

Assessing service quality and customer experience in relation to customer satisfaction in organizing mice events

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Abstract - The growth of the MICE (Meeting, Incentive, Conference, and Exhibition) sector has become an important driver of tourism and economic development in Bali, making the delivery of high-quality services and memorable customer experiences increasingly essential for hospitality businesses. Despite the increasing demand for MICE services, maintaining a high level of customer satisfaction remains a challenge for some hospitality providers, including Four Points by SBU. This study investigates the relationship between service quality, customer experience, and customer satisfaction among MICE clients at the hotel. A quantitative approach was employed using questionnaire-based surveys administered to 87 Persons in Charge (PICs) representing organizations that conducted MICE events at the hotel during 2024–2025. Respondents were selected through random sampling. Data analysis was carried out using SPSS 30, including classical assumption testing, multiple regression analysis, hypothesis testing, and coefficient of determination analysis. The findings reveal that service quality contributes significantly to customer satisfaction, as indicated by a t-value of 13.574, exceeding the critical value of 1.663. Likewise, customer experience demonstrates a significant positive contribution to customer satisfaction, with a t-value of 12.707, which is also greater than the critical value. Furthermore, the combined effect of service quality and customer experience on customer satisfaction is statistically significant, as reflected by an F-value of 147.907, surpassing the F-table value of 3.11, and a significance level below 0.05. These results emphasize that both service quality and customer experience are key determinants of customer satisfaction in the context of MICE event management and highlight their strategic importance for enhancing the competitiveness of hospitality establishments in Bali.

Keywords: MICE, service quality, customer experience, customer satisfaction, mice industry

1. Introduction

The Meetings, Incentives, Conferences, and Exhibitions (MICE) industry has become one of the fastest-growing segments of business tourism, generating significant economic contributions through accommodation, transportation, food and beverage services, event management, and other tourism-related activities. As a high-value tourism segment, MICE not only attracts large numbers of visitors but also encourages longer lengths of stay, thereby strengthening destination competitiveness and supporting regional economic development (Heryadi & Indahsari, 2024). In Bali, the continuous expansion of MICE activities has positioned the island as one of Indonesia's

leading business tourism destinations, creating substantial opportunities for hotels that provide meeting and convention facilities (Delen, 2023).

The rapid growth of the MICE industry has intensified competition among hospitality providers, requiring hotels to deliver superior service quality while simultaneously creating memorable customer experiences. Unlike leisure tourism, MICE customers generally possess higher service expectations because business events involve considerable financial investment, organizational planning, and professional objectives. Consequently, customer satisfaction has become an essential performance indicator, influencing customer loyalty, positive word-of-mouth, organizational reputation, and long-term business sustainability.

One of the primary determinants of customer satisfaction is service quality. The SERVQUAL framework conceptualizes service quality through five dimensions: reliability, responsiveness, assurance, empathy, and tangibles, all of which contribute to customers' evaluations of service performance (Zygiaris et al., 2022). Reliable services ensure that promised activities are delivered accurately and consistently, while responsiveness reflects employees' willingness to assist customers promptly. Assurance develops trust through employee competence and professionalism, empathy represents personalized attention toward customer needs, and tangible aspects include physical facilities, equipment, and employee appearance. Collectively, these dimensions determine whether customers perceive that the service received meets or exceeds their expectations.

In addition to service quality, customer experience has emerged as another important determinant of customer satisfaction within the hospitality industry. Customer experience refers to customers' cognitive, emotional, sensory, behavioural, and social responses throughout their interactions with a service provider (Arkadan et al., 2024). Within the MICE context, customer experience extends beyond the successful execution of meetings or conferences to include every interaction before, during, and after an event. Experiences are shaped by communication with hotel staff, venue ambience, supporting technology, catering services, accessibility, and the overall event atmosphere. As customer expectations continue to evolve, hotels are increasingly expected to provide holistic experiences rather than merely delivering functional services.

