



Analysis of Needs and Recommendations for Service Improvements at 2-Star Hotels through the Integration of SERVQUAL, Refined Kano, and TRIZ

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ABSTRACT

This study aims to analyse service needs, enabling hotel management to enhance the quality of hotel services. The method used to analyse customer needs integrates the Service Quality and Refined Kano methods to determine the attributes that must be prioritised and developed to improve hotel services. Proposed improvements to improve customer satisfaction using the TRIZ method. The sampling method employed was purposive sampling, a non-probability sampling technique. Using the service quality method, the study's results identified attributes that fell into the strong and weak categories. The study continued using the Kano Model method and received results for 3 Attractive category attributes, 8 Must-be category attributes, 6 One-dimensional category attributes, and 6 Indifferent category attributes. Next, Service Quality and Refined Kano integration were carried out to determine True Customer Needs. Eight attributes included in True Customer Needs must be prioritised in the High-valued, Adequate, and Critical categories. Attributes were analysed using the TRIZ method to identify proposed improvements for each priority set.

INTRODUCTION

In 2019, the world was hit by the COVID-19 virus, first discovered in China, namely in Wuhan. COVID-19, initially estimated to be confined to Wuhan, apparently experienced rapid spread to various countries worldwide, not just Indonesia (Rohmah, 2020). The Indonesian government took action to prevent the spread of COVID-19. Then, the President of the Republic of Indonesia issued an order applying Large-Scale Social Restrictions (PSBB) to break the chain of the COVID-19 virus (Sutrisnawati et al., 2020). PSBB resulted in the obstruction of various sectors; specifically, social politics, economics, and tourism and hospitality are the most affected by COVID-19 (Škare et al., 2021).

The decline in the public's interest in industry, tourism, and hospitality has led to the development of other sectors, so the government must maintain the economy and loosen restrictions on public activity in return for the public's economic contribution (Suprihatin, 2020). The hotel industry was directly affected by the COVID-19 pandemic (Hao et al., 2020). Significant changes in hotel operations to meet new criteria significantly disrupt the hotel industry (Kim & Han, 2022). Therefore, the tourism and hospitality industry returns to compete for the interests of their customers, as it is very popular and becomes the main objective for customers who make the hotel a place for Work (business) and a place for travel (Prananda et al., 2019). Based on data collected by the central statistics agency from 2019 to 2022 in Banten province (Table 1), the number of visits by star hotel visitors increased in 2022 compared to the data on the number of hotel visitors in 2020 and 2021 (BPS Provinsi Banten, 2024).

Table 1
Number of Foreign and Domestic Hotel Visitors in Banten

Regencies/Cities of Banten Province	Number of Foreign and Domestic Visitors in Hotel Accommodation (Thousand People)						
	Stars Hotel				% Growth		
	2019	2020	2021	2022	2020	2021	2022
Kab Pandeglang	85,43	42,96	56,65	58,04	-50%	32%	2%
Kab Lebak	-	-	-	-	-	-	-
Kab Tangerang	7,11	3,68	314,38	449,06	-48%	8443%	43%
Kab Serang	3,18	1,64	186,07	238,44	-48%	11246%	28%
Kota Tangerang	2525,02	1268,13	655,19	934,96	-50%	-48%	43%
Kota Cilegon	512,79	269,36	85,51	132,1	-47%	-68%	54%
Kota Serang	3,34	1,77	144,02	219,86	-47%	8037%	53%
Kota Tangerang Selatan	148,89	79,4	410,52	397,92	-47%	417%	-3%
Total	3285,76	1666,94	1852,34	2430,38	-49%	11%	31%

Source: BPS Provinsi Banten (2024)

Anyer beach tourism is one of the most popular tourist attractions in Banten province, and its exact location is in the Serang district (DPMPTST, 2020). Anyer is an area of tourism with beautiful beaches, popular with tourists both locally and overseas. Almost every day, the beach in Anyer is filled with tourists because its location is not far from the Capital City of Jakarta (Sungkawa, 2008). In 2020, Regency Serang welcomed as many as 2,722,541 tourists (Banten, 2024). They experienced a 3,071,223 increase in tourists in 2021. The increased number of tourists who visit requires their facilities to accommodate overnight stays or provide a hotel that can fulfil customers' desires (Nur & Fadili, 2021).

