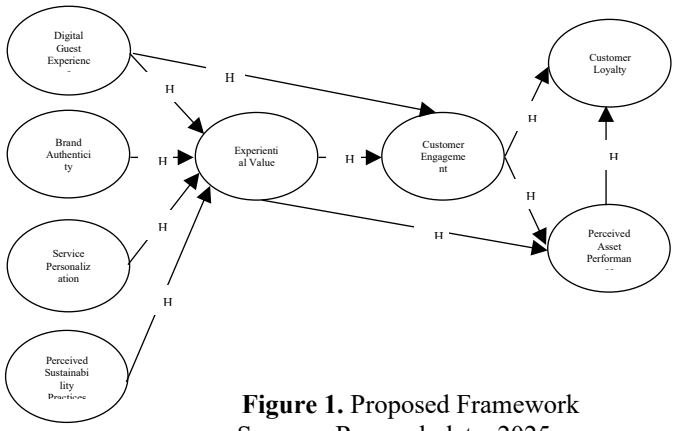


Figure 1. Proposed Framework
Sources: Research data, 2025

METHODOLOGY

This study employed a quantitative, cross-sectional design using a structured survey instrument. Data were collected from 367 hotel guests in Indonesia using an online survey distributed via travel community forums and social media platforms. To ensure data quality and verify eligibility, a mandatory screening question was employed: "Have you stayed in a hotel in Indonesia within the past six months?" Only respondents who answered "Yes" and could specify the name of the property were permitted to proceed. A purposive sampling strategy was used to target participants with sufficient exposure to digital hotel services. While this approach enabled the collection of information-rich responses, the demographic profile—which skews toward urban, educated, and middle-to-upper-income travelers—suggests a potential bias. This limitation regarding external validity is acknowledged, and the findings should be interpreted within this specific segment of the domestic market.

The survey questionnaire was developed by adapting measurement items from established hospitality and tourism scales. Each construct was operationalized reflectively using three items. This design choice was made to maintain survey parsimony and minimize respondent fatigue—a critical factor in preserving data quality in voluntary online surveys—while satisfying the minimum requirement for construct identification (Hair et al. 2019). All items were measured on a five-point Likert scale ranging from 1 ("strongly disagree") to 5 ("strongly agree"). The constructs were adapted as follows: digital guest experience from (Wang and Fu, 2024; Youssofi, 2023); brand authenticity from (Murshed et al., 2023; Rosado-Pinto and Loureiro, 2020); service personalization from (Rasoolimanesh et al., 2022); perceived sustainability

© 2026 by Pusaka: Journal of Tourism, Hospitality, Travel and Business Event, Politeknik Pariwisata Makassar. This is an open access article under the CC-BY-SA license (https://creativecommons.org/licenses/by-sa/4.0/)

PUSAKA
Journal of Tourism, Hospitality, Travel and Business Event
Vol. 8 No. 1 (2026): February-July
ISSN 2656-1301 (Online) 2656-1336 (Print), 463-475
https://journal.poltekparmakassar.ac.id/index.php/pusaka
https://doi.org/10.33649/pusaka.v6i2.615

practices from (Dang et al., 2022; Safeer and Liu, 2022); experiential value from (Choi et al., 2020; Lee and Chuang, 2021); customer engagement from (Brodie et al., 2013); perceived asset performance from (Jeong et al., 2022; Kim et al., 2020); and customer loyalty from (Guan et al., 2021). A pilot test was conducted with 30 hotel guests to assess face and content validity. Based on the feedback, minor revisions were made to simplify technical terminology related to 'digital experience' and 'authenticity' to ensure clarity for non-academic respondents.

Given the use of self-reported data from a single source, the potential for Common Method Bias (CMB) was carefully mitigated. Procedurally, items were randomized, and constructs were psychologically separated in the questionnaire layout. Statistically, while Harman's single-factor test was conducted (indicating no single factor accounted for more than 40% of the variance), we relied primarily on Full Collinearity Variance Inflation Factors (VIFs) as a more robust diagnostic. All VIF values fell below the conservative threshold of 3.3, thereby confirming that CMB was not a significant issue in this study (Kock 2015).

Data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM). PLS-SEM was selected over covariance-based SEM (CB-SEM) for specific methodological reasons relevant to this study. First, the research model involves a complex mediational structure with multiple pathways, which PLS-SEM handles efficiently without strict distributional assumptions. Second, the study's primary objective is predictive—specifically, identifying the strongest drivers of perceived asset performance and loyalty—rather than purely confirmatory. PLS-SEM is superior in maximizing the explained variance (R^2) of endogenous constructs in such predictive frameworks (Sarstedt et al. 2021). The analytical procedure followed the standard two-step approach: assessment of the measurement model (reliability, convergent validity, and discriminant validity) followed by the evaluation of the structural model (path coefficients, R^2, f^2, and Q^2). The statistical significance of the path relationships was tested using bootstrapping with 5,000 resamples. Given the exploratory nature of the integrated model, a significance level of $p < 0.05$ was used as the primary threshold, with $p < 0.10$ indicating marginal support.

RESULT AND DISCUSSION

Respondent Profile

A total of 367 individuals participated in the survey, all of whom had stayed at a hotel within the preceding six months. The gender distribution was relatively even, with 52.3% of respondents being female and 47.7% being male. Regarding age, the largest segment (38.4%) was 26-35 years old, followed by 28.3% aged 36–45 and 18.8% aged 18–25, suggesting that the sample primarily consisted of younger to early middle-aged domestic travelers. The remaining respondents were aged 45 or older (14.5%). Most respondents held at least an undergraduate degree (60.8%), 26.4% had completed high school, and 12.8% held postgraduate degrees. Regarding employment, 62.1% were full-time professionals or employees, 14.4% were entrepreneurs or self-employed individuals, 13.1% were students, and the remainder were retirees, part-time workers, or homemakers. Regarding monthly income, most respondents (41.7%) earned between Rp5,000,000 and Rp10,000,000, followed by 26.7% earning below Rp5,000,000 and 21.3% earning between Rp10,000,000 and Rp15,000,000. Only 10.3% reported incomes above Rp15.000.000 per month, indicating an upper-middle-class segment in urban Indonesia.