The importance of customer experience is particularly evident within hotel-based MICE operations, where event organizers and participants evaluate not only the quality of meeting facilities but also the emotional and psychological impressions created throughout the event. Positive customer experiences encourage repeat bookings, enhance customer trust, and strengthen competitive positioning, whereas negative experiences may damage organizational reputation and reduce future business opportunities.

One of Bali's strategic MICE destinations is the Ungasan area, located in the southern part of the island. Supported by excellent accessibility and proximity to major tourist attractions such as Uluwatu Temple and Garuda Wisnu Kencana (GWK) Cultural Park, Ungasan has experienced rapid growth as a destination for business events and corporate meetings. Among the hotels operating within this area, Four Points by Sheraton Bali Ungasan provides comprehensive meeting facilities and supporting amenities designed to accommodate conferences, seminars, corporate meetings, and various business events.

The importance of MICE services at Four Points by Sheraton Bali Ungasan is reflected in its operational performance. During 2024–2025, the hotel successfully hosted 317 MICE events involving approximately 37,375 participants. Despite this considerable achievement, customer feedback indicates that service performance remains inconsistent. Meeting Services reports revealed that the lowest positive review reached only 88.9%, while meeting function-related complaints represented 11.1% of total reviews. These findings suggest that certain aspects of meeting facilities, operational efficiency, and service delivery have not fully satisfied customer expectations. Consequently, inconsistencies in service performance may reduce customer satisfaction despite high event occupancy.

These conditions indicate the existence of an expectation–performance gap among MICE customers. Although the hotel possesses adequate infrastructure and attracts substantial

numbers of business visitors, positive participation alone does not guarantee customer satisfaction. Instead, customer satisfaction depends on whether the quality of services and experiences received corresponds with customers' expectations throughout the entire event process.

The theoretical foundation of this study is Expectation-Confirmation Theory (ECT), which explains that customer satisfaction is determined by the comparison between customers' initial expectations and their perceived service performance. Satisfaction occurs when actual performance meets or exceeds expectations, whereas dissatisfaction emerges when perceived performance falls below expected standards. Within hotel-based MICE services, both service quality and customer experience represent important antecedents that influence customers' confirmation of expectations and their subsequent satisfaction evaluations.

The growing importance of service quality has encouraged extensive empirical investigation across hospitality and tourism industries. Previous studies consistently demonstrate that service quality significantly improves customer satisfaction among MICE customers. Research conducted by Jannah and Suyuthie (2024), Saputra et al. (2024), and Azizah et al. (2025) concluded that improvements in service performance directly increase customer satisfaction. Likewise, Kumar and Samtani (2021) found that all SERVQUAL dimensions significantly influence customer satisfaction within hotel-based MICE services. Similar findings have been reported in broader event management settings, confirming that professional service delivery remains a critical determinant of customer evaluations (Qamariah et al., 2019; Ali & R, 2023; Sitanggang & Simbolon, 2025; Deshpande, 2025; Widayati et al., 2023). Furthermore, studies have shown that service quality contributes to customer loyalty, particularly when supported by fair pricing and perceived value (Fahlevi et al., 2025; Andofal et al., 2023).

Service quality and customer satisfaction are closely interconnected in service-oriented industries. Comparative evidence from the banking sector indicates that service quality is an important determinant of customer satisfaction, while digital financial services also contribute to improving customers' perceptions and satisfaction (Ghimire et al., 2024; Shrestha & Agrawal, 2023). In culinary tourism, service quality is similarly complemented by the physical ambiance of restaurants, suggesting that both functional and experiential dimensions influence customer experiences (Sukartini et al., 2024). Tourist preferences further demonstrate that price, authentic recipes, and restaurant service systems are important considerations when selecting Balinese local food (Pugra et al., 2026).

Quality management and organizational efficiency are also significant themes across service and business organizations. The implementation of Total Quality Management (TQM) can strengthen efficiency, quality control, and continuous organizational improvement, particularly in construction and other competitive business environments (Waheed & Abbas, 2024). These findings emphasize the importance of systematic quality-management practices for achieving sustainable organizational performance (Waheed & Abbas, 2024).

