

Human Resource Quality Analysis On Customer Satisfaction At Care Inn Hotel

Original Article

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Abstract

This study aims to analyze the effect of the quality of human resources services (workers) on customer satisfaction at the hotel Care Inn Merauke, taking into account disconfirmation as a mediation variable. Using a quantitative approach with survey methods, this study involved 382 respondents who were hotel customers during the period from January to May 2025. The research Model refers to SERVQUAL, which consists of five dimensions: Tangibles, Reliability, Responsiveness, Assurance, and Empathy. The results of the analysis using Partial Least Squares-Structural Equation Modeling (PLS-SEM) showed that the model built has a high validity and reliability, with the value of R2 for customer satisfaction of 75.7%. The findings showed that the dimensions of Empathy, Reliability, and Assurance have a direct and significant effect on customer satisfaction, while Tangibles have a small effect, and Responsiveness is not significant. Disconfirmation acts as a partial mediator in the relationship between the quality of Human Resource Services (workers) and customer satisfaction, with a significant influence of Empathy, Reliability, and Assurance on disconfirmation. These findings indicate that customer satisfaction at Care Inn Merauke Hotel is more influenced by relational experience and effectiveness of services that are able to meet customer expectations than physical aspects or responsiveness. The study concludes that customer satisfaction improvement strategies should emphasize the management of interpersonal expectations and experiences, as well as recommendations for further research in the context of hospitality in non-metropolitan areas. The findings are expected to provide practical insights for hotel management and academic contributions in the development of Service theory.

Keywords: Quality of Service, Human Resources, Customer Satisfaction, Disconfirmation, SERVQUAL, Hotel Care Inn Merauke, PLS-SEM, Service Dimension.

1. Introduction

In the era of globalization and increasingly fierce industry competition, the hospitality sector is faced with complex challenges. Changes in consumer behavior patterns, increased customer expectations, and the development of Information Technology have changed the way customers evaluate the services they receive. In Indonesia, the hospitality sector is experiencing rapid growth, especially in metropolitan areas such as Jakarta, Bali, and Yogyakarta, but non-metropolitan areas such as South Papua, particularly Merauke, are also beginning to attract attention as potential locations for tourism and accommodation development (Keller & Kotler, 2016; Zeithaml et al., 2017).

Service quality is a very crucial aspect in creating customer satisfaction. According to the SERVQUAL model developed by Parasuraman et al. (1988), service quality can be measured through five main dimensions: Tangibles, Reliability, Responsiveness, Assurance, and Empathy. This Model has been widely applied in various contexts to evaluate customer satisfaction in the service industry. In the context of hospitality, service quality reflects not



only the result of the customer experience but also the process of interaction between customers and staff (Berry et al., 1988; Wong & Chan, 2023). Research by Nunkoo et al. (2020) showed that the dimension of service quality has a varying influence on the level of customer satisfaction, depending on the context of the location and the characteristics of the customer. At Care Inn Merauke, which reaches out to a wide range of customer segments, from government, business, and leisure, it is important to understand how each of these dimensions of service quality contributes to customer satisfaction.

In this study, disconfirmation, which is the discrepancy between customer expectations and the actual performance of the service, also serves as an important mediator. The expectation–Disconfirmation (EDT) theory developed by Oliver (1980) emphasizes that customer satisfaction is formed through rational evaluation of this gap. Customers who feel that service performance exceeds their expectations will experience higher satisfaction. Therefore, the analysis of the effect of the quality of human resources services (workers) on customer satisfaction through disconfirmation is a very relevant topic to be studied, especially in the context of Hotel Care Inn Merauke.

Based on this background, this study focused on answering several key questions, namely:

- a) How is the quality of human resources services (workers) at Hotel Care Inn Merauke based on SERVQUAL dimensions, namely Tangibles, Reliability, Responsiveness, Assurance, and Empathy?
- b) What is the level of customer satisfaction with the services provided by Hotel Care Inn Merauke?
- c) Does the quality of human resources services (workers) simultaneously affect customer satisfaction?
- d) Which SERVQUAL dimension has the most impact on customer satisfaction at Care Inn Merauke?
- e) How big is the role of disconfirmation in mediating the influence of the quality of human resources services (workers) on customer satisfaction?