Participants were also asked about the category of hotel they had stayed in most recently. The majority (58.3%) reported staying at 3-star properties, followed by 24.5% in 4-star accommodations, and 11.2% in budget hotels or guesthouses. A smaller proportion (6.0%) reported staying in luxury 5-star properties, indicating a relatively modest profile aligned with typical Indonesian travelers. Regarding length of stay, the most common duration was 2–3 nights (48.8%), followed by 1-night stays (28.9%) and 4–6-night stays (17.4%). Only 4.9% of respondents stayed more than 6 nights. Regarding travel purposes, the majority (53.9%) traveled for leisure or vacation, 26.2% for business or work-related purposes, and 13.6% for family-related events such as weddings or reunions. A smaller portion (6.3%) indicated medical, religious, or other special-purpose travel. These data indicate that most respondents were domestic leisure travelers, reflecting broader national tourism trends.

Measurement Model Evaluation

The measurement model was assessed to confirm that each construct satisfied the requirements for internal consistency, convergent validity, and discriminant validity. Following the two-step SEM-PLS approach proposed by Sarstedt, Ringle, and Hair (2021), each construct was

© 2026 by Pusaka: Journal of Tourism, Hospitality, Travel and Business Event, Politeknik Pariwisata Makassar. This is an open access article under the CC-BY-SA license (https://creativecommons.org/licenses/by-sa/4.0/)

PUSAKA
Journal of Tourism, Hospitality, Travel and Business Event
Vol. 8 No. 1 (2026): February-July
ISSN 2656-1301 (Online) 2656-1336 (Print), 463-475
https://journal.poltekparmakassar.ac.id/index.php/pusaka
https://doi.org/10.33649/pusaka.v6i2.615

measured reflectively using three indicators adapted from established literature and tailored to the hospitality context. A 5-point Likert scale was employed for all items, with responses ranging from 1 ("strongly disagree") to 5 ("strongly agree").

Reliability was evaluated through Cronbach's Alpha and Composite Reliability (CR), with values of 0.70 or higher deemed acceptable. Convergent validity was evaluated using Average Variance Extracted (AVE), where values ≥ 0.50 are considered satisfactory (Fornell & Larcker, 1981).

Table 1. Measurement Items and Factor Loadings

Construct / Items	Loadings
Brand Authenticity (BA)	
BA1: This hotel is true to its values.	0.847
BA2: The hotel brand feels genuine.	0.894
BA3: The hotel delivers what it promises.	0.862
Customer Engagement (CE)	
CE1: I feel emotionally connected to this hotel.	0.798
CE2: I actively interact with the hotel brand.	0.873
CE3: I am inclined to share my experiences with this hotel.	0.830
Customer Loyalty (CL)	
CL1: I intend to stay at this hotel again.	0.831
CL2: I would recommend this hotel to others.	0.874
CL3: I prefer this hotel over others.	0.879
Digital Guest Experience (DGE)	
DGE1: The hotel's digital services are easy to use.	0.827
DGE2: I enjoy using the hotel's digital features.	0.869
DGE3: The digital experience enhances my stay.	0.857
Experiential Value (EV)	
EV1: I had a memorable experience at this hotel.	0.875
EV2: My stay was emotionally satisfying.	0.909
EV3: The overall experience exceeded my expectations.	0.807
Perceived Asset Performance (PAP)	
PAP1: The hotel facilities are of high quality.	0.879
PAP2: The hotel's environment is well-maintained.	0.917
PAP3: The hotel's technological features are effective.	0.899
Perceived Sustainability Practices (PSP)	
PSP1: The hotel uses eco-friendly practices.	0.872
PSP2: The hotel actively reduces waste and energy use.	0.867
PSP3: I believe this hotel is environmentally conscious.	0.857
Service Personalization (SP)	
SP1: Services were tailored to my personal needs.	0.872
SP2: The hotel recognized my preferences.	0.936
SP3: I felt the service was personally relevant.	0.921

Sources: Research data, 2025.

Table 1 displays the factor loadings for all items. All loadings surpassed the 0.70 benchmark, confirming high indicator reliability. Table 2 summarizes the construct reliability and validity measures. The composite reliability values ranged from 0.872 to 0.935, while AVE scores ranged from 0.695 to 0.828. These results confirm that the measurement model demonstrates good internal consistency and convergent validity.

Table 2. Construct Reliability and Validity

Construct	α	CR	AVE
Brand Authenticity (BA)	0.837	0.902	0.753
Customer Engagement (CE)	0.781	0.872	0.695
Customer Loyalty (CL)	0.827	0.897	0.743
Digital Guest Experience (DGE)	0.810	0.887	0.724
Experiential Value (EV)	0.830	0.899	0.748
Perceived Asset Performance (PAP)	0.881	0.926	0.807
Perceived Sustainability Practices (PSP)	0.833	0.899	0.749
Service Personalization (SP)	0.897	0.935	0.828

Sources: Research data, 2025

The Heterotrait-Monotrait Ratio (HTMT) was used to establish discriminant validity, a more rigorous criterion than the Fornell-Larcker method (Ringle et al. 2020). HTMT values under 0.90 suggest that constructs are empirically separable. As illustrated in Table 3, all HTMT coefficients were comfortably below the stricter 0.85 benchmark. Furthermore, the bootstrapping analysis (5,000 subsamples) confirmed that the 95% Confidence Intervals (bias-corrected) for all HTMT ratios did not include the value of 1, and no upper bound exceeded the 0.90 threshold, thereby providing robust confirmation of discriminant validity.