Employee-related factors represent another important dimension of service quality and organizational performance, particularly in hospitality. Employee engagement and job satisfaction are associated with employees' intentions to remain in or leave an organization, highlighting the importance of maintaining a supportive work environment (Sudiarta et al., 2025). Similarly, employee satisfaction in hotels can be assessed through Importance-Performance Analysis (IPA) to identify areas requiring managerial improvement (Kencanawati et al., 2026). Effective guest complaint management also depends on active listening, empathy, prompt problem resolution, and consistent follow-up, demonstrating the central role of employees in maintaining guest satisfaction (Sudiarta et al., 2025).

Digitalization provides additional opportunities for improving business performance and market reach. Social media marketing, particularly through Facebook, can be employed strategically to increase product visibility, customer engagement, and sales performance among small businesses (Azmir & Purnomo, 2025). Overall, the literature suggests that service quality, customer satisfaction, quality management, employee performance, and digital marketing are

mutually supportive factors in strengthening organizational competitiveness and sustainable performance in banking, hospitality, culinary tourism, construction, and small-business contexts.

Another growing stream of research emphasizes the role of customer experience in influencing customer satisfaction. Studies have demonstrated that customers' emotional, cognitive, sensory, and behavioural experiences significantly affect perceived value, destination image, satisfaction, and future behavioural intentions. Customer experience has therefore become a strategic resource that enables hospitality organizations to differentiate themselves in increasingly competitive markets (Kim & Kim, 2022; Zhang et al., 2024; Fagbemi, 2023; Christodoulides et al., 2025). Similar conclusions have been reported within tourism and event management contexts, where memorable experiences positively influence customer satisfaction and revisit intentions (Malau et al., 2025; Armbrecht, 2021).

Recent hospitality research has also highlighted the importance of integrating service quality with experiential factors. Facility quality, service innovation, personalization, and overall event quality have been shown to enhance customer satisfaction and loyalty by creating meaningful customer experiences throughout service encounters (Lee, 2019; Kim et al., 2024; Rachmaniah et al., 2026; Suntornwipart et al., 2025; Dewa et al., 2025; Agulan, 2025). These findings indicate that customers evaluate hospitality services not only from functional performance but also from emotional engagement and experiential value.

Despite these important contributions, several research gaps remain. First, most previous studies within the MICE industry primarily focused on service quality while treating customer experience as part of service quality or excluding it entirely from empirical models (Jannah & Suyuthie, 2024; Saputra et al., 2024; Azizah et al., 2025; Kumar & Samtani, 2021). Second, studies investigating customer experience have generally been conducted in tourism destinations, luxury hotels, exhibitions, or event management businesses rather than hotel-based MICE operations (Kim & Kim, 2022; Zhang et al., 2024; Fagbemi, 2023; Christodoulides et al., 2025; Malau et al., 2025). Third, although Handayani and Budiarta (2024) simultaneously examined service quality and customer experience, their research focused on the restaurant industry, limiting the applicability of their findings to business tourism and MICE services.

These limitations indicate the need for further investigation within hotel-based MICE settings, particularly in Bali, where business tourism continues to expand rapidly. Simultaneously examining service quality and customer experience provides a more comprehensive understanding of the determinants of customer satisfaction because MICE customers evaluate both the functional performance of services and the overall experience generated throughout event participation.

Based on Expectation-Confirmation Theory and previous empirical findings, this study proposes that service quality and customer experience positively influence customer satisfaction among MICE customers at Four Points by Sheraton Bali Ungasan. Service quality is measured using the SERVQUAL dimensions comprising reliability, responsiveness, assurance, empathy, and tangibles, while customer experience encompasses customers' cognitive, emotional, sensory, social, and behavioural responses during service encounters. Customer satisfaction represents customers' overall evaluation of hotel performance after comparing expectations with actual service experiences.