The formulation of this issue is expected to provide a comprehensive framework for the research conducted, as well as provide a deeper insight into the dynamics between service quality, disconfirmation, and customer satisfaction at Hotel Care Inn Merauke. By understanding this relationship, management can develop more effective service strategies to improve customer satisfaction and hotel competitiveness in an increasingly competitive hospitality industry.

2. Literature Review

2.1. Service Quality in the Hospitality Sector

Service quality constitutes a fundamental element influencing customer satisfaction in the hospitality industry. According to Zeithaml, Bitner, and Gremler (2017), customers tend to evaluate their experiences based on direct interactions with hotel staff and the quality of services delivered. Digital transformation and evolving customer expectations have compelled hotels to enhance their service quality to remain competitive in the market.

The SERVQUAL model introduced by Parasuraman, Zeithaml, and Berry (1988) identifies five primary dimensions of service quality: Tangibles, Reliability, Responsiveness, Assurance, and Empathy.

- Tangibles refer to the physical aspects of service, including cleanliness, staff appearance, and available facilities. This dimension creates a strong first impression on customers.

- Reliability refers to the hotel's ability to deliver promised services consistently and accurately.
- Responsiveness encompasses the promptness and willingness of staff to respond to customer requests and resolve problems.
- Assurance includes staff knowledge, confidence, and their ability to instill a sense of trust and security in customers.
- Empathy reflects the care and individualized attention provided by staff to meet customers' specific needs.

By understanding these dimensions, hotel management can implement strategies to enhance customer experience, which in turn increases satisfaction and loyalty. Empirical evidence indicates that high service quality is directly associated with long-term hotel success, as strong customer loyalty generates positive word-of-mouth recommendations (Yuan et al., 2021).

2.2. Disconfirmation Theory

The Expectancy–Disconfirmation Theory (EDT) proposed by Oliver (1980) serves as one of the most influential theoretical frameworks in evaluating customer satisfaction. According to this theory, customer satisfaction results from a post-consumption evaluation process in which customers compare their prior expectations with perceived actual performance. The process of disconfirmation plays a central role in determining satisfaction.

Disconfirmation is categorized into three types:

- Positive Disconfirmation, which occurs when service performance exceeds customer expectations.
- Zero Disconfirmation, when service performance matches customer expectations.
- Negative Disconfirmation, when service performance falls below established expectations.

When customers experience positive disconfirmation, they are more likely to feel satisfied and recommend the service to others. Conversely, negative disconfirmation may lead to dissatisfaction and potential customer loss. Oliver (2015) further refined this theory, arguing that disconfirmation influences not only customers' cognitive evaluations but also the emotional dimensions of satisfaction.

In the hospitality context, the relevance of disconfirmation becomes particularly evident during service delivery. Customers evaluate not only the outcome but also how seamlessly the service experience unfolds. Empirical research in the hospitality sector demonstrates that disconfirmation remains a powerful predictor of customer satisfaction, reinforcing the practical relevance of this theory (Kumar et al., 2022).

2.3. The Influence of Service Quality on Customer Satisfaction

A substantial body of research demonstrates that service quality has a positive and significant relationship with customer satisfaction. Bhattacharya et al. (2023) found that the dimensions of Reliability and Empathy play a critical role in shaping customer satisfaction. Hotels that provide timely services and demonstrate genuine care for customers tend to experience significantly higher satisfaction levels.

Nunkoo et al. (2020) argue that lower-star hotels tend to emphasize physical aspects of service quality, whereas higher-star hotels prioritize relational elements. These findings highlight the importance of contextual factors in assessing service quality and customer satisfaction. In this regard, strategic differences across hotels in various locations may influence customers' perceptions of service quality.

Ali et al. (2020) further assert that positive interactions between staff and customers can enhance satisfaction multidimensionally. Customers who feel recognized and treated as unique individuals are more likely to report higher satisfaction levels. This supports the notion that service quality is inherently subjective and heavily shaped by interpersonal interactions. The hospitality industry, therefore, extends beyond service delivery—it involves cultivating long-term relationships with customers.

2.4. SERVQUAL Model and Deviations

The SERVQUAL model is not only utilized to measure service quality but also to analyze deviations between expectations and perceived performance. Research by Perdomo-Verdecia et al. (2024) indicates that the quality of human resource service delivery (employees) not only directly enhances customer satisfaction but also mediates service experience through the mechanism of disconfirmation.