There are several hotels in Anyer, grouped by class, ranging from 1 star to 5 stars. Research indicates that this takes the form of a regular 2-star hotel, often frequented by backpackers or travellers, due to its affordable price and comprehensive facilities, compared to hotels of a higher class (Cahyani & Fitriyani, 2021). Based on initial observations conducted at several hotels in the Anyer area, especially at 2-star hotels, the number of visitors from each hotel varies greatly, as shown in Fig. 1. There is a need for improvement in the quality of hotel services in the Anyer area, ensuring that hotels meet the same high standards and exceed customer expectations.

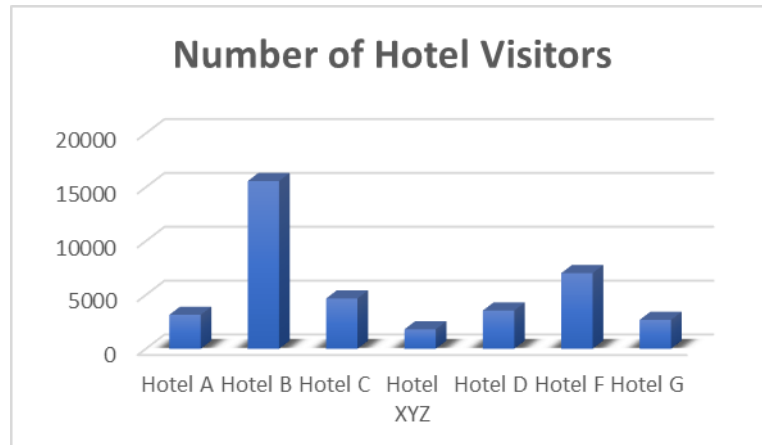


Fig. 1 Amount 2 Star Hotel Visitors

From observations made during visits to 2-star hotels and through several hotel booking applications, including Traveloka, Tiket.com, and Pegi-Pegi, we obtained results indicating that 2-star hotels have a lower rating compared to the other six hotels. According to reviews, the hotel booking application is available. There are numerous complaints from customers at a 2-star hotel, including issues with cleanliness and maintenance that need improvement. Additionally, servers are not sufficiently implementing the 3S system and are not friendly. Furthermore, there is a lack of amenities such as toothpaste, tissue, and Wi-Fi. No until to the room. Then, from the results recapitulation, there are five dimensions of customer satisfaction: reliability, assurance, tangibles, empathy, and responsiveness, which are included in the Service Quality dimensions. Hotel customers expect every hotel to provide services that encompass all dimensions of service quality and continually strive to improve these services (Yilmaz, 2009). Therefore, the hotel industry must implement strategies to improve hotel services to meet customer expectations.

Research on service quality methods in the hotel industry has been conducted in several previous studies. In sequence, assurance, empathy, and responsiveness are the most influential attributes of customer loyalty during the COVID-19 pandemic, while tangibles and reliability do not significantly influence (Kanyama et al., 2022). Meanwhile, other research states that customer loyalty is influenced by service quality and reasonable prices (Malik et al., 2020). However, examining the level of attributes based solely on the five dimensions of service quality is insufficient. The hotel industry needs to know the priorities to meet customer needs and desires.

The Kano model categorises service quality attributes, including those that the company must meet to avoid a decrease in customer satisfaction, and those that need to be met to increase customer satisfaction (Andriani et al., 2021). Kano models have been applied several times in the service industry; however, the model has a weakness because it cannot account for the varying levels of importance of certain quality elements. Kano models have been applied several times in the service industry, but the model has a weakness because it cannot consider the level of importance of certain quality elements. Therefore, this model was refined into a refined Kano to obtain a more accurate understanding of quality attributes from a customer perspective and thus produce more appropriate quality decisions (Yang, 2005).

This study aims to provide recommendations for improving hotel service quality based on service criteria assessed by customers. Recommendations for strengthening hotel service quality were proposed through several improvements, utilising refined Kano and TRIZ. Therefore, the hotel must improve the quality of its service and address customer complaints to evaluate its performance, as it still does not fully meet the customer's desires or needs.