Accordingly, this study addresses three research questions: (1) Does service quality significantly influence customer satisfaction among MICE customers? (2) Does customer experience significantly influence customer satisfaction? and (3) Do service quality and customer experience simultaneously influence customer satisfaction? By answering these questions, this study contributes to the hospitality and tourism literature by extending the application of Expectation-Confirmation Theory within hotel-based MICE services and providing empirical evidence regarding the combined effects of service quality and customer experience on customer satisfaction. Practically, the findings are expected to assist hotel managers in developing strategies that enhance both service performance and customer experience, thereby

strengthening competitiveness and supporting the sustainable development of Bali's MICE industry.

2. Method

2.1 Research Design

This study employed a quantitative research design using an explanatory approach to examine the influence of service quality and customer experience on customer satisfaction in MICE services. The explanatory design was selected to test the causal relationships among the independent variables, namely service quality (X_1) and customer experience (X_2), and the dependent variable, customer satisfaction (Y). The research was conducted at Four Points by Sheraton Bali Ungasan, one of the hotels providing MICE facilities in Bali. The population comprised all Persons in Charge (PICs) representing organizations or groups that conducted MICE events at the hotel during the 2024–2025 period. A total of 87 respondents were selected using simple random sampling, ensuring that each member of the population had an equal opportunity to be included in the study.

2.2 Data Collection

Primary data were collected through a structured questionnaire distributed to the selected respondents. The questionnaire consisted of three sections representing the research variables: service quality, customer experience, and customer satisfaction. Service quality was measured using the SERVQUAL dimensions of reliability, responsiveness, assurance, empathy, and tangibles. Customer experience was assessed through cognitive, emotional, sensory, behavioural, and social dimensions, while customer satisfaction was measured based on respondents' overall evaluation of the MICE services received. All questionnaire items were measured using a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). Prior to the main survey, the research instrument was tested for validity and reliability to ensure that all measurement items accurately represented the intended constructs and produced consistent results.

2.3 Data Analysis

The collected data were analysed using IBM SPSS Statistics. Descriptive statistics were first employed to describe respondents' characteristics and summarize responses for each research variable. Instrument quality was evaluated through validity and reliability tests. Subsequently, classical assumption tests comprising the normality, multicollinearity, and heteroscedasticity tests were performed to ensure that the data satisfied the assumptions of multiple linear regression analysis. Hypothesis testing was conducted using multiple linear regression to examine the effects of service quality and customer experience on customer satisfaction. Partial effects of each independent variable were evaluated using the t -test, while the simultaneous effect of both independent variables was assessed using the F -test. Finally, the coefficient of determination (R^2) was calculated to determine the proportion of variance in customer satisfaction explained by service quality and customer experience.

3. Results and Discussion

3.1 Results

3.1.1 Instrument Validity Test

The validity test was conducted using the Pearson Product Moment correlation to determine whether each questionnaire item accurately measured its respective construct. An item is considered valid when its correlation coefficient (r value) exceeds the critical value (r table = 0.2108) and the significance value is below 0.05. As presented in Table 1, all questionnaire items fulfilled these criteria, indicating that the instrument was valid and suitable for subsequent statistical analyses.

Table 1. Summary of Validity Test Results

Variable	Item	rvalue	rtable	Sig.	Result
Service Quality (X₁)	X1.1	0.994	0.2108	<0.001	Valid
	X1.2	0.697			Valid
	X1.3	0.630			Valid
	X1.4	0.969			Valid
	X1.5	0.842			Valid
	X1.6	0.880			Valid
	X1.7	0.858			Valid
	X1.8	0.710			Valid
	X1.9	0.994			Valid
	X1.10	0.886			Valid
	X1.11	0.842			Valid
	X1.12	0.994			Valid
	X1.13	0.612			Valid
	X1.14	0.710			Valid
	X1.15	0.994			Valid
Customer Experience (X₂)	X2.1	0.990	0.2108	<0.001	Valid
	X2.2	0.800			Valid
	X2.3	0.704			Valid
	X2.4	0.990			Valid
	X2.5	0.653			Valid
	X2.6	0.910			Valid
	X2.7	0.990			Valid
	X2.8	0.616			Valid
	X2.9	0.910			Valid
	X2.10	0.990			Valid
	X2.11	0.653			Valid
	X2.12	0.910			Valid
	X2.13	0.990			Valid
	X2.14	0.616			Valid
	X2.15	0.910			Valid
Customer Satisfaction (Y)	Y1	0.704	0.2108	<0.001	Valid
	Y2	0.668			Valid
	Y3	0.628			Valid
	Y4	0.675			Valid
	Y5	0.439			Valid
	Y6	0.549			Valid
	Y7	0.401			Valid
	Y8	0.460			Valid
	Y9	0.643			Valid