The model facilitates the identification of areas requiring improvement and optimization in service delivery. In the hotel context, understanding how each SERVQUAL dimension relates to customer satisfaction and disconfirmation provides valuable insights for service enhancement strategies. Implementation of this model in non-metropolitan regions, such as Papua, demonstrates its continued relevance, as service characteristics, customer expectations, and local cultural factors may differ from those in more developed urban areas (Stefano et al., 2015).

Through this structured approach, management can obtain robust feedback regarding customer experiences, which can subsequently inform the formulation of more adaptive and customer-responsive service strategies.

2.5. Conceptual Framework

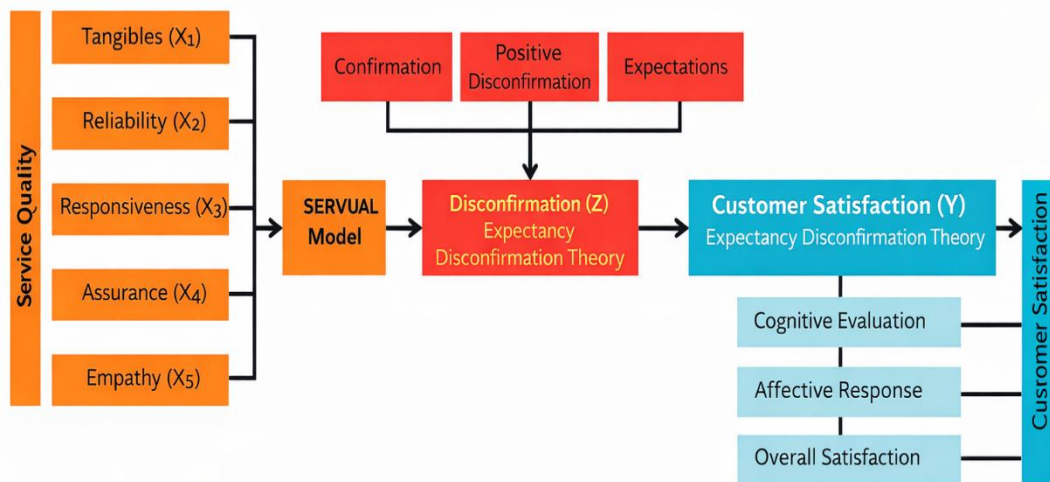


Figure 1. Conceptual Framework

2.6. Hypothesis

Based on the SERVQUAL Model and expectation-Disconfirmation Theory, this study proposed the following hypotheses:

Hypothesis of Direct Effect

- H1: Tangible dimensions have a positive and significant effect on customer disconfirmation.
- H2: dimension of Reliability has a positive and significant effect on customer disconfirmation.

- H3: The responsiveness dimension has a positive and significant effect on customer disconfirmation.
- H4: Dimension Assurance has a positive and significant effect on customer disconfirmation.
- H5: The empathy dimension has a positive and significant effect on customer disconfirmation.

Mediating Influence Hypothesis

- H6: Disconfirmation has a positive and significant effect on customer satisfaction.

Mediation hypothesis (Indirect effect)

- H7: Disconfirmation mediates the effect of human resources (workers) service quality on customer satisfaction.

3. Methods

This study uses a quantitative approach with descriptive and Associative Design to analyze the effect of the quality of human resources services (workers) on customer satisfaction at the hotel Care Inn Merauke. The population in this study consisted of all customers who stayed at the Care Inn Merauke Hotel during the period from January to May 2025, with a total of 8,336 people. The sampling technique uses Purposive Sampling, which sets the criteria for respondents as follows: customers who have stayed or participated in events at the hotel within the specified period, are at least 18 years old, and are willing to fill out the questionnaire. The number of samples was determined using the Slovin formula with an error rate of 5%, resulting in 382 respondents.

