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REIMAGINING HOSPITALITY FOR A MULTI-GENERATIONAL WORLD
THROUGH INNOVATION AND ENTREPRENEURSHIP
TOWARD SUSTAINABILITY

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THE 6th INTERNATIONAL HOSPITALITY ENTREPRENEURSHIP AND INNOVATION
CONFERENCE 2026

“Reimagining Hospitality for a Multi-Generational World through Innovation and
Entrepreneurship toward Sustainability”

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PREFACE

Om Swastyastu,

Dear Esteemed Participants and Presenters,

On behalf of the Organizing Committee, we are pleased and honored to welcome all participants and speakers to the 6th International Hospitality Entrepreneurship and Innovation Conference (InHEIC) 2026. The InHEIC conference has been successfully conducted every year over the past five years, from 2021 through 2025. In 2026, we adopt the theme “Reimagining Hospitality for a Multi-Generational World Through Innovation and Entrepreneurship Toward Sustainability.” This theme is intended to foster deeper discussions on the challenges and opportunities of adapting hospitality practices to meet the expectations of multiple generations through innovation and entrepreneurship while supporting long-term sustainability.

For the 6th InHEIC 2026, we have arranged a distinguished roster of speakers, consisting of three keynote speakers and six invited speakers who are experts in their respective areas. The conference also provides a platform for academics and industry practitioners to present their latest research and publish their work. All accepted papers will be included in the conference proceedings book with an ISSN after completing any required revisions.

We extend our best wishes for the 6th InHEIC 2026, hoping that it will bring great benefits to all of us and serve as a forum for exchanging ideas and enriching experiences.

Om Santih, Santih Santih Om,

Sincerely,

Kusmawan Aditya

Chairman of The Committee

WELCOME REMAKS

Director of Politeknik Pariwisata Bali



Dear Esteemed Participants, Distinguished Speakers, and Valued Partners,

On behalf of Bali Tourism Polytechnic, it is a great honor to extend a warm welcome to all participants of The 6th International Hospitality, Entrepreneurship and Innovation Conference 2026. It is conveyed with sincere appreciation that the presence of all distinguished guests, partners, and participants reflects a shared commitment to advancing knowledge, strengthening academic collaboration, and fostering meaningful global engagement within the hospitality community.

In light of today's rapidly evolving global landscape, the urgency to reimagine the future of hospitality has become increasingly significant. This year's theme, "Reimagining Hospitality for a Multi-Generational World through Innovation and Entrepreneurship toward Sustainability," underscores the critical need for the industry to adapt to demographic shifts, technological advancements, and sustainability challenges. The coexistence of multiple generations demands more inclusive, adaptive, and forward-thinking approaches. Therefore, this conference serves as a vital platform to encourage innovation, promote entrepreneurial mindsets, and cultivate sustainable solutions that are responsive not only to present needs but also to future transformations, while maintaining a collaborative and inclusive academic environment.

Special recognition is extended to Woosong University for its invaluable partnership and unwavering commitment to academic excellence. As a globally recognized institution, Woosong University has played a significant role in enriching this conference through its academic expertise, international perspective, and active contribution to knowledge exchange. This collaboration represents a strategic partnership that strengthens institutional capacity, expands global networks, and enhances the quality of education in alignment with international standards.

It is sincerely hoped that this conference will serve as a sustainable foundation for future collaboration, fostering innovation, resilience, and global competitiveness among all participants. Furthermore, the outcomes of this initiative are expected to contribute to the

development of human resources who are not only academically competent but also adaptable, creative, and prepared to address the complex challenges of the future hospitality industry. Through continued partnership and a shared vision, this collaboration aspires to generate long-term impact and support the advancement of a more resilient and sustainable global hospitality ecosystem.

Sincerely,

Dr. Drs. Ida Bagus Putu Puja M. Kes.
Director of Politeknik Pariwisata Bali

WELCOME REMARKS

Coordinator of Hotel Management Study Program



Om Swastiastu,

Dear Honorable Speakers, Distinguished Participants, and Valued Partners,

It is my great honor, as the Coordinator of the Hotel Management Study Program of Bali Tourism Polytechnic, to welcome you to The 6th International Hospitality, Entrepreneurship and Innovation Conference (InHEIC) 2026. I would like to express my sincere appreciation to our keynote and plenary speakers, collaborating institutions, presenters, industry partners, lecturers, and especially our students whose dedication and commitment make this conference possible.