Source: Research Findings (2026)

Table 1 demonstrates that all questionnaire items have correlation coefficients exceeding the critical value of 0.2108 with significance values below 0.001. Therefore, all indicators of Service Quality, Customer Experience, and Customer Satisfaction are considered valid.

3.1.2 Reliability Test

Reliability testing was performed using Cronbach's Alpha to determine the consistency of the research instrument. A Cronbach's Alpha value greater than 0.70 indicates satisfactory internal consistency.

Table 2. Summary of Reliability Test Results

Variable	Total Items	Cronbach's Alpha	Description
Service Quality (X_1)	15	0.970	Reliable
Customer Experience (X_2)	15	0.967	Reliable
Customer Satisfaction (Y)	9	0.736	Reliable

Source: Research Findings (2026)

As shown in Table 2, all variables obtained Cronbach's Alpha values above 0.70, indicating that the questionnaire possesses excellent internal consistency and is reliable for hypothesis testing.

3.1.3 Classical Assumption Tests

Prior to regression analysis, the classical assumptions were evaluated through normality, multicollinearity, and heteroscedasticity tests.

Normality Test

Table 3. Normality Test Results

Test Parameter	Test Statistic	Asymp. Sig. (2-tailed)	Description
Unstandardized Residual	0.090	0.082	Normally Distributed

Source: Research Findings (2026)

The Kolmogorov-Smirnov test produced an Asymp. Sig. value of 0.082 (>0.05), indicating that the residuals are normally distributed.

Multicollinearity Test

Table 4. Multicollinearity Test Results

Independent Variable	Tolerance	VIF	Conclusion
Service Quality (X_1)	0.971	1.029	No Multicollinearity
Customer Experience (X_2)	0.971	1.029	No Multicollinearity

Source: Research Findings (2026)

Both independent variables have tolerance values greater than 0.10 and VIF values below 10, indicating that multicollinearity is absent.

Heteroscedasticity Test

Table 5. Heteroscedasticity Test Results

Independent Variable	t Value	Sig.	Conclusion
Service Quality (X_1)	0.199	0.843	No Heteroscedasticity
Customer Experience (X_2)	-0.888	0.377	No Heteroscedasticity

Source: Research Findings (2026)

Since all significance values exceed 0.05, the regression model is free from heteroscedasticity.

3.1.4 Multiple Linear Regression Analysis

The influence of Service Quality and Customer Experience on Customer Satisfaction was examined using multiple linear regression.

Table 6. Results of Multiple Linear Regression Analysis

Model	B	Std. Error	Beta	t	Sig.
(Constant)	1.542	2.008	–	0.768	0.445
Service Quality (X ₁)	0.301	0.022	0.707	13.574	<0.001
Customer Experience (X ₂)	0.279	0.022	0.662	12.707	<0.001

Source: Research Findings (2026)

The regression equation is: $Y = 1.542 + 0.301X_1 + 0.279X_2$

The regression coefficients indicate that both Service Quality and Customer Experience have positive relationships with Customer Satisfaction. A one-unit increase in Service Quality increases Customer Satisfaction by 0.301 units, while a one-unit increase in Customer Experience increases Customer Satisfaction by 0.279 units.

Partial Significance (t) Test

The *t*-test was performed to examine the individual effect of each independent variable.