METHOD

The research used several stages to integrate Service Quality, Refined Kano, and proposal improvement using TRIZ. The first stage was identifying the attributes needed for hotel services. Referring to the article, this involved considering the perception of customers and the problems that occur, grouped into dimensions of Service Quality. The Kano model categorises various customer needs into distinct attributes that contribute to customer satisfaction (Johansson et al., 2024). The grouped attributes used for the distribution questionnaire, as well as the Kano Model questionnaire, were divided into functional and dysfunctional categories. This study was conducted with 110 respondents, who were customers of a 2-star hotel in Banten Province, to represent their perceptions of the service provided. Sampling techniques for taking samples used non-probability sampling, specifically purposive sampling.

The study began with the analysis of counting results, questionnaire responses, and the application of the Kano Model. Questionnaire interest was categorised into two categories: strong and weak. The Kano Model questionnaire was categorised into the Kano categories: Attractive, Must-Be, One-Dimensional, Indifferent, Reverse, and Questionable. Result of processor Service Quality and Kano Model integrated into the Refined KANO for get category Refined Kano divided into two types that were based on attributes strong Highly Attractive, High Value-Added, Critical, Potential, and attributes weak that were Less Attractive, Low Value-Added, Necessary, Care Free. Actual Customer Needs were assessed to determine which attributes should be prioritised and developed for a given proposal repair using TRIZ.

RESULTS AND DISCUSSION

Service Quality Data Processing

Customer ratings of hotel service quality through online applications have a significant influence on customer perceptions when choosing a hotel (Chen et al., 2022). Therefore, hotels must understand the service quality attributes that represent their strengths and weaknesses. In Table 2, it is evident that each attribute holds significant interest. Attributes weak and strong are obtained from the average value of interest. If the mark interest is more than the average value, it is included in the attribute 'strong'. In contrast, if the mark interest is not sufficient compared to the average value, it is classified as 'weak'. Table 2 shows ten categories of strong attributes and 13 categories of weak attributes.

Table 2
Category Strong and Weak Attributes

No	Code	Attribute	Interest	Category Attribute
1	R1	Services provided at a fast hotel	5.35	Weak
2	R2	Data input during the check-in and check-out processes is in progress quickly.	5.49	Weak
3	R3	The room key is given with a fast	5.6	Weak
4	R4	Finish problem customer with a fast	5.57	Weak
5	T5	The hotel provides information to customers quickly	5.84	Strong
6	T6	The hotel area, hotel rooms, and bathrooms are clean	6.5	Strong
7	T7	The hotel has a comfortable environment and spacious parking	5.49	Weak
8	T8	Accurate information is provided in the application for booking a hotel (facilities, photos, etc.)	5.81	Strong
9	T9	Convenience search and make a booking against application booking hotel (traveloka, tiket.com, Agoda, and others)	5.45	Weak

No	Code	Attribute	Interest	Category Attribute
10	T10	Hotels can be found easily on Google Maps	5.36	Weak
11	T11	Room rates by conditions and facilities available	5.74	Strong
12	A12	Security privacy visitor	5.71	Weak
13	A13	Security at the moment leaves vehicles in the parking area	5.74	Strong
14	A14	Security at the moment leaves goods default	5.73	Strong
15	A15	Hotel staff are friendly in serving visitors	5.7	Weak
16	E16	The hotel is open to accepting criticism and suggestions	5.65	Weak
17	E17	Employee capable of communicating with Good hotel guests	5.88	Strong
18	E18	Hotel staff serving visitors without distinguishing social status	5.67	Weak
19	RE19	Implementation of 3S in service (greet, smile, say hello)	6.37	Strong
20	RE20	Honest hotel employee	5.88	Strong
21	RE21	The accuracy of the employee in arranging the timetable for lodging	5.72	Weak
22	RE22	Hotel employees provide maximum service	5.53	Weak
23	RE23	Convenience in making reservations, payment processes, and other	5.91	Strong
Average			5.73	

Kano Model Data Processing

In the research, the KANO Model categories are defined as: One-dimensional (O), Must-be (M), Attractive (A), Indifferent (I), Questionable (Q), and Reverse (R) (Chen et al., 2022). The Kano Model categorisation was obtained by summing up every category, and the most significant sum included in the selected category was valued. If $(M+O+A) > (R+I+Q)$, the category selected is marked maximum $(M+O+A)$, and if $(M+O+A) < (R+I+Q)$, then the selected category is marked maximum $(R+I+Q)$. The Kano category for each analysed attribute is shown in Table 3.