The research instrument used consists of a questionnaire that includes 15 items to measure the quality of service based on the SERVQUAL model, 5 items for disconfirmation, and 7 items to measure customer satisfaction. Scoring uses a 5-point Likert scale, where Category 1 indicates "strongly disagree" to 5 indicating "strongly agree." Primary Data were collected through the distribution of questionnaires to respondents, while secondary data were obtained from hotel revenue reports in the study period. Data analysis was conducted using SmartPLS software, which includes evaluation of the measurement model (Outer Model) to ensure the validity and reliability of indicators, as well as evaluation of the structural model (Inner Model) to assess the influence between latent variables, including R² testing, path significance, and effect size. Mediation effect testing is done through the bootstrapping method to evaluate the indirect influence between variables in the model. The study also maintains the confidentiality of respondents' identities and ensures that data is used only for academic purposes, where respondents are informed about the purpose of the study and their rights before participating.

4. Results and Discussion

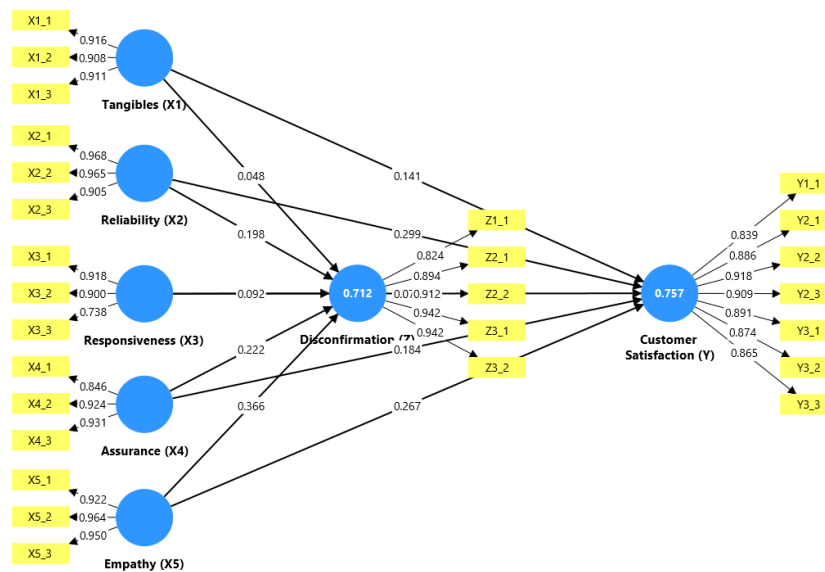


Figure 2. SEM-PLS

The results of data analysis were conducted using Partial Least Squares-Structural Equation Modeling (PLS-SEM) to test the effect of the quality of human resources services (workers) on customer satisfaction with disconfirmation as a mediation variable. Below is a table of the results of the analysis and their explanation.

4.1. Evaluation Of The Measurement Model (Outer Model)

Table 1 shows the loading value and validity of each indicator used in this study.

	Assurance (X4)	Customer Satisfaction (Y)	Disconfirmation (Z)	Empathy (X5)	Reliability (X2)	Responsiveness (X3)	Tangibles (X1)	Ket
X1_1							0.916	Valid
X1_2							0.908	Valid
X1_3							0.911	Valid
X2_1					0.968			Valid
X2_2					0.965			Valid
X2_3					0.905			Valid
X3_1						0.918		Valid
X3_2						0.900		Valid
X3_3						0.738		Valid
X4_1	0.846							Valid
X4_2	0.924							Valid
X4_3	0.931							Valid
X5_1				0.922				Valid
X5_2				0.964				Valid
X5_3				0.950				Valid

X5_3				0.950				Valid
Y1_1		0.839						Valid
Y2_1		0.886						Valid
Y2_2		0.918						Valid
Y2_3		0.909						Valid
Y3_1		0.891						Valid
Y3_2		0.874						Valid
Y3_3		0.865						Valid
Z1_1			0.824					Valid
Z2_1			0.894					Valid
Z2_2			0.912					Valid
Z3_1			0.942					Valid
Z3_2			0.942					Valid

All indicators show an Outer Loading value above 0.70, indicating that they have excellent convergent validity and are reliable in measuring the construct in question.

4.2. Construct Reliability Testing

Table 2 shows the results of reliability tests using Cronbach's Alpha and Composite Reliability.