Table 3. Heterotrait-Monotrait Ratio (HTMT)

Construct	BA	CE	CL	DGE	EV	PAP	PSP
CE	.567						
CL	.758	.740					
DGE	.645	.522	.611				
EV	.716	.547	.757	.485			
PAP	.421	.577	.622	.284	.475		
PSP	.494	.573	.536	.260	.617	.615	
SP	.564	.440	.555	.366	.610	.436	.507

Sources: Research data, 2025.

The results confirm that the measurement model satisfies all required statistical standards for reliability, convergent validity, and discriminant validity, making it suitable for subsequent structural analysis and hypothesis testing.

Structural Model Evaluation

After establishing the reliability and validity of the measurement model, the analysis advanced to the structural model to test the hypothesized relationships. This step assessed the coefficient of determination (R^2), predictive relevance (Q^2), effect sizes (f^2), and the statistical significance of direct and indirect path coefficients. As presented in Table 4, the model accounts

© 2026 by Pusaka: Journal of Tourism, Hospitality, Travel and Business Event, Politeknik Pariwisata Makassar. This is an open access article under the CC-BY-SA license (https://creativecommons.org/licenses/by-sa/4.0/)

PUSAKA
Journal of Tourism, Hospitality, Travel and Business Event
Vol. 8 No. 1 (2026): February-July
ISSN 2656-1301 (Online) 2656-1336 (Print), 463-475
https://journal.poltekparmakassar.ac.id/index.php/pusaka
https://doi.org/10.33649/pusaka.v6i2.615

for 48.9% of the variance in Experiential Value (R^2 = 0.489), 26.8% in Customer Engagement (R^2 = 0.268), 43.7% in Customer Loyalty (R^2 = 0.437), and 27.7% in Perceived Asset Performance (R^2 = 0.277). These values indicate moderate to strong explanatory power. Predictive relevance was assessed using the blindfolding method, with Q^2 values of 0.179 (CE), 0.317 (CL), 0.353 (EV), and 0.218 (PAP) all exceeding zero, confirming that the model possesses acceptable predictive relevance.

In addition to explanatory power, the effect sizes (f^2) were examined to evaluate the substantive impact of each predictor construct. According to (Cohen, 1988), f^2 values of 0.02, 0.15, and 0.35 represent small, medium, and large effects, respectively. The analysis revealed that Customer Engagement had a large effect on Customer Loyalty (f^2 = 0.352), reinforcing its pivotal role in the model. Similarly, the impact of Customer Engagement on Perceived Asset Performance (f^2 = 0.215) and the influence of Brand Authenticity on Experiential Value (f^2 = 0.168) demonstrated substantive medium effects. These effect sizes corroborate the statistical significance of the path coefficients and support the practical relevance of the proposed relationships.

Table 4. Coefficient of Determination (R^2) and Predictive Relevance (Q^2)

Endogenous Construct	R2	R2 Adjusted	Q2
Customer Engagement (CE)	0.268	0.264	0.179
Customer Loyalty (CL)	0.437	0.434	0.317
Experiential Value (EV)	0.489	0.483	0.353
Perceived Asset Performance (PAP)	0.277	0.273	0.218

Sources: Research data, 2025

The significance of the hypothesized paths was tested using a bootstrapping procedure with 5,000 resamples. As presented in Table 5, nine of the ten relationships were significant at $p < 0.05$. The path from Digital Guest Experience (DGE) to Experiential Value (EV) showed a p-value of 0.055. Given the exploratory nature of this study, this relationship is considered marginally supported ($p < 0.10$). Among the significant paths, the strongest was between Customer Engagement and Customer Loyalty (β = 0.449, t = 8.856), underscoring the central role of emotional and behavioral engagement in fostering loyalty. This was followed by the link between Perceived Asset Performance and Customer Loyalty (β = 0.315, t = 7.087). A notable effect was also observed between Brand Authenticity and Experiential Value (β = 0.335, t = 5.775), indicating that perceptions of authenticity positively influence the overall experience.

Table 5. Hypothesis Testing Results (Direct Effects)

Path	β	t-value	p-value	Result
H1: DGE → EV	.098	1.915	.055	Marginally Supported
H2: PSP → EV	.254	4.678	<.001	Supported
H3: BA → EV	.335	5.775	<.001	Supported
H4: SP → EV	.224	4.706	<.001	Supported
H5: EV → CE	.329	4.891	<.001	Supported
H6: EV → PAP	.240	4.225	<.001	Supported
H7: CE → PAP	.374	6.494	<.001	Supported
H8: CE → CL	.449	8.856	<.001	Supported
H9: PAP → CL	.315	7.087	<.001	Supported
H10: DGE → CE	.289	4.818	<.001	Supported

Note: sig @p-value: <0.1
Sources: Research data, 2025

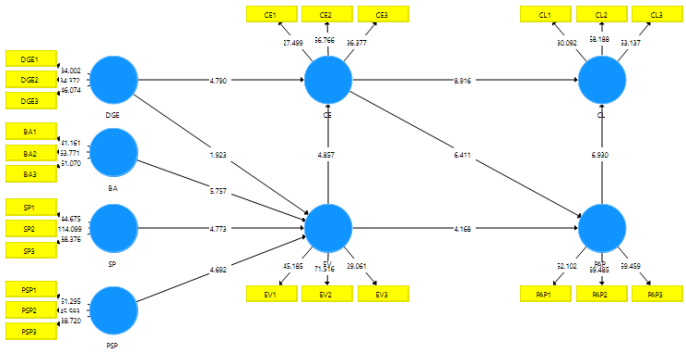


Figure 2. Tested Framework
Sources: Research data, 2025

To formally test the mediating roles of Experiential Value and Customer Engagement, specific indirect effects were analyzed. This step validates the proposed sequential mechanism, in which service drivers influence performance outcomes through psychological mediators. As shown in Table 6, the bootstrapping analysis confirmed the presence of significant indirect pathways. Notably, the path linking Digital Guest Experience to Loyalty through Engagement (DGE to CE to CL) was statistically significant (beta = 0.130, $p < 0.001$). Similarly, Experiential Value significantly mediated the relationship between Brand Authenticity and Perceived Asset Performance (BA to EV to PAP). These findings empirically confirm that Experiential Value and Engagement act as essential psychological bridges, converting service stimuli into tangible asset evaluation and loyalty.