Table 3
Kano Models

Attribute	Q	R	I	A	O	M	Total	Q+R+I	A+O+M	Kano Category
R1	0	0	28	48	24	10	110	28	82	A
R2	0	1	34	6	23	46	110	35	75	M
R3	0	0	38	46	21	5	110	38	72	A
R4	0	0	33	10	22	45	110	33	77	M
T5	1	0	18	15	57	19	110	19	91	O
T6	0	0	43	12	22	33	110	43	67	M
T7	0	0	65	12	12	21	110	65	45	I
T8	1	0	38	22	21	28	110	39	71	M
T9	0	0	69	11	11	19	110	69	41	I
T10	0	0	61	13	13	23	110	61	49	I
T11	0	1	55	10	12	32	110	56	54	I
A12	0	0	54	13	16	27	110	54	56	M
A13	1	1	25	19	34	30	110	27	83	O
A14	1	0	40	15	15	39	110	41	69	M

Attribute	Q	R	I	A	O	M	Total	Q+R+I	A+O+M	Kano Category
A15	0	0	37	42	23	8	110	37	73	A
E16	0	1	45	11	29	24	110	46	64	O
E17	0	0	52	17	17	24	110	52	58	M
E18	0	1	15	31	33	30	110	80	94	O
RE19	0	0	20	16	53	11	100	20	80	O
RE20	0	1	65	13	13	18	110	66	44	I
RE21	1	0	51	11	25	23	111	52	59	O
RE22	0	2	56	14	15	23	110	58	52	I
RE23	0	0	49	18	19	24	110	49	61	M

Integration of Service Quality and Refined Kano

Integration Service Quality and Refined Kano were obtained by combining the calculation of Service Quality and the Kano Model categorisation. Integration of the needed mark interest in calculation Service Quality, category attribute that is weak or strong, and the Kano category, so obtained category Refined Kano and recommendations. Integration: This is used to determine True Customer Needs at 2-star hotels, enabling recommendations that improve the reference process. The research prioritises, develops, holds, and ignores some attributes. However, what is included in True Customer Needs is prioritised and developed attributes. Recommendations for each attribute, based on the attribute category, using SERVQUAL and refined Kano, are shown in Table 4.

Table 4
Integration of Service Quality and Refined Kano

No	Attribute	KANO Category	Interest	Category Attribute	Category Refined KANO	Recommendation
1	R1	A	5.35	Weak	<i>Less Attractive</i>	Held
2	R2	M	5.49	Weak	<i>Necessary</i>	Held
3	R3	A	5.60	Weak	<i>Less Attractive</i>	Held
4	R4	M	5.57	Weak	<i>Necessary</i>	Held
5	T5	O	5.84	Strong	<i>High-Value Added</i>	Prioritized
6	T6	M	6.50	Strong	<i>Critical</i>	Prioritized
7	T7	I	5.49	Weak	<i>Carefree</i>	Ignored
8	T8	M	5.81	Strong	<i>Critical</i>	Prioritized
9	T9	I	5.45	Weak	<i>Carefree</i>	Ignored
10	T10	I	5.36	Weak	<i>Carefree</i>	Ignored
11	T11	I	5.74	Strong	<i>Potential</i>	Held
12	A12	M	5.71	Weak	<i>Necessary</i>	Held
13	A13	O	5.74	Strong	<i>High-Value Added</i>	Prioritized
14	A14	M	5.73	Strong	<i>Critical</i>	Prioritized
15	A15	A	5.70	Weak	<i>Less Attractive</i>	Held
16	E16	O	5.65	Weak	<i>Low Value Added</i>	Held
17	E17	M	5.88	Strong	<i>Critical</i>	Prioritized
18	E18	O	5.67	Weak	<i>Low Value Added</i>	Held
19	RE19	O	6.37	Strong	<i>High-Value Added</i>	Prioritized
20	RE20	I	5.88	Strong	<i>Potential</i>	Held
21	RE21	O	5.72	Weak	<i>Low Value Added</i>	Held
22	RE22	I	5.53	Weak	<i>Carefree</i>	Ignored
23	RE23	M	5.91	Strong	<i>Critical</i>	Prioritized

Based on the evaluation questionnaire and the integration of Service Quality and Refined Kano, as shown in Table 5, there are recommendations for every attribute, including held, prioritised, and ignored. Eight attributes included in True Customer Needs must be prioritised: attributes T5, T6, T8, A13, A14, E17, RE19, and RE23 for the given recommendation improvement using TRIZ.