Within our study program, this conference is an integral part of the Managerial Application course, where students are actively engaged in planning, coordinating, and executing an international academic event. Through this experience, students not only develop operational management skills, but also strengthen their leadership, teamwork, strategic thinking, and professional communication skills that are essential in the hospitality industry.

Aligned with this year's theme, *"Reimagining Hospitality for a Multi-Generational World through Innovation and Entrepreneurship toward Sustainability,"* this conference reflects our commitment to preparing future hospitality professionals who are adaptive, innovative, and responsible in addressing global challenges.

May this forum strengthen collaboration between academia and industry and generate impactful ideas for the advancement of the hospitality industry

Om Santih, Santih, Santih Om.

Sincerely,

Ni Made Suastini, SE., MM., CHE

Coordinator of Hotel Management

TABLE OF CONTENT

PREFACE	4
WELCOME REMARKS Director of Bali Tourism Polytechnic	5
WELCOME REMARKS Coordinator of Hotel Management Study Program.....	7
TABLE OF CONTENT	8

HOSPITALITY MANAGEMENT

Levels of Academic Self-Efficacy, Work Performance and Professional Development Among Hospitality and Tourism Educators in Iloilo City and Provinces State Universities and Colleges, Philippines Denzil I. Galon, Michael H. Rioga	12
Beyond the Ivory Tower: Reimagining Tourism Resilience Amidst Geopolitical Volatility and Bali's Socio-Ecological Crisis I Gede Darmawijaya, Ni Ketut Sekarti, Ni Nyoman Suci Arthini, Putu Gede Eka Darmaputra, I Wayan Sunarsa, I Wayan Seniarta	30
Rewards Impact on Work Motivation of Front Office Employees: Case Study at Umana Bali, LXR Hotels & Resort ¹ Ni Made Sucayani, ² Ni Luh Gde Sri Sadjuni, ³ Ni Desak Made Santi Diwyarthi	40
The Role of Family Work Culture in Shaping the Performance of Female Tourism Workers in Bali: A Systematic Literature Review (2020–2025) ¹ Ni Desak Made Santi Diwyarthi, ² Luh Putu Citrawati, ³ Made Darmiati, ⁴ Nyoman Reni Ariasri, ⁵ Made Darmiati, ⁶ Indah Kusumarini	52
Compensation and Internship Application Intention among Generation Z: A Case Study at Poltekpar Bali ¹ I Made Bagus Ngurah Mahendra, ² Ni Desak Made Santi Diwyarthi, ³ Ni Luh Gde Sri Sadjuni.....	72
The Influence of Seasonal Celebrations on Employment Patterns in General Santos City's Hotel Industry: A Basis for Strategic Recruitment Plan (HM-006) Richel Grace S. Bayhon, Guendilyn D. Rendula, Monsour A. Pelmin.....	89
Nostalgia in Motion: Decoding the Gen Z Visitor Experience at Dunia Fantasi ¹ Muhammad Anis Muharrom, ² Mukhammad Daffa Alrafly, ³ Zahra Zulaikha, ⁴ Rizky Syahtamagi Dharmawan, ⁵ Suciana Wijirahayu.....	111
Pre-service Teacher Responses to the Museum Nasional's "Paras Nusantara" ¹ Muhammad Fachrezy Akbar, ² Kayla Maya Putri, ³ Syafira Fitriani Fauziah, ⁴ Muhammad Reza, ⁵ Suciana Wijirahayu.....	129
Behind the Smile: Narrative Inquiry into Waitstaff Work Motivation in a Four-Star Hotel Restaurant, Bali ¹ I Nyoman Arcana, ² Luh Octa Lestari Dewi, ³ I Ketut Rusdiarnata, ⁴ I Nyoman Gede Agus Jaya Saputra, ⁵ I Gusti Agung Febrianto.....	145
Visitor Attraction to Ephemeral Art Experiences at Roh Projects: Exploring Influencing Factors ¹ Nazma Nurlaila Tamam, ² Suciana Wijirahayu, ³ Syakira Nasyela Fahma, ⁴ Jasmine Julia Zahra, ⁵ Tania Mar'atun Nida Khilawat.....	159