Table 7. Results of the t-Test

Independent Variable	t Value	Sig.	Conclusion
Service Quality (X ₁)	13.574	<0.001	Significant
Customer Experience (X ₂)	12.707	<0.001	Significant

Source: Research Findings (2026)

Both variables have significance values below 0.05, indicating that Service Quality and Customer Experience individually have a positive and significant effect on Customer Satisfaction. Therefore, the first and second hypotheses are accepted.

Simultaneous Significance (F) Test

The *F*-test was conducted to determine the simultaneous effect of the independent variables on Customer Satisfaction.

Table 8. Results of the F-Test

Model	Sum of Squares	df	Mean Square	F Value
Regression	1439.616	2	719.808	147.907
Residual	408.798	84	4.867	
Total	1848.414	86		

Source: Research Findings (2026)

The regression model produced an *F*-value of 147.907 with a significance level below 0.001, indicating that Service Quality and Customer Experience simultaneously have a significant effect on Customer Satisfaction. Therefore, the proposed regression model is statistically significant, and the third hypothesis is accepted.

Simultaneous Significance (F) Test

The simultaneous (*F*) test was conducted to examine whether Service Quality and Customer Experience jointly influence Customer Satisfaction among MICE customers.

Table 8. Results of the F-Test

Model	Sum of Squares	df	Mean Square	F Value	Sig.
Regression	1439.616	2	719.808	147.907	<0.001
Residual	408.798	84	4.867		
Total	1848.414	86			

Source: Research Findings (2026)

As presented in Table 8, the regression model produced an F -value of **147.907**, which is substantially higher than the critical F -value of **3.11** ($147.907 > 3.11$), with a significance level below 0.001. These findings indicate that Service Quality and Customer Experience simultaneously have a positive and significant influence on Customer Satisfaction. Therefore, the third hypothesis is accepted.

Coefficient of Determination (R^2)

The coefficient of determination was calculated to evaluate the proportion of variance in Customer Satisfaction explained by the independent variables.

Table 9. Coefficient of Determination Results

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.883	0.779	0.774	2.20605

Source: Research Findings (2026)

Table 9 shows that the regression model produced an Adjusted R^2 value of 0.774, indicating that 77.4% of the variation in Customer Satisfaction can be explained by Service Quality and Customer Experience. The remaining 22.6% is explained by other factors outside the scope of this study. This result demonstrates that the proposed regression model has strong explanatory power.

3.2 Discussion

The results of this study demonstrate that Service Quality has a positive and significant effect on Customer Satisfaction among MICE customers. The regression analysis produced a regression coefficient of 0.301, a standardized Beta coefficient of 0.707, and a t -value of 13.574 ($p < 0.001$). These results indicate that improvements in service quality significantly increase customer satisfaction, confirming the first research hypothesis. Among the two independent variables examined, Service Quality exhibits the strongest standardized effect, suggesting that the quality of services delivered during MICE events remains the most influential determinant of customer satisfaction.

These findings are consistent with Expectation-Confirmation Theory (ECT), which argues that customer satisfaction is formed when perceived service performance meets or exceeds customers' initial expectations. In hotel-based MICE services, customers expect reliable event organization, responsive staff, professional communication, comfortable facilities, and efficient operational management. When these expectations are fulfilled, customers perceive that the hotel has successfully delivered its promised value, resulting in higher satisfaction levels. Conversely, deficiencies in meeting facilities, event coordination, or employee responsiveness are likely to create negative disconfirmation, leading to dissatisfaction.

The significant influence of Service Quality also reflects the unique characteristics of the MICE industry. Unlike leisure travellers, MICE customers generally represent organizations, companies, or institutions that invest substantial financial resources in organizing meetings, conferences, exhibitions, or incentive events. Consequently, they demand consistently high service standards throughout every stage of event implementation. Reliability in event scheduling, prompt responses to unexpected requests, employee professionalism, personalized assistance, and high-quality meeting facilities become critical elements that determine whether an event is perceived as successful. Therefore, maintaining excellent service quality is essential not only for achieving customer satisfaction but also for strengthening organizational reputation and encouraging repeat business.

