

The Effect of Service Quality and Promotion on Customer Satisfaction at Hotel Ibis Padang

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Abstract: Customer satisfaction is a strategic concern for Hotel Ibis Padang, a three-star property affiliated with the Accor network, where occupancy figures between July and December 2025 fluctuated month to month while guest reviews repeatedly flagged issues such as inconsistent staff conduct, delayed room preparation, and poorly maintained in-room facilities. Motivated by these field indications, this study investigates whether service quality and promotion influence customer satisfaction, both individually and jointly. An associative-causal quantitative design was applied through a survey instrument distributed to 100 respondents, selected via purposive sampling with the sample size determined using the Slovin formula, targeting guests who had stayed at the hotel at least once. Responses were gathered using a five-point Likert-scale questionnaire and processed in SPSS version 26.00 through multiple linear regression. Findings reveal that service quality exerts a positive and statistically significant influence on customer satisfaction, as does promotion, and their combined effect likewise proves significant, accounting for 96.5 percent of the variance observed in satisfaction levels. Between the two predictors, service quality emerges as the stronger determinant. Based on these results, hotel management is encouraged to sustain ongoing service quality improvements and to diversify its promotional efforts as complementary strategies for maintaining guest satisfaction.

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INTRODUCTION

The hotel industry is one of the most highly competitive sectors within the global tourism economy. The continuous growth of the tourism industry, driven by globalization, digital transformation, and increasing tourist mobility, has significantly reshaped consumer behavior in selecting accommodation. Tourists no longer consider hotels merely as places to stay; instead, they increasingly evaluate the overall service experience, including professional service delivery, comprehensive facilities, and promotional offerings that provide added value (Pugachov et al., 2022; Suwarta & Dito, 2024). Consequently, hotels are required to achieve and sustain customer satisfaction as a critical factor in maintaining competitive advantage and ensuring long-term business sustainability (Ohlyver et al., 2025; Purwaningtyas, 2025). In Indonesia, the hotel industry has become increasingly competitive, particularly in Padang City, where the growing potential of natural, cultural, and culinary tourism has stimulated the expansion of star-rated hotels, including Hotel Ibis Padang, an international hotel operating under the Accor hospitality group (Yanita et al., 2023).

Hotel Ibis Padang, a three-star hotel strategically located in the center of Padang City, recorded a total of 24,238 guest visits between July and December 2025. Despite this achievement, the hotel's internal occupancy data revealed considerable monthly fluctuations, ranging from a low of 71.20% in August to a peak of 84.84% in November. These variations suggest that occupancy

performance is influenced not only by tourist arrivals but also by customers' satisfaction with the services provided (Suwarta & Dito, 2024). Furthermore, an examination of customer reviews posted on online platforms identified several recurring service-related issues, including unprofessional behavior by security personnel, prolonged waiting times for room availability, malfunctioning in-room facilities such as refrigerators and hair dryers, and a perceived mismatch between the price paid and the value received. These findings indicate that both service quality and promotional activities require further evaluation to enhance customer satisfaction.

Previous studies have consistently identified service quality as one of the primary determinants of customer satisfaction in the hospitality industry. High-quality service enhances customers' positive perceptions, strengthens loyalty, and increases the likelihood of repeat visits (Nurkariani & Hermawati, 2021; Dewi et al., 2025). Likewise, promotion has been recognized as an important marketing instrument that shapes customers' perceived value, stimulates purchasing intentions, and enhances customer satisfaction when appropriately designed to meet market expectations (Silviani & Darus, 2021; Marpaung et al., 2026). Nevertheless, empirical findings regarding the influence of these two variables remain inconclusive. Nurkariani and Hermawati (2021) reported that service quality has a significant positive effect on hotel customer satisfaction, whereas Akakip et al. (2023) found that this relationship becomes less influential when customers place greater emphasis on price and physical facilities than on service performance. Similarly, while several studies have demonstrated that promotional activities significantly improve customer satisfaction (Silviani & Darus, 2021; Marpaung et al., 2026), other studies have suggested that the effectiveness of promotion is limited unless it is supported by superior service quality and a positive customer experience (Nguyen et al., 2023; Kim & Lee, 2022). These inconsistent findings indicate that the relationships among service quality, promotion, and customer satisfaction are contingent upon hotel characteristics, market segmentation, competitive conditions, and customer behavior across different research settings.