Construct	Cronbach's Alpha	Composite Reliability	Interpretation
Assurance (X4)	0.884	0.928	Reliable
Customer Satisfaction (Y)	0.953	0.961	Reliable
Disconfirmation (Z)	0.943	0.957	Reliable
Empathy (X5)	0.940	0.962	Reliable
Reliability (X2)	0.941	0.963	Reliable
Responsiveness (X3)	0.813	0.891	Reliable
Tangibles (X1)	0.899	0.937	Reliable

All constructs have Cronbach's Alpha and Composite Reliability values above 0.70, which indicates an excellent level of internal consistency. This indicates that the research instrument can be relied upon to measure the desired construct.

4.3. Evaluation Of The Structural Model (Inner Model)

Table 3 shows the results of the R2 test for Customer Satisfaction and Disconfirmation constructs.

Construct	R ²	Interpretation
Customer Satisfaction (Y)	0.757	Explains 75.7% of the variance in customer satisfaction
Disconfirmation (Z)	0.712	Explains 71.2% of the variance in disconfirmation

R2 value for Customer Satisfaction shows that 75.7% variation of customer satisfaction can be explained by the dimensions of service quality and disconfirmation. It belongs to the category of powerful, indicating that the model has a high predictive power.

4.4. Significance test and direct influence

Table 4 presents the results of the significance test of the direct influence between the dimensions of human resources service quality (workers) and customer satisfaction.

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values	Interpretation
Tangibles (X1) -> Customer Satisfaction (Y)	0.141	0.143	0.077	1.828	0.034	Supported
Tangibles (X1) -> Disconfirmation (Z)	0.048	0.055	0.083	0.579	0.281	Not Supported

<i>Reliability (X2) -> Customer Satisfaction (Y)</i>	0.299	0.300	0.069	4.328	0.000	Supported
<i>Reliability (X2) -> Disconfirmation (Z)</i>	0.198	0.198	0.076	2.603	0.005	Supported
<i>Responsiveness (X3) -> Customer Satisfaction (Y)</i>	0.076	0.076	0.079	0.964	0.168	Not Supported
<i>Responsiveness (X3) -> Disconfirmation (Z)</i>	0.092	0.092	0.084	1.102	0.135	Not Supported
<i>Assurance (X4) -> Customer Satisfaction (Y)</i>	0.184	0.182	0.067	2.740	0.003	Supported
<i>Assurance (X4) -> Disconfirmation (Z)</i>	0.222	0.214	0.087	2.560	0.005	Supported
<i>Empathy (X5) -> Customer Satisfaction (Y)</i>	0.267	0.267	0.055	4.863	0.000	Supported
<i>Empathy (X5) -> Disconfirmation (Z)</i>	0.366	0.367	0.067	5.455	0.000	Supported

Based on the results of testing the path coefficient on the structural model, it can be concluded that the effect of the tangibles dimension (X1) on Customer Satisfaction (Y) proved significant with a coefficient value of 0.141, t-statistic value of 1.828, and p-value of 0.034. These findings suggest that aspects of physical evidence of service, such as facilities, equipment, and the appearance of the service environment, play a role in improving customer satisfaction. However, Tangibles Not Supported affect Disconfirmation (Z) because it has a T-statistical value of 0.579 and a p-value of 0.281, which indicates that the perception of physical evidence has not been able to affect the gap between expectations and perceived service performance of customers.

Furthermore, Reliability (X2) showed a positive and significant effect on Customer Satisfaction (Y) with a coefficient of 0.299, t-Statistics 4.328, and a p-value of 0.000. This indicates that the company's ability to provide services reliably, consistently, and as promised is an important factor in shaping customer satisfaction. In addition, Reliability is also shown to have a significant effect on Disconfirmation (Z) (coefficient 0.198; t-statistic 2.603; p-value 0.005), which means that the higher the reliability of the service, the smaller the negative gap between expectations and perceived performance of customers.

In the Responsiveness dimension (X3), the results of the analysis showed that this variable does not have a significant effect on both Customer Satisfaction (Y) and Disconfirmation (Z). The effect of responsiveness on customer satisfaction has a coefficient of 0.076 with T-statistics 0.964 and a p-value of 0.168, while the Disconfirmation has a coefficient of 0.092 with T-statistics 1.102 and a p-value of 0.135. This finding indicates that the speed and alertness in responding to customers have not been the main factor that determines satisfaction or the formation of disconfirmation in the context of this study.