The present findings support previous empirical studies conducted within the hospitality and MICE sectors. Saputra et al. (2024) reported that service quality significantly improves customer satisfaction among MICE guests at Pullman Bali Legian Beach, while Jannah and Suyuthie (2024) similarly concluded that reliable service performance is a major determinant

of customer satisfaction in hotel-based MICE operations. These consistent findings suggest that the SERVQUAL dimensions – reliability, responsiveness, assurance, empathy, and tangibles – remain highly relevant for evaluating service performance within business tourism. The current study therefore reinforces existing evidence by demonstrating that service quality continues to play a fundamental role in shaping customer satisfaction within Bali's expanding MICE industry. The second finding reveals that Customer Experience also has a positive and significant effect on Customer Satisfaction. The regression analysis produced a regression coefficient of 0.279, a standardized Beta coefficient of 0.662, and a t-value of 12.707 ($p < 0.001$), supporting the second research hypothesis. Although its standardized effect is slightly lower than that of Service Quality, Customer Experience remains a substantial predictor of customer satisfaction. This finding demonstrates that customers evaluate MICE services not only based on functional service performance but also on the quality of the experiences they encounter throughout the entire event journey.

Customer experience encompasses customers' cognitive, emotional, sensory, behavioural, and social responses generated before, during, and after participating in MICE activities. In the context of Four Points by Sheraton Bali Ungasan, positive experiences may arise from welcoming employee interactions, comfortable meeting environments, efficient registration procedures, well-designed event layouts, effective technological support, quality catering services, and smooth communication throughout the event. These experiences create positive emotional responses that strengthen customers' overall evaluations of hotel performance. Consequently, satisfaction is influenced not merely by whether services function properly but also by whether customers perceive the overall experience as enjoyable, memorable, and professionally managed.

These findings align with previous hospitality research emphasizing the strategic importance of customer experience in creating competitive advantage. Zhang et al. (2024) found that customer experience significantly improves customer perceptions, perceived value, and satisfaction, while Christodoulides et al. (2025) concluded that memorable customer experiences contribute positively to overall evaluations of hospitality services. The present study extends these findings by confirming that customer experience also plays a significant role within hotel-based MICE operations, an area that has received relatively limited empirical attention. This suggests that hotels should move beyond traditional service delivery by designing integrated customer experiences that combine functional excellence with emotional engagement throughout every stage of MICE events.

The simultaneous analysis further demonstrates that Service Quality and Customer Experience jointly influence Customer Satisfaction. The regression model generated an F-value of 147.907, substantially exceeding the critical value of 3.11, with a significance level below 0.001. Furthermore, the Adjusted R^2 value of 0.774 indicates that 77.4% of the variation in customer satisfaction can be explained by the combined influence of Service Quality and Customer Experience. This relatively high coefficient of determination demonstrates that the proposed research model possesses strong explanatory power and confirms the third research hypothesis.

The simultaneous effect of both variables indicates that customer satisfaction within MICE services cannot be adequately explained by a single factor. Instead, satisfaction is generated through the interaction between functional service performance and customers' overall experiences. Service Quality provides the operational foundation necessary for successful event implementation, ensuring that meetings and conferences proceed according to customer expectations. Meanwhile, Customer Experience enhances customers' emotional, psychological, and social evaluations, creating memorable impressions that extend beyond the functional aspects of service delivery. Together, these variables produce a synergistic effect that significantly strengthens customer satisfaction.

From a theoretical perspective, these findings provide additional empirical support for Expectation-Confirmation Theory by demonstrating that customer expectations are confirmed through both tangible service performance and experiential value. While traditional hospitality

studies often emphasize operational service quality as the primary determinant of satisfaction, the present study indicates that customer experience represents an equally important component of customers' post-consumption evaluations. Therefore, customer satisfaction in MICE services should be understood as a multidimensional construct influenced by both functional and experiential factors.