Beyond these inconsistent empirical findings, a critical review of the existing literature also reveals several research gaps. First, most previous studies have primarily focused on examining the statistical relationships between service quality, promotion, and customer satisfaction without incorporating empirical evidence derived from actual operational conditions, such as online customer reviews and hotel performance indicators (Kim & Lee, 2022; Nguyen et al., 2023). Second, the majority of existing studies have been conducted in four-star and five-star hotels or in major tourism destinations, while relatively limited attention has been given to three-star hotels operating in regional markets characterized by intense competition, such as Padang City. Third, previous research has generally examined the effects of service quality and promotion independently, whereas studies integrating both variables to explain customer satisfaction within the context of internationally affiliated hotels in regional destinations remain scarce. These limitations highlight the need for more contextual empirical evidence that reflects the characteristics of local hospitality markets.

Based on these research gaps, this study offers several novel contributions. First, it simultaneously examines the effects of service quality and promotion on customer satisfaction while integrating hotel operational data, particularly occupancy rates, with empirical evidence obtained from online customer reviews to provide a more comprehensive understanding of the relationships among the variables. Second, this study is conducted at Hotel Ibis Padang, a three-star internationally affiliated hotel operating under the Accor brand, thereby providing a research context that differs from the majority of previous studies conducted in hotels with different classifications and market segments. Third, this study contributes updated empirical evidence regarding the combined influence of service quality and promotion on customer satisfaction within an increasingly competitive hospitality environment.

This study has several limitations. First, it was conducted at a single hotel, which may limit the generalizability of the findings to other hotel contexts. Second, the use of a cross-sectional survey

and self-reported questionnaires from the same respondents may introduce common method bias and does not capture changes in customer satisfaction over time. Third, the study examined only service quality and promotion, while other factors such as price, hotel facilities, brand image, perceived value, customer experience, and electronic word-of-mouth may also influence customer satisfaction. Future research is encouraged to include these additional variables, examine different hotel categories or destinations, and employ longitudinal or mixed-method approaches to enhance the generalizability and theoretical contribution of the findings. Therefore, the findings are expected to enrich the existing literature on hospitality management and services marketing while providing practical insights for the management of Hotel Ibis Padang in improving service quality, developing more effective promotional strategies, and enhancing customer satisfaction in a sustainable manner.

RESEARCH METHOD

Research Design

This study employed a quantitative approach with an associative-causal design, using a survey method to examine the causal relationship between the variables under study (Sugiyono, 2020). The research was conducted at Hotel Ibis Padang, located on Jalan Tamansiswa No. 1A, Alang Laweh, Padang Selatan, Padang, West Sumatra, during May 2026.

Population and Sample

The study population comprised guests who stayed at Hotel Ibis Padang during the period of July to December 2025, totaling 24,238 guests, with an average of 4,039 guests per month. This study employed a purposive sampling technique because respondents were selected based on specific criteria relevant to the research objectives. The inclusion criteria required that respondents be at least 20 years of age and have stayed at Hotel Ibis Padang at least once as individual guests. To determine an adequate minimum sample size, the Slovin formula was used solely as a statistical guideline based on the total population, with a 10% margin of error. The calculation yielded a minimum sample size of 97.6 respondents, which was rounded up to 100 respondents. Thus, the Slovin formula was applied only to estimate the minimum number of respondents required, while the selection of respondents was conducted using purposive sampling according to the predetermined inclusion criteria.

Research Instrument and Data Collection

A structured, closed-ended questionnaire employing a five-point Likert scale (ranging from 1 = strongly disagree to 5 = strongly agree) served as the primary data collection instrument. It comprised 25 statements distributed across the three research variables: 11 items assessing service quality, developed from the SERVQUAL dimensions of tangibility, reliability, responsiveness, assurance, and empathy (Wandana & Aryanny, 2025); 8 items assessing promotion, covering advertising, sales promotion, content consistency and variation, and public relations; and 6 items assessing customer satisfaction, covering expectation fulfillment, need fulfillment, and repurchase intention. Before being administered to the main sample, the instrument underwent validity testing on 30 respondents using Pearson product-moment correlation and reliability testing using Cronbach's alpha, with a minimum threshold of 0.70; all items met both criteria and were retained as valid and reliable.