Recommendation For Improvement Using TRIZ

Step 1: Analysis of problems and solutions begins.

Analysis of the problem solution: This is the stage that begins with the application of the TRIZ method to identify and collect problems related to the 2-star hotel service. The problem that will be improved and given recommendations is the attributes included in the category 'Strong' with Refined Kano: High-Value Added, Critical, and High Attractive. Table 5 shows the results of the analysis of the problem solution beginning.

Table 5
Initial Problem Solution

Attribute Code	Initial Solution Settlement: The problem
T5	A fast and responsive employee in clean. Do the inspection. Do provide in the bathroom.
T6	Maximise service. Provide a parking area addition if the number of customers increases.
T8	Repair the swimming pool, make the swimming pool and restaurant comfortable, and ensure the Wi-Fi signal covers all areas of the hotel, including the TV in the hotel rooms, to meet customer expectations and deliver accurate information.
A13	Give training, motivation, and Work. Examine the person to enter the hotel.
A14	Provide training, motivation, and a work environment.
E17	Give training periodically.
RE19	Provide training and motivation to implement the 3S approach consistently.
RE 23	Creating a training program for employees. Establish and implement appropriate data policies, and facilitate payment using various methods, including QRIS scans.

Step 2: Modelling the problem, analysing contradictions, and eliminating contradictions

Modelling a problem service using function diagrams helps identify the cause and effect from the beginning of the problem-solving process. The function diagram consists of PUF (Primary Useful Function or main benefit), HF (Harmful Function or dangerous), and UF (Useful Function or the main thing that realises PUF). Beneficial functions (UF) are the benefits provided by the system, and detrimental functions (HF) are the undesirable outputs of the system. Strength represents the UF parameters, and weight represents the HF parameters (Wan et al., 2020). Conflict is inevitable in the service innovation process. Contradictions are divided into physical contradictions and technical contradictions, which can be formatted in TRIZ. Therefore, PUF influence from HF means that customers are satisfied with the services provided by the 2-star hotel. Therefore, the UF is divided into several steps to address the issue of reaching PUF.

After modelling the problem, analyse the contradiction further. There are two kinds of contradiction: worsening Features and Improving Features. Election contradiction by understanding each of the 39 TRIZ parameters. Identification method matrix that compares the parameters to be fixed (Improving Feature) and the parameters that become contradictory (Worsening Feature). The following are the results of the analysis of 39 parameters, as shown in Table 6.

Table 6
Analysis and Elimination Contradiction

Attribute Code	Criteria Service	Improving Features	Worshipping Feature	Inventive Principles
T5	Employees are more alert and fast if there are hotel areas, hotel rooms, and dirty bathrooms	9	22	14, 20, 19, 35
	Do a routine check-up	28	22	26, 32, 27
	Add toilet freshener to make the toilet smell good	32	26	35, 23, 1, 24
T6	Increase service and cleanliness in the hotel area	27	11	10, 24, 35, 19
	Provide a parking area addition	6	23	10, 14, 18, 39
T8	Provide a blanket, pool, adequate swimming, and a comfortable restaurant, as well as Wi-Fi in every Hotel corner	32	26	35, 23, 1, 24
A13	Give training and motivation to the Security	19	25	35, 38, 19, 18
	Neat Shift Security	13	35	35, 30, 34, 2
	Examine everyone who wants to enter the hotel area	28	22	26, 32, 27
A14	Give training and motivation to the Receptionist	19	25	35, 38, 19, 18
	Neat shift receptionist	13	7	28, 10, 19, 39
E17	Give training in a periodic way	19	25	35, 38, 19, 18
RE19	Give training and work motivation	19	25	35, 38, 19, 18
	Keep implementing and improving	27	11	10, 24, 35, 19
RE23	Give training so that no human error happens	19	25	35, 38, 19, 18
	Procedure did the reservation and payment	32	12	1, 28, 13, 27