The Influence of Social Media Promotion through Instagram and Public Relations Activities on Brand Awareness at The Meru Sanur ¹ Annabel Petra M. Siregar, ² Ni Desak Made Santi Diwyarthi, ³ Kadek Andita Dwi Pratiwi	172
An Analysis of Job Insecurity and Turnover Intention among Non-Permanent Employees in the Hospitality Industry: A Qualitative Study ¹ Tuti Maharani, ² Ni Luh Gde Sri Sadjuni, ³ Ida Ayu Kalpikawati	185
The Influence of Work-Family Conflict and Work Stress on Employee Performance: A Study at Hotel Daima Padang ¹ Made Dana Patra, ² I Gusti Ngurah Brian Oka Padantya, ³ Niluh Putu Nerissa Arviana, ⁴ Ni Made Wahyuni Purnama Dewi, ⁵ I Made Artha Dwipayana, ⁶ Ni Desak Made Santi Diwyarthi	193
The Effect of Family Conflict on Employee Performance with Work Stress as a Mediating Variable: A Study at Hotel Aria Gajayana ¹ I Made Rastika Putra, ² I Putu Mas Sujana Widnyana, ³ Rohini, ⁴ Ni Nyoman Ayu Sri Nanda Dewi, ⁵ Made Dana Patra, ⁶ I Gusti Ngurah Brian Oka Padantya, ⁷ Ni Desak Made Santi Diwyarthi	202
The Impact of Local Community Participation on the Success of Puri Night Dinner at Puri Agung Kerambitan ¹ Anak Agung Sagung Putri Aura Rajarani, ² I Nengah Wirata, ³ I Gusti Ngurah Agung Suprastayasa	212
Analysis of the Implementation of the Reward System in Building Employee Engagement at a Five-star Hotel in Bali ¹ I Made Prana Ari Sanjaya, ² Ni Luh Gde Sri Sadjuni, ³ Cahyo Purnomo Loanata	228
Wellness Tourism: Shifting Paradigm on Lombok Tourism Perspective in Tourism Village for Supporting Gender Equality ¹ Amirosa Ria Satiadji, ² Ali Muhtasom, ³ Muhammad Adieb Hidayatullah	242
Boosting Employee Motivation: The Role of Financial and Non-Financial Incentives in Karma Royal Jimbaran as a Timeshare Hotel ¹ Ni Luh Dita Priliani, ² Luh Putu Kartini	247
Adaptive Marketing in Hospitality: Enhancing Customer Loyalty Across Generations through Marketing Innovation ¹ I Putu Kusmawan Aditya, ² Ni Putu Era Bagia Kurnia Putri, ³ Ni Made Dwi Indrayani	261
Interpretation and Tour Guidance by Local Tour Guides at Maimun Palace, Medan City, Indonesia ¹ Joel Parluhutan Tamba, ² Faradhieba Saswita, ³ Rosdiana Pakpahan	275
Development of the Teaching Industry Model of Hospitality Vocational Graduates: A Case Study of De Balen Soultan Hotel, Lombok Tourism Polytechnic Gugung Gumilar	285
Rethinking Work Engagement of Generation Z in Hospitality: Integrating Bibliometric Mapping and Photovoice Insights ¹ I Gusti Ayu Putu Wita Indrayani, ² Putu Mahaesa Surya Putri Utami	300

DIGITAL TRANSFORMATION AND TECHNOLOGY

Barriers to Technology Adoption in Development Oriented - Policy: Implications for Governance and Service Delivery ¹ Ali Abiso, ² Muhammad Abdullahi, ³ Mustapha Mohammed Zannah	312
From Content to Commerce: TikTok Affiliate Program as a New Trend in Social Media Employment ¹ Binti Masruroh, ² Tengku Muhammad Fardan Ali	324