Data Analysis

All data were processed with SPSS version 26.00. Prior to hypothesis testing, the model was checked against the classical assumptions, encompassing the Kolmogorov-Smirnov test for normality, the Glejser test for heteroscedasticity, and an assessment of multicollinearity based on tolerance and variance inflation factor (VIF) values. Hypotheses were then examined through multiple linear regression, supported by the coefficient of determination (R^2) to gauge explanatory

power, the F-test to assess the simultaneous effect of the independent variables, and the t-test to assess their partial effects, all evaluated at a 0.05 significance level.

RESULTS AND DISCUSSION

Respondent Characteristics

Of the 100 respondents, the majority were female, aged 41–50 years, and had stayed at the hotel 2–3 times for leisure purposes, as summarized in Table 1.

Table 1. Respondent Characteristics

Characteristic	Category		
Gender	Male	3	3
	Female	7	7
Age	20–30 years	3	3
	31–40 years	1	1
	41–50 years	6	6
Stay frequency	First time	5	5
	2–3 times	6	6
	4–5 times	5	5
	More than 5 times	4	4
Purpose of stay	Business/work	6	6
	Family gathering	6	6
	Leisure/vacation	8	8

Source: Primary data, processed with SPSS 26.00 (2026)

Descriptive Results

Descriptive analysis using the Respondent Achievement Level (Tingkat Capaian Responden/TCR) indicates that all three variables fall into the "very good" category, as shown in Table

Table 2. Descriptive Results of Research Variables

Variable	Mean Score	TCR (%)	Category
Service Quality (X1)	4.15	83.15	Very good
Promotion (X2)	4.09	81.88	Very good
Customer Satisfaction (Y)	4.07	81.30	Very good

Source: Primary data, processed with SPSS 26.00 (2026)

Classical Assumption Tests

The results of the normality, heteroscedasticity, and multicollinearity tests are presented in table

Table 3. Classical Assumption Test Results

Test	Indicator	Value	Criterion	Conclusion
Normality (Kolmogorov-Smirnov)	Asymp. Sig. (2-tailed)	0.200	> 0.05	Residuals normally distributed
Heteroscedasticity (Glejser)	Sig. X1	0.278	> 0.05	No heteroscedasticity
	Sig. X2	0.850	> 0.05	No heteroscedasticity
Multicollinearity	Tolerance (X1, X2)	0.119	> 0.1	No multicollinearity
	VIF (X1, X2)	8.391	< 10	No multicollinearity

Source: Primary data, processed with SPSS 26.00 (2026)

The residuals were normally distributed, no heteroscedasticity was detected, and although the VIF value of 8.391 remains below the threshold of 10, it indicates a fairly strong correlation between service quality and promotion that warrants cautious interpretation of the individual coefficients. This indicates that both variables have a fairly large common variance, which can reduce the accuracy of the individual regression coefficient estimates and therefore should be interpreted. However, because the VIF value did not exceed the accepted threshold, multicollinearity was deemed not severe enough to invalidate the regression model, and both variables remained suitable for inclusion in the analysis.

Regression Results and Hypothesis Testing

The results of the multiple linear regression analysis, including the t-test, F-test, and coefficient of determination, are presented in Table 4 and Table 5.

Table 4. Multiple Linear Regression Results (t-test)

Model	B	Std. Error	Beta	t	Sig.
(Constant)	-1.422	0.585		-2.431	0.017
Service Quality (X1)	0.447	0.030	0.809	14.800	0.000
Promotion (X2)	0.165	0.049	0.183	3.340	0.001

Source: Primary data, processed with SPSS 26.00 (2026)

Table 5. F-test and Coefficient of Determination

Model	F	Sig.	Adjusted R ²
1	1355.121	0.000	0.965

Source: Primary data, processed with SPSS 26.00 (2026)

The regression model derived from Table 4 is expressed as $Y = -1.422 + 0.447X_1 + 0.165X_2$. Partial testing revealed that service quality contributed a significant effect on customer satisfaction ($t = 14.800$, $\text{sig.} = 0.000 < 0.05$), thereby supporting H1, while promotion likewise demonstrated a significant partial effect ($t = 3.340$, $\text{sig.} = 0.001 < 0.05$), lending support to H2. The simultaneous test presented in Table 5 further confirmed that service quality and promotion together influence customer satisfaction ($F = 1355.121$, $\text{sig.} = 0.000 < 0.05$), supporting H3, with the Adjusted R² value of 0.965 indicates that service quality and promotion jointly explain 96.5% of the variance in customer satisfaction at Hotel Ibis Padang, while the remaining 3.5% is attributable to factors not included in the research model. This coefficient of determination is exceptionally high for consumer behavior research and may be attributed to the relatively homogeneous characteristics of the respondents, as all participants were guests of the same hotel during the same study period and were selected based on predefined criteria through purposive sampling. Furthermore, service quality and promotion are key aspects that directly shape the guest experience, resulting in a strong association with customer satisfaction. The high explanatory power of the model may also be influenced by the conceptual similarity among the constructs and the use of a self-reported questionnaire administered to the same respondents at a single point in time, suggesting that the potential for common method bias should be considered when interpreting the findings.