Table 6 shows that the mark inventive principle that appears at least two times is used for compilation proposal improvement (Savransky, 2000). Numbers appearing at least twice or more are 1, 10, 14, 18, 19, 23, 24, 26, 27, 28, 32, 35, 38, 39. Based on Table 6, the numbers that appear twice in the inventive principle serve as references for solution improvement. After a subsequent TRIZ elimination, the solution is deemed to be improved. Here is the solution improvement in quality 2-star hotel Services as follows:

- 1) The hotel area, hotel rooms, and hotel bathrooms are clean.
The recommendation is that employees must increase the cleanliness of the environment and the condition of the hotel with methodical diligence and alertness in cleaning dirty hotel areas, as well as inspecting each corner of the hotel. In addition, the selected principle is changing the physical condition of an object so that the customer is not disappointed with the facilities provided. The recommendation is to procure products for the bathroom, such as fragrance room, toothpaste, towels, and tissue, so that the fixed bathroom remains fragrant, even after it has been used many times.
- 2) The hotel has a comfortable environment and spacious parking.
The recommendation is to make the hotel area reach its beauty like made by the park by the condition of the hotel; the colours in the hotel area should be made as comfortable as possible so that it has a nice view, giving instructions and directions for customers, so that there is no

- confusion at the time entering the hotel area. In addition, the recommendation is to provide a parking addition.
- 3) Complete facilities available at the hotel (pool, swimming, restaurant, business facilities, children's play area, toothpaste, tissue, towel, Wi-Fi, TV, blanket)
Recommendation: The solution is to provide a range of products and facilities that meet all customers' needs, such as Wi-Fi, a fixed pool, and restaurants, thereby enhancing their comfort.
 - 4) There is Security and inspection at the time of entering the hotel area.
The recommendation is to provide motivational Work, supervision, and support to employees so that they can effectively check on guests visiting the hotel. Additionally, there must be a noticeable shift in distribution to meet existing needs. At the time of the changeover shift, if the change on duty has not yet come, the shift may take a long time, and no one may leave the place. Security must be on standby at the location.
 - 5) Receptionist on call 24 hours
The recommendation is to provide motivational Work, supervision, and support to employees so that they remain in the table receptionist position. In addition, its distribution shift must be neat with existing needs. During the changeover shift, if the shift that will be on duty has not yet arrived and it has been a long time, no one may leave the site and must remain on site so that if a customer needs help, employees on duty are ready.
 - 6) Employee capable of communicating with hotel guests
The recommendation is to establish a training base to hone skills, such as interacting with others, before periodically starting Work and provisioning, with regular monitoring and evaluation. Ensure that the employee is motivated to complete their job well.
 - 7) Implementation of 3S (Smile, Greet, and Salute) in service
Explanation: This strengthens the proposal improvement that is held training and motivation for consistently implementing 3S as well as giving input to the employee so that still Spirit in Work so that they will not forget about a good attitude in serving customers, for example, a cheap smile, being patient in the face will customer Because if employees friendly so customers will the more comfortable.
 - 8) Convenience in making reservations, payment processes, and other
The recommendation is to provide motivation, work supervision, and support to the part-time receptionist employee to prevent human error from occurring again. Implement a payment process using QRIS or another method that streamlines the reservation and payment process for customers.

CONCLUSIONS

Based on the results of service quality data processing, 10 strong attributes were essential for implementation in 2-star hotel services, and 13 weak attributes were not too crucial for implementation in 2-star hotel services. Based on Refined Kano data processing, there were attributes included in the category Refined Kano, namely three attributes included in the category less attractive, 4 attributes included in the category necessary, 3 attributes included in the category high value-added, 4 attributes included in the category critical, 4 attributes included in the category carefree, 2 attributes included in the category potential, and 3 attributes included in the category low value-added. Based on True Customer Needs, 8 attributes must be improved for the recommendations. Recommendations included conducting routine checks in the hotel area, procuring products for the bathroom or repair facilities, providing additional parking, offering training and motivation for Staff, and implementing easy payment methods such as QRIS for all banks and digital finance applications.

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