Dimension Assurance (X4) proved to have a positive and significant effect on Customer Satisfaction (Y) with a coefficient of 0.184, t-statistic 2.740, and p-value 0.003. This shows that service guarantees, including competence, courtesy, and a sense of security provided by service providers, are able to increase customer satisfaction. In addition, Assurance also has a

significant effect on Disconfirmation (Z) (coefficient 0,222; t-statistic 2,560; p-value 0.005), which indicates that the level of customer trust and confidence in the service plays a role in reducing the discrepancy between expectations and perceived performance.

Finally, Empathy (X₅) is the dimension that has the strongest influence on both Customer Satisfaction (Y) and Disconfirmation (Z). The effect of Empathy on customer satisfaction is indicated by a coefficient of 0.267, a t-statistic of 4.863, and a p-value of 0.000, while the coefficient of disconfirmation is 0.366, with a t-statistic of 5.455 and a p-value of 0.000. This finding confirms that personal attention, understanding of customer needs, and the ability to provide individualized services are the dominant factors in increasing customer satisfaction while minimizing the gap between expectations and service performance.

4.5. Discussion

4.6. Direct Effects of SERVQUAL Dimensions on Customer Satisfaction

The results of the direct relationship testing between SERVQUAL dimensions and customer satisfaction indicate that the impact of human resource service quality (employees) on Customer Satisfaction is not homogeneous. This finding reinforces the view that customer satisfaction is a multidimensional construct shaped by a combination of service aspects with varying levels of importance and influence (Parasuraman et al., 1988; Zeithaml et al., 2018). Therefore, not all service quality dimensions contribute equally to the formation of customer satisfaction.

a) The Effect of Tangibles on Customer Satisfaction

The Tangibles dimension was found to have a positive and significant effect on customer satisfaction, although its influence was relatively weaker compared to other dimensions ($\beta = 0.141$; $p < 0.05$). This finding indicates that physical aspects of service—such as room cleanliness, facility completeness, staff appearance, and the hotel's visual presentation—remain relevant in shaping customer satisfaction.

Theoretically, Parasuraman et al. (1988) argue that Tangibles function as a first impression, providing an initial signal of service quality. However, the relatively small path coefficient suggests that Tangibles operate more as a hygiene factor (Herzberg et al., 1959): a factor that may reduce satisfaction if absent but does not substantially increase satisfaction when fulfilled. In the context of Hotel Care Inn Merauke, customers appear to perceive physical conditions as a basic prerequisite rather than a primary source of satisfaction.

b) The Effect of Reliability on Customer Satisfaction

Reliability demonstrated a significant and strong direct effect on customer satisfaction ($\beta = 0.299$; $p < 0.001$). This confirms that service dependability—including consistency, timeliness, and fulfillment of promises—is a key determinant of customer satisfaction.

This finding aligns with the perspective that Reliability represents the core of service quality in the service industry (Grönroos, 2007). Customers tend to evaluate satisfaction based on the extent to which received services align with their rational expectations. In the hospitality industry, stable and dependable services are often valued more highly than impressive but inconsistent services (Kotler et al., 2021).

c) The Effect of Responsiveness on Customer Satisfaction

In contrast to other dimensions, Responsiveness did not significantly affect customer satisfaction ($\beta = 0.076$; $p > 0.05$). This suggests that staff promptness and willingness to assist have not become primary determinants of satisfaction in this context.

Conceptually, Zeithaml et al. (2018) explain that the impact of Responsiveness is contextual and depends on customer expectations and environmental conditions. In non-metropolitan hotel settings, customers may prioritize certainty and dependability over speed

of service. Thus, Responsiveness does not independently determine satisfaction but must operate in conjunction with Reliability and Assurance to produce meaningful effects.

d) The Effect of Assurance on Customer Satisfaction

Assurance was found to have a significant effect on customer satisfaction ($\beta = 0.184$; $p < 0.01$). This finding indicates that staff competence, professionalism, and the ability to instill a sense of security play important roles in shaping customer satisfaction.

In service quality theory, Assurance is closely linked to perceived risk and customer trust (Morgan & Hunt, 1994). Hospitality customers do not merely purchase physical facilities; they also seek safety and confidence that services will be delivered professionally. Consequently, higher levels of Assurance directly strengthen perceived service quality and customer satisfaction.

e) The Effect of Empathy on Customer Satisfaction

Empathy emerged as the most influential and consistent dimension affecting customer satisfaction ($\beta = 0.267$; $p < 0.001$). This finding confirms that personalized attention, genuine care, and understanding of customers' specific needs are critical in generating satisfaction.