Table 6. Specific Indirect Effects Analysis

© 2026 by Pusaka: Journal of Tourism, Hospitality, Travel and Business Event, Politeknik Pariwisata Makassar. This is an open access article under the CC-BY-SA license (https://creativecommons.org/licenses/by-sa/4.0/)

PUSAKA
Journal of Tourism, Hospitality, Travel and Business Event
Vol. 8 No. 1 (2026): February-July
ISSN 2656-1301 (Online) 2656-1336 (Print), 463-475
https://journal.poltekparmakassar.ac.id/index.php/pusaka
https://doi.org/10.33649/pusaka.v6i2.615

Structural Path	Indirect Effect (β)	t-value	p-value	Result
DGE to CE to CL	0.130	4.215	<0.001	Significant
BA to EV to PAP	0.080	3.342	0.001	Significant
EV to CE to PAP	0.123	3.987	<0.001	Significant
SP to EV to CE	0.074	3.105	0.002	Significant

Sources: Research data, 2025

Discussion

The findings reinforce the pivotal role of guest perception in shaping hotel asset performance, underscoring the need to move beyond traditional financial indicators toward a value framework grounded in experiential dimensions. Consistent with the Experience Economy (Pine & Gilmore, 1999), this study confirms that hotel performance is driven by how effectively physical assets are co-created into meaningful experiences through engagement, authenticity, and sustainability.

A notable finding is the marginal support for the direct Effect of Digital Guest Experience (DGE) on Experiential Value (β = 0.098, p = 0.055), which contrasts with the significant impact of DGE on Customer Engagement (β = 0.289). This discrepancy invites a specific interpretive proposition: in this context, basic digital amenities may function more as a "hygiene factor" rather than a "motivator" (Herzberg, 1966). While the absence of digital convenience (e.g., mobile check-in, high-speed Wi-Fi) causes dissatisfaction, its presence merely meets baseline expectations without independently driving delight. Conversely, the strong path to engagement suggests that digital tools only generate value when they facilitate autonomy and interaction, supporting the view that technology must be integrated experientially rather than just functionally (Davari et al., 2022; Mbarushimana, 2024). We propose this hygiene-motivator distinction as a fertile ground for future research, potentially using non-linear models (e.g., Kano model) to validate these asymmetric effects.

Furthermore, the dominance of Brand Authenticity and Personalization over digital factors may reflect specific contextual dynamics. Although not empirically tested in this study, a plausible cultural explanation is Indonesian guests' preference for warmth and genuine human interaction over automated interfaces. In Asian hospitality contexts, high-touch services are often perceived as indicators of respect and luxury, whereas automation is often perceived as impersonal (Mattila, 1999; Priyanto et al., 2021). Consequently, while digital maturity varies across demographics, the "human touch" remains the primary driver of emotional value, suggesting that digital transformation in this market should aim to enable, not replace, staff-guest interactions.

This study advances the hospitality literature by offering a sharper, integrated perspective on value co-creation through three distinct contributions. First, regarding theoretical integration, the model bridges Service-Dominant Logic (SDL) and Customer Engagement Theory by validating a sequential mechanism in which Experiential Value and Customer Engagement act as dual mediators. This finding directly addresses calls by (Morgan-Thomas et al., 2020; H. Zhang et al., 2020) to move beyond static satisfaction models, demonstrating instead how value is dynamically converted into relational outcomes through active engagement. Second, at the construct level, this research reconceptualizes Perceived Asset Performance (PAP) not merely as a financial metric, but as a guest-centric evaluation. By confirming the significant path from Experiential Value to PAP (β = 0.240), the study extends the Experience Economy theory, positing that physical assets function as "operant resources" whose performance is determined by the guest's usage and value derivation rather than ownership alone. Third, the study provides critical empirical insight into the differential roles of service drivers. The finding that Brand Authenticity (β = 0.335) and Service Personalization (β = 0.224) significantly outperform Digital Guest Experience (β = 0.098) challenges the prevailing techno-centric narrative. Theoretically, this establishes a hierarchy of drivers in the Indonesian hospitality context, where digital maturity serves as a baseline expectation, while authenticity and personalization act as the primary engines of distinct experiential value.

From a managerial perspective, the findings offer actionable strategies directly anchored in the study's empirical results. First, given that the direct link from Digital Guest Experience to Value was marginal, but its path to engagement was significant (β = 0.289), managers should pivot their digital strategy from mere automation to interaction. Technology should be designed to foster active guest involvement—such as through gamified apps or interactive concierge services—rather than just for functional efficiency. Second, since Brand Authenticity emerged as the strongest driver of Experiential Value (β = 0.335), hotels must prioritize making sustainability and local culture visible and genuine. Operational routines should embed personalization, empowering staff to deliver

© 2026 by Pusaka: Journal of Tourism, Hospitality, Travel and Business Event, Politeknik Pariwisata Makassar. This is an open access article under the CC-BY-SA license (https://creativecommons.org/licenses/by-sa/4.0/)

PUSAKA
Journal of Tourism, Hospitality, Travel and Business Event
Vol. 8 No. 1 (2026): February-July
ISSN 2656-1301 (Online) 2656-1336 (Print), 463-475
https://journal.poltekparmakassar.ac.id/index.php/pusaka
https://doi.org/10.33649/pusaka.v6i2.615

unscripted, high-touch service that resonates more deeply than digital conveniences.