Therefore, although the model demonstrates substantial explanatory power, other factors such as price, brand image, facility quality, hotel location, and perceived value may also influence customer satisfaction and should be considered in future research. Comparing the standardized coefficients in Table 4, service quality ($\beta = 0.809$) stands out as the more influential predictor relative to promotion ($\beta = 0.183$).

Discussion

The finding that service quality positively and significantly affects customer satisfaction is consistent with the theoretical premise that satisfaction reflects guests' evaluative comparison between expected and perceived service performance (Baitanu et al., 2025), and that service quality

functions as a primary determinant of guest satisfaction in the hospitality sector (Alsharari, 2020; Sebayang, 2023). This result aligns with previous research by Dewi et al. (2025) and Rianty and Prastian (2024), which similarly found that superior service quality encourages repeat visits, positive recommendations, and sustained loyalty. The relatively high TCR score for the responsiveness and assurance dimensions in this study mirrors the positive perceptions expressed in guest reviews regarding staff professionalism and ease of access to assistance, reinforcing the theoretical link between service reliability and guest trust.

Similarly, the positive and significant effect of promotion on customer satisfaction supports the findings of Agustian et al. (2025), who reported that promotion, alongside service quality and digital marketing, meaningfully contributes to customer satisfaction in the hotel industry, and Akakip et al. (2023), who found a comparable significant effect of promotion on satisfaction at another star-rated hotel. The comparatively lower TCR score for the advertising indicator in this study—particularly regarding the clarity of promotional information—suggests that while Hotel Ibis Padang's social media-based promotional strategy (via Instagram and TikTok) is generally well received, there remains room to improve message clarity and brand image communication, consistent with the promotional communication function described by Hurriyati (2015, as cited in Wanandi & Tarigan, 2022).

The simultaneous effect of both variables, together explaining 96.5% of the variance in customer satisfaction, exceeds the explanatory power reported in several comparable studies, such as Akakip et al. (2023), who reported a simultaneous contribution of 61.3%, and Wanandi and Tarigan (2022), who reported an R^2 of 80.5% when including location as an additional predictor. This difference may be explained by the relatively focused scope of the present study, which concentrated on a single hotel property with a homogeneous guest profile, as well as the fairly strong intercorrelation between service quality and promotion observed in the multicollinearity test, which may have inflated the combined explanatory power of the model. This finding carries both theoretical and practical implications: theoretically, it reinforces the relevance of the SERVQUAL and promotional-mix frameworks in explaining hotel guest satisfaction; practically, it suggests that hotel management should treat service quality improvement as the primary lever for satisfaction while using promotion as a complementary strategy, particularly by broadening promotional channels beyond social media and increasing the clarity and variety of promotional content. Limitations of this study include its single-site scope, the relatively high correlation between the two predictors, and the exclusion of other potentially relevant variables such as price, physical facilities, and brand image—factors that prior research has shown to meaningfully shape guest satisfaction and loyalty (Sembiring, 2020; Tambunan & Sihombing, 2026)—which future research is encouraged to incorporate.

CONCLUSION

This study concludes that service quality and promotion each have a positive and significant partial effect on customer satisfaction at Hotel Ibis Padang, and that both variables also have a positive and significant simultaneous effect, jointly explaining 96.5% of the variance in customer satisfaction, with service quality identified as the more dominant predictor. These findings confirm that superior service delivery remains the primary driver of guest satisfaction in the hotel industry, while effective and well-communicated promotional strategies serve as an important complementary factor. Practically, hotel management is advised to strengthen staff training and service standard operating procedures, improve room-readiness efficiency, and expand promotional channels and content variety to reach broader guest segments, while future research is recommended to incorporate additional variables such as price, physical facilities, or brand image, and to extend the scope of investigation to other star-rated hotels to enhance the generalizability of the findings.

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