The findings also contribute to the existing hospitality and MICE literature by addressing an important research gap. Previous studies have predominantly examined Service Quality or Customer Experience as separate predictors of customer satisfaction. For example, Saputra et al. (2024) and Jannah and Suyuthie (2024) primarily focused on service quality, whereas Zhang et al. (2024) and Christodoulides et al. (2025) emphasized customer experience in broader hospitality settings. Handayani and Budiarta (2024) simultaneously investigated both variables, but their research was conducted within the restaurant industry rather than hotel-based MICE services. Similarly, Ali et al. (2021) highlighted the complementary role of service quality and customer experience in enhancing customer evaluations. By simultaneously examining these variables within Bali's MICE sector, the present study extends previous research and provides empirical evidence from a context that has received relatively limited scholarly attention.

The practical implications of these findings are equally important for hotel management. Since Service Quality demonstrates the strongest influence on customer satisfaction, managers should continuously improve the five SERVQUAL dimensions by ensuring reliable event operations, prompt responsiveness, competent and professional employees, personalized customer care, and high-quality physical facilities. Regular staff training, standardized operational procedures, proactive communication, and continuous monitoring of service performance can help maintain consistent service quality across all MICE activities.

At the same time, hotels should invest in enhancing Customer Experience through experience-oriented management strategies. Beyond delivering technically successful events, hotels should create memorable experiences by designing attractive meeting environments, utilizing modern event technology, offering personalized services, improving customer interactions, and developing seamless communication throughout the customer journey. Such strategies not only improve customer satisfaction but also strengthen customer loyalty, encourage positive word-of-mouth, and enhance the hotel's competitive position within Bali's increasingly competitive MICE industry.

The findings confirm that Service Quality and Customer Experience are complementary strategic resources that jointly determine customer satisfaction in hotel-based MICE services. Hotels that successfully integrate excellent operational performance with meaningful customer experiences are more likely to achieve higher customer satisfaction, strengthen long-term customer relationships, and sustain competitive advantage within the rapidly expanding business tourism market.

4. Conclusion

This study examined the effects of Service Quality and Customer Experience on Customer Satisfaction among MICE customers. The findings indicate that Service Quality has a positive and significant effect on Customer Satisfaction, as evidenced by a t -value of 13.574 ($p < 0.001$). This result confirms that improvements in reliability, responsiveness, assurance, empathy, and tangible aspects of service contribute significantly to higher levels of customer satisfaction.

Customer Experience was also found to have a positive and significant effect on Customer Satisfaction, with a t -value of 12.707 ($p < 0.001$). This finding demonstrates that customers' cognitive, emotional, sensory, social, and behavioural experiences throughout MICE events play an important role in shaping their overall satisfaction.

Furthermore, the simultaneous analysis revealed that Service Quality and Customer Experience jointly have a positive and significant influence on Customer Satisfaction ($F = 147.907$, $p < 0.001$). The regression model produced an Adjusted R^2 value of 0.774, indicating that 77.4%

of the variation in customer satisfaction is explained by these two variables, while the remaining 22.6% is attributable to other factors beyond the scope of this study.

The findings confirm the applicability of Expectation-Confirmation Theory in explaining customer satisfaction within hotel-based MICE services, where satisfaction is achieved when customers' expectations are fulfilled through high-quality service delivery and positive service experiences. The study also extends previous hospitality and MICE research by demonstrating that customer satisfaction is influenced not only by functional service quality but also by customers' overall experiences throughout the event.

From a managerial perspective, hotel management should continuously improve the five dimensions of service quality while designing memorable and personalized customer experiences throughout every stage of MICE events. These efforts are expected to strengthen customer satisfaction, encourage repeat business, and enhance the hotel's competitiveness within Bali's rapidly growing MICE industry. Future research is recommended to incorporate additional variables, such as perceived value, pricing, brand image, trust, or customer loyalty, to provide a more comprehensive understanding of the determinants of customer satisfaction in the MICE sector.

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