Furthermore, with Customer Engagement identified as the strongest predictor of Customer Loyalty (f^2 = 0.352), marketing efforts must shift from passive reward programs to active engagement strategies that facilitate emotional connections and co-creation. Finally, the significant influence of Perceived Asset Performance on Loyalty (β = 0.315) implies that asset management should not be siloed from marketing. Managers are advised to adopt Perceived Asset Performance as a key non-financial KPI, regularly surveying guests to understand how the physical environment contributes to their experience, ensuring asset quality effectively translates into perceived value.

While this study offers valuable insights, it is not without limitations. The reliance on a cross-sectional design limits the capacity to establish causal relationships across time. Future research could employ longitudinal methods to investigate how guest perceptions and engagement patterns evolve over repeated stays or across different seasons. Secondly, as the sample was limited to hotel guests in Indonesia—a rapidly expanding domestic tourism market—the findings may not be fully generalizable to international populations. Cross-cultural or multi-country studies may uncover more nuanced interpretations of experiential value in a global context. Third, while the study incorporated key constructs relevant to digital, ethical, and emotional experiences, other emerging factors, such as social influence, AI-enabled personalization, or post-stay engagement (e.g., loyalty programs, reviews), were not examined. Future research could expand the model by integrating these elements to capture a more holistic guest journey.

Additionally, qualitative insights—such as interviews or netnographic data—could complement the current findings by exploring the nuanced narratives behind the experiential value and loyalty formation. Lastly, while this study focused on guests' perspectives, multi-stakeholder analyses that include staff, managers, or asset owners could enrich the understanding of how experience strategies are implemented and perceived across organizational layers. Bridging guest perception with internal service delivery processes could offer a more complete picture of experiential value creation in hospitality.

CONCLUSION

This research introduces a comprehensive framework that enhances our understanding of how contemporary experiential factors—such as digital interactions, sustainability perceptions, brand authenticity, and personalized service—affect customer behavior within the hospitality industry. The model illustrates how subjective perceptions translate into loyalty and perceived asset performance, with experiential value and customer engagement mediating these effects. By shifting the analytical focus from traditional financial metrics to guest-centered outcomes, this study offers a timely, relevant approach to reframing performance in a post-pandemic, experience-driven hospitality landscape. The findings reinforce the theoretical perspectives of Experience Economy Theory, Service-Dominant Logic, and Customer Engagement Theory, providing empirical validation for their applicability in real-world hotel operations. Experiential value and customer engagement serve as key psychological mechanisms linking service design to performance outcomes, and the results underscore the growing significance of emotional and ethical value dimensions in hospitality, particularly through digital interaction, sustainability alignment, and brand authenticity.

From a practical standpoint, the results suggest that hotel managers should prioritize strategies that enhance customer engagement rather than focusing solely on implementing digital features. Digital guest experience tools—such as mobile apps or self-check-in kiosks—should be intentionally designed to foster interaction, autonomy, and personalization, rather than limited to functional utility. Hotels should also invest in training staff to use technology as a support for human connection, rather than a substitute. Furthermore, emphasizing brand authenticity through storytelling, local culture integration, and consistency between brand promise and delivery can significantly enhance guests' experiential value. The study also reveals the growing importance of sustainability initiatives in shaping guest perception; therefore, environmental practices must be visible, credible, and well-communicated, rather than symbolic. For instance, offering clear in-room messaging about waste reduction efforts or sourcing local, eco-certified materials can strengthen guests' emotional connection to the brand.

Additionally, personalization efforts—whether digital (e.g., adaptive room preferences) or human-delivered (e.g., personalized greetings or service recovery)—should be embedded into service routines as these directly enhance the perceived value of the stay. Lastly, customer

© 2026 by Pusaka: Journal of Tourism, Hospitality, Travel and Business Event, Politeknik Pariwisata Makassar. This is an open access article under the CC-BY-SA license (https://creativecommons.org/licenses/by-sa/4.0/)

PUSAKA
Journal of Tourism, Hospitality, Travel and Business Event
Vol. 8 No. 1 (2026): February-July
ISSN 2656-1301 (Online) 2656-1336 (Print), 463-475
https://journal.poltekparmakassar.ac.id/index.php/pusaka
https://doi.org/10.33649/pusaka.v6i2.615

engagement should be nurtured beyond the stay itself by facilitating post-visit interactions such as digital loyalty programs, personalized feedback follow-ups, or incentivized user-generated content. These strategies, grounded in the study's empirical findings, offer clear, actionable pathways for building guest loyalty through meaningful, value-rich journeys that are emotionally resonant and strategically differentiated.

ACKNOWLEDGMENTS

The authors extend their heartfelt appreciation to all participants who contributed to this study by generously offering their time and insights. Particular gratitude is owed to the hotel guests whose perspectives significantly enriched the empirical depth of this research. The authors also acknowledge the valuable support and feedback they received from academic peers and institutional collaborators throughout the course of the study. Finally, sincere thanks are offered to the anonymous reviewers for their constructive critiques, which enhanced the overall clarity and rigor of the manuscript.

DECLARATIONS

The authors declare that they have no competing interests with respect to the publication of this article.

ETHICAL APPROVAL

This study was conducted in accordance with recognized ethical standards for research involving human subjects. Ethical clearance was obtained from the institutional review board before data collection. All participants were fully informed of the study's aims and voluntarily provided consent, with anonymity and confidentiality guaranteed throughout the process.