Theoretically, Empathy is closely associated with relationship quality and customers' emotional attachment (Berry, 1995). Personalized services tend to create meaningful experiences that are difficult for competitors to replicate. In the context of Hotel Care Inn Merauke, empathy serves as a key differentiator that enhances customer satisfaction through high-quality interpersonal interactions.

4.7. The Effects of SERVQUAL Dimensions on Disconfirmation

Disconfirmation is positioned as a psychological evaluative mechanism that explains the gap between initial expectations and perceived service performance (Oliver, 1980). The findings reveal that not all SERVQUAL dimensions significantly influence disconfirmation, indicating that customers selectively use certain service attributes when evaluating expectation–performance gaps.

a) Tangibles and Disconfirmation

Tangibles did not significantly affect disconfirmation ($p > 0.05$). This suggests that physical aspects of service function as baseline expectations and are not actively used by customers in evaluating expectation–performance discrepancies.

According to Oliver (2014), standardized and predictable service attributes rarely trigger disconfirmation. As long as facilities meet an acceptable threshold, customers are unlikely to experience either positive or negative surprise.

b) Reliability and Disconfirmation

Reliability significantly influenced disconfirmation ($\beta = 0.198$; $p < 0.01$). This indicates that service consistency and accuracy are primary triggers of confirmation or positive disconfirmation.

Within Expectancy–Disconfirmation Theory, attributes directly linked to service promises possess high evaluative power (Churchill & Surprenant, 1982). Even minor inconsistencies in Reliability can immediately generate negative disconfirmation.

c) Responsiveness and Disconfirmation

Responsiveness did not significantly influence disconfirmation ($p > 0.05$). Variations in service speed were insufficient to create perceptions that performance exceeded or fell short of customer expectations.

d) Assurance and Disconfirmation

Assurance significantly affected disconfirmation ($\beta = 0.222$; $p < 0.01$). A sense of security and staff professionalism help align customer expectations with actual service performance.

e) Empathy and Disconfirmation

Empathy was the most influential dimension affecting disconfirmation ($\beta = 0.366$; $p < 0.001$). Personalized service has strong potential to create positive disconfirmation because it often exceeds customers' initial expectations (Oliver, 2014).

4.8. The Role of Disconfirmation in Customer Satisfaction

Disconfirmation was found to have a positive and significant effect on customer satisfaction. This finding provides strong empirical support for Expectancy–Disconfirmation Theory (Oliver, 1980), which posits that satisfaction results from a cognitive–affective evaluation of the congruence between expectations and perceived performance.

In the context of Hotel Care Inn Merauke, customers actively compare their stay experiences with prior expectations formed through previous experiences, promotional messages, and social recommendations. When confirmation or positive disconfirmation occurs, customer satisfaction increases significantly.

4.9. Integrative Mediation Analysis

The mediation test results indicate that Disconfirmation acts as a partial and selective mediator. Assurance, Reliability, and Empathy were partially mediated, whereas Tangibles and Responsiveness were not mediated.

These findings suggest that relational and trust-based dimensions operate through dual mechanisms: direct experiential effects and cognitive evaluative processes. In contrast, physical and operational dimensions tend to function either directly or insignificantly within the structural model.

5. Conclusion

This study reveals that the quality of human resources services (workers) has a significant effect on customer satisfaction at Hotel Care Inn Merauke, with disconfirmation as a mediator. The dimensions of Empathy, Reliability, and Assurance have been shown to have a strong direct impact on customer satisfaction, while Tangibles and Responsiveness have little or no significant effect. The results showed that customer satisfaction is not only influenced by the performance of objective services, but also by interpersonal interaction and management of customer expectations. Disconfirmation plays an important role in mediating this relationship, affirming that the customer experience is influenced by the evaluation between expectations and performance received. Therefore, Care Inn Hotel Management is advised to focus on improving the quality of interaction with customers as well as the consistency of service to create a satisfying experience. The findings also provide added value to the service management literature, particularly in the context of hospitality in non-metropolitan areas.

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