INFORMED CONSENT

Informed consent was obtained from all respondents before their participation. Participants were clearly informed about the study's aims, methods, potential risks, and anticipated benefits. Their involvement was voluntary, with the option to withdraw at any stage without any negative consequences.

DATA AVAILABILITY

The data underlying this study can be obtained from the corresponding author upon reasonable request, subject to ethical restrictions and confidentiality requirements.

REFERENCES

Ababneh, Omar Mohammed Ali. 2021. "How Do Green HRM Practices Affect Employees' Green Behaviors? The Role of Employee Engagement and Personality Attributes." *Journal of Environmental Planning and Management* 64(7):1204–26. doi: 10.1080/09640568.2020.1814708.

Alshreef, Mohamed A., Thowayeb H. Hassan, Mohamed Y. Helal, Mahmoud I. Saleh, Tatiana Palei, Wael M. M. Alrefae, Nabila N. Elshawarbi, Hassan Al-Saify, Amany E. Salem, and Mohamed A. S. Elsayed. 2023. "Analyzing the Influence of EWOM on Customer Perception of Value and Brand Love in Hospitality Enterprise." *Sustainability* 15(9):7286. doi: 10.3390/su15097286.

Alyahia, Mansour, Alaa M. S. Azazz, Sameh Fayyad, Ibrahim A. Elshaer, and Abuelkassem Mohammad. 2024. "Greenwashing Behavior in Hotels Industry: The Role of Green Transparency and Green Authenticity." *Sustainability* 16(3):1050. doi: 10.3390/su16031050.

Amatulli, Cesare, Matteo D. Angelis, Giovanni Pino, and Sheetal Jain. 2020. "Consumer Reactions to Unsustainable Luxury: A Cross-Country Analysis." *International Marketing Review* 38(2):412–52. doi: 10.1108/imr-05-2019-0126.

Ariffin, A. A. M. (2013). Generic dimensionality of hospitality in the hotel industry: A host–guest relationship perspective. International Journal of Hospitality Management, 35, 171-179. https://doi.org/10.1016/j.ijhm.2013.06.002

Bowen, Robert, David Dowell, and David R. Morris. 2023. "Hospitality SMEs and the Circular Economy: Strategies and Practice Post-Covid." *British Food Journal* 126(1):80–97. doi: 10.1108/bfj-10-2022-0932.

Brodie, Roderick J., Ana Ilic, Biljana Juric, and Linda Hollebeek. 2013. "Consumer Engagement in a Virtual Brand Community: An Exploratory Analysis." *Journal of Business Research* 66(1):105–14. doi: 10.1016/j.jbusres.2011.07.029.

Carvalho, Mariana, Elisabeth Kastenholz, and Maria J. Carneiro. 2021. "Pairing Co-Creation With Food and Wine Experiences—A Holistic Perspective of Tourist Experiences in Dão, a Portuguese Wine Region." *Sustainability* 13(23):13416. doi: 10.3390/su132313416.

Chiappa, Giacomo D., Luca Sini, and Marcello Atzeni. 2020. "A Motivation-Based Segmentation of Italian Airbnb Users: An Exploratory Mixed Method Approach." *European Journal of Tourism Research*

© 2026 by Pusaka: Journal of Tourism, Hospitality, Travel and Business Event, Politeknik Pariwisata Makassar. This is an open access article under the CC-BY-SA license (https://creativecommons.org/licenses/by-sa/4.0/)

PUSAKA
Journal of Tourism, Hospitality, Travel and Business Event
Vol. 8 No. 1 (2026): February-July
ISSN 2656-1301 (Online) 2656-1336 (Print), 463-475
https://journal.poltekparmakassar.ac.id/index.php/pusaka
https://doi.org/10.33649/pusaka.v6i2.615

25:2505. doi: 10.54055/ejtr.v25i.420.

Choi, Youngjoon, Munhyang Oh, Miju Choi, and Seongseop Kim. 2020. "Exploring the Influence of Culture on Tourist Experiences With Robots in Service Delivery Environment." *Current Issues in Tourism* 24(5):717–33. doi: 10.1080/13683500.2020.1735318.

Dang, Van T., Jianming Wang, Tan Vo-Thanh, Xinru Jiang, and Ninh Nguyen. 2022. "Green Practices as an Effective Business Strategy to Influence the Behavior of Hotel Guests in the Luxury Hotel Sector: Evidence From an Emerging Market." *Business Strategy and the Environment* 32(6):3612–27. doi: 10.1002/bse.3318.

Davari, Dori, Saeed Vayghan, SooCheong Jang, and Mehmet Erdem. 2022. "Hotel Experiences During the COVID-19 Pandemic: High-Touch Versus High-Tech." *International Journal of Contemporary Hospitality Management* 34(4):1312–30. doi: 10.1108/ijchm-07-2021-0919.

Gasbarro, Federica, and Michelle Bonera. 2021. "The Influence of Green Practices and Green Image on Customer Satisfaction and Word-of-Mouth in the Hospitality Industry." *Sinergie Italian Journal of Management* 39(3):231–48. doi: 10.7433/s116.2021.12.

Gasimba, Christopher. 2024. "The Impact of the Sharing Economy on Traditional Hospitality Models." *Journal of Modern Hospitality* 3(2):40–53. doi: 10.47941/jmh.1960.

Guan, Jingjing, Wanfei Wang, Zhigang Guo, Jin H. Chan, and Xiaoguang Qi. 2021. "Customer Experience and Brand Loyalty in the Full-Service Hotel Sector: The Role of Brand Affect." *International Journal of Contemporary Hospitality Management* 33(5):1620–45. doi: 10.1108/ijchm-10-2020-1177.

Hair, Joseph F. Joe F., Jeffrey Joe Risher, Marko Sarstedt, and Christian M. Ringle. 2019. "When to Use and How to Report the Results of PLS-SEM." *European Business Review* 31(1):2–24. doi: 10.1108/EBR-11-2018-0203.

Hoyer, Wayne D., Mirja Kroschke, Bernd H. Schmitt, Karsten Kraume, and Venkatesh Shankar. 2020. "Transforming the Customer Experience Through New Technologies." *Journal of Interactive Marketing* 51(1):57–71. doi: 10.1016/j.intmar.2020.04.001.

Hwang, Jinsoo, Jawad Abbas, Kyuhyeon Joo, Seung-Woo Choo, and Sunghyup S. Hyun. 2022. "The Effects of Types of Service Providers on Experience Economy, Brand Attitude, and Brand Loyalty in the Restaurant Industry." *International Journal of Environmental Research and Public Health* 19(6):3430. doi: 10.3390/ijerph19063430.

Jenifer, V. 2024. "Examining the Duality of Immersive Artificial Intelligence AI in the Luxury Hospitality Sector : Understanding How Immersive AI Influences Consumer Distinction and Adds Value to Luxury Experiences." *Ijmrp* 2(4):113–26. doi: 10.61877/ijmrp.v2i4.140.

Jeong, Miyoung, Hyejo H. Shin, Minwoo Lee, and Jongseo Lee. 2022. "Assessing Brand Performance Consistency From Consumer-Generated Media: The US Hotel Industry." *International Journal of Contemporary Hospitality Management* 35(6):2056–83. doi: 10.1108/ijchm-12-2021-1516.

Joo, Kyuhyeon, Heather M. Kim, and Jinsoo Hwang. 2023. "A Study on the Experience Economy Examining a Robot Service in the Restaurant Industry Based on Demographic Characteristics." *Sustainability* 15(14):10827. doi: 10.3390/su151410827.

Kim, Jinkyung Jenny, Myong Jae Lee, and Heesup Han. 2020. "Smart Hotels and Sustainable Consumer Behavior: Testing the Effect of Perceived Performance, Attitude, and Technology Readiness on Word-of-Mouth." *International Journal of Environmental Research and Public Health* 17(20):7455. doi: 10.3390/ijerph17207455.

Kock, N. (2015). Common method bias in PLS-SEM: A full collinearity assessment approach. International Journal of e-Collaboration, 11(4), 1–10.

Lee, Seonjeong, and Ning-Kuang Chuang. 2021. "Applying Expanded Servicescape to the Hotel Industry." *Journal of Hospitality & Tourism Research* 46(4):771–96. doi: 10.1177/10963480211011535.

Liu, Shuzhen, Xueji Wang, Wang Lei, and Zhaoling Pang. 2022. "Influence of Non-Standard Tourist Accommodation's Environmental Stimuli on Customer Loyalty: The Mediating Effect of Emotional Experience and the Moderating Effect of Personality Traits." *International Journal of Environmental Research and Public Health* 19(15):9671. doi: 10.3390/ijerph19159671.

Mattila, A. S. (1999). The role of culture in the service evaluation process. Journal of Service Research, 1(3), 250-261. https://doi.org/10.1177/109467059913002

Mbarushimana, Steve. 2024. "The Impact of Smart Room Technology on Guest Satisfaction and Operational Efficiency." *Journal of Modern Hospitality* 3(2):1–13. doi: 10.47941/jmh.1956.

Morgan-Thomas, Anna, Laurence Dessart, and Cleopatra

© 2026 by Pusaka: Journal of Tourism, Hospitality, Travel and Business Event, Politeknik Pariwisata Makassar. This is an open access article under the CC-BY-SA license (https://creativecommons.org/licenses/by-sa/4.0/)

PUSAKA
Journal of Tourism, Hospitality, Travel and Business Event
Vol. 8 No. 1 (2026): February-July
ISSN 2656-1301 (Online) 2656-1336 (Print), 463-475
https://journal.poltekparmakassar.ac.id/index.php/pusaka
https://doi.org/10.33649/pusaka.v6i2.615

Veloutsou. 2020. "Digital Ecosystem and Consumer Engagement: A Socio-Technical Perspective." *Journal of Business Research* 121:713–23. doi: 10.1016/j.jbusres.2020.03.042.

Murshed, Feisal, Abhishek Dwivedi, and Tahmid Nayeem. 2023. "Brand Authenticity Building Effect of Brand Experience and Downstream Effects." *Journal of Product & Brand Management* 32(7):1032–45. doi: 10.1108/jpbm-02-2021-3377.

Pine, B. Joseph, and James H. Gilmore. 1999. *The Experience Economy: Work Is Theatre & Every Business a Stage*. Massachusetts, USA: Harvard Business School Press.

Rasoolimanesh, S. M., Mohammad Iranmanesh, Siamak Seyfi, Neethiahnanthan A. Ragavan, and Mastura Jaafar. 2022. "Effects of Perceived Value on Satisfaction and Revisit Intention: Domestic vs. International Tourists." *Journal of Vacation Marketing* 29(2):222–41. doi: 10.1177/13567667221086326.

Ringle, Christian M., Marko Sarstedt, Rebecca Mitchell, and Siegfried P. Gudergan. 2020. "Partial Least Squares Structural Equation Modeling in HRM Research." *The International Journal of Human Resource Management* 31(12):1617–43. doi: 10.1080/09585192.2017.1416655.

Rosado-Pinto, Filipa, and Sandra C. Loureiro. 2020. "Tourist-Hotel Relationship: The Role of Customer Experience and Brand Authenticity." *Global Fashion Management Conference* 2020:639–44. doi: 10.15444/gmc2020.05.06.03.

Safeer, Asif A., and Hancheng Liu. 2022. "Role of Corporate Social Responsibility Authenticity in Developing Perceived Brand Loyalty: A Consumer Perceptions Paradigm." *Journal of Product & Brand Management* 32(2):330–42. doi: 10.1108/jpbm-01-2022-3807.

Salem, Suha F. 2021. "Do Relationship Marketing Constructs Enhance Consumer Retention? An Empirical Study Within the Hotel Industry." *Sage Open* 11(2). doi: 10.1177/21582440211009224.

Sallaku, Rezarta, and Vania Vigolo. 2022. "Predicting Customer Loyalty to Airbnb Using PLS-SEM: The Role of Authenticity, Interactivity, Involvement and Customer Engagement." *The TQM Journal* 36(5):1346–68. doi: 10.1108/tqm-12-2021-0348.

Sampaio, Carlos, João R. Sebastião, and Luí-s Farinha. 2024. "Hospitality and Tourism Demand: Exploring Industry Shifts, Themes, and Trends." *Societies* 14(10):207. doi: 10.3390/soc14100207.

Sarstedt, Marko, Christian M. Ringle, and Joseph F. Hair. 2021. "Partial Least Squares Structural Equation Modeling." Pp. 1–47 in *Handbook of Market Research*. Vol. 21. Cham: Springer International Publishing.

Setiawan, Irwan. 2020. "Analisis Dan Visualisasi Host Liburan Singkat Menggunakan Pendekatan Analisis Geospasial." *JTT (Jurnal Teknologi Terapan)* 6(1). doi: 10.31884/jtt.v6i1.249.

Shahid, Shadma, Justin Paul, Faheem G. Gilal, and Shiveen Ansari. 2022. "The Role of Sensory Marketing and Brand Experience in Building Emotional Attachment and Brand Loyalty in Luxury Retail Stores." *Psychology and Marketing* 39(7):1398–1412. doi: 10.1002/mar.21661.

Shin, Hakseung, and Juhyun Kang. 2020. "Reducing Perceived Health Risk to Attract Hotel Customers in the COVID-19 Pandemic Era: Focused on Technology Innovation for Social Distancing and Cleanliness." *International Journal of Hospitality Management* 91(September):102664. doi: 10.1016/j.ijhm.2020.102664.

Shin, Hyejo H., and Miyoung Jeong. 2022. "Redefining Luxury Service With Technology Implementation: The Impact of Technology on Guest Satisfaction and Loyalty in a Luxury Hotel." *International Journal of Contemporary Hospitality Management* 34(4):1491–1514. doi: 10.1108/ijchm-06-2021-0798.

Souki, Gustavo Q., Alessandro S. d. Oliveira, Marco T. C. Barcelos, Manuela Guerreiro, Júlio Mendes, and Luiz R. C. Moura. 2023. "Emotional, Cognitive and Behavioural Repercussions of Hotel Guests' Experiences." *Spanish Journal of Marketing - Esic* 28(4):442–64. doi: 10.1108/sjme-01-2023-0002.

Tsaur, Sheng-Hshiung, Hsiu-Yu Teng, Tien-Cheng Han, and Jin-Hua Tu. 2023. "Can Perceived Coolness Enhance Memorable Customer Experience? The Role of Customer Engagement." *International Journal of Contemporary Hospitality Management* 35(12):4468–85. doi: 10.1108/ijchm-08-2022-1031.

Vargo, Stephen L., and Robert F. Lusch. 2004. "Evolving to a New Dominant Logic for Marketing." *Journal of Marketing* 68(1):1–17. doi: 10.1509/jmkg.68.1.1.24036.

Wang, Jiaxin, and Xiaoxiao Fu. 2024. "Unveiling the Human–Robot Encounter: Guests' Perspectives on Smart Hotel Experience." *Journal of Hospitality and Tourism Technology* 15(5):701–16. doi: 10.1108/jhtt-01-2024-0006.

Youssofi, Alexandra. 2023. "Designing the Digitalized

© 2026 by Pusaka: Journal of Tourism, Hospitality, Travel and Business Event, Politeknik Pariwisata Makassar. This is an open access article under the CC-BY-SA license (https://creativecommons.org/licenses/by-sa/4.0/)

PUSAKA
Journal of Tourism, Hospitality, Travel and Business Event
Vol. 8 No. 1 (2026): February-July
ISSN 2656-1301 (Online) 2656-1336 (Print), 463-475
https://journal.poltekparmakassar.ac.id/index.php/pusaka
https://doi.org/10.33649/pusaka.v6i2.615

Guest Experience: A Comprehensive Framework and Research Agenda." *Psychology and Marketing* 41(3):512–31. doi: 10.1002/mar.21929.

Yu, Jongsik, Nancy G. Baah, Seongseop Kim, Hyoungeun Moon, Bee-Lia Chua, and Heesup Han. 2024. "Effects of Green Authenticity on Well-Being, Customer Engagement and Approach Behavior Toward Green Hospitality Brands." *International Journal of Contemporary Hospitality Management* 36(9):3129–50. doi: 10.1108/ijchm-02-2023-0194.

Zhang, Chao, Shuang Ma, Songming Li, and Arjun Singh. 2020. "Effects of Customer Engagement Behaviors on Action Loyalty: Moderating Roles of Service Failure and Customization." *International Journal of Contemporary Hospitality Management* 33(1):286–304. doi: 10.1108/ijchm-08-2019-0740.

Zhang, Hong, Sumeet Gupta, Wei Sun, and Yi Zou. 2020. "How Social-Media-Enabled Co-Creation between Customers and the Firm Drives Business Value? The Perspective of Organizational Learning and Social Capital." *Information & Management* 57(3):103200. doi: 10.1016/j.im.2019.103200.

© 2026 by Pusaka: Journal of Tourism, Hospitality, Travel and Business Event, Politeknik Pariwisata Makassar. This is an open access article under the CC-BY-SA license (https://creativecommons.org/licenses/by-sa/4.0/)