Analysis of Visual Communication Design Strategy on Social Media @balitourismauthority in Support Digitalization of Bali Tourism Branding ¹ Pungky Febi Arifianto, ² Sri Wulandari, ³ Ninik Ambarwati.....	339
Machine Learning-Based Sentiment Analysis of YouTube Comments on Bali Tourism and Infrastructure ¹ I Putu Gede Abdi Sudiarmika, ² Putu Satya Saputra, ³ Rifky Lana Rahardian, ⁴ Made Suci Ariantini, ⁵ Komang Hari Santhi Dewi.....	351
A Pragmatic Analysis of English-Language Digital Promotional Content for Tourism Villages: A Case Study of Buleleng Regency, Bali (DTT-005) ¹ Komang Satya Permadi, ² Nyoman Canestra Adi Putra	362
Corporate Identity as a Media Promotion to Increase Occupancy in Cave Beach Bungalow Nusa Penida ¹ Ni Luh Made Vinaya Medhiatika, ² I Kadek Iben Separadistya, ³ I Gusti Ayu Desi Saryanti	380
The Role of TikTok as a Social Commerce Tool in Promoting Tourism in the Philippines: A Literature Review Arjan Vhin Alejo, Bai Sahara Bailan, Carla Andrea Peria, Ebone Sionomio, Jodi Anne Marie Suarez, Monsour Pelmin	393
Assessing the Relationship Between Information and Communication Technology (ICT) Access and Multidimensional Poverty in North-West Nigeria ¹ Muhammad Abdullahi, ² Babagana Mohammed, ³ Abdullahi Karagama.....	405
Digital Visual Engagement and the Awareness-Priority Gap: How TikTok Shapes Gen Z Interest in Blok M ¹ Aisyah Sekar Nastiti, ² Icha Devi Sulistian, ³ Fatma Amalia Putri, ⁴ Azkiya Kirani, ⁵ Suciana Wijirahayu.....	425
From For You Page to Flight Gates: A Pilot Study on TikTok's Influence on Travel Preferences Among Indonesia University Students ¹ Dinnurul Syafina, ² Feby Aryani, ³ Najwa Ariqsyach, ⁴ Nashwa Sahira Syafna, ⁵ Suciana Wijirahayu	440
Exploring Taman Mini Indonesia Indah through the Lens of Gen Z ¹ Laila Kamila, ² Frieda Irdawati, ³ Mutiara Azizah, ⁴ Yasmin Nabilah Salma, ⁵ Suciana Wijirahayu.....	454
The Influence of User Experience on Booking Behavior: A Study of Accommodation Platforms in Jabodetabek ¹ Tsabittha Adiba Syarodin, ² Suciana Wijirahayu, ³ Muhammad Raihan, ⁴ Surya Gada Trisnanda, ⁵ Andiny Amelia Putri.....	464
Application of the WebQual 4.0 Method in Measuring the Academic Website of Jimbaran Campus ¹ Wayan Andrika Putera, ² Ida Bagus Gede Wahyu Antara, ³ Ida Bagus Esa Windu Pradana, ⁴ I Gede Eka Sandiyasa	480
Artificial Intelligence-Driven Service Quality and Its Impact on Customer Satisfaction: An Empirical Study of the Fast Food Service Industry ¹ Mahesh Kumar Bairwa, ² Yamin Khan Siddiqui, ³ Sakshi Kumari.....	490

ENTREPRENEURSHIP

Explaining the Slower Tourism Recovery of the Philippines: A Comparative Strategic Analysis within ASEAN ¹ Glecel Jehmila Bartolata, ¹ Jedrick Mycho Bulat-ag, ¹ Princess Famella Galmak, ¹ Krizianne Sam Gumahad, ¹ Jane Grace Hernandez, ² Monsour A. Pelmin.....	516
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Celebrity Endorsements and Customer Loyalty Among Filipino Gen Z Consumers: A Literature Review ¹ Christian Earl Dela Fuente, ¹ Precious Shane Deligero, ¹ Honey Mae Depalas, ¹ Chester Lee Duqueza, ¹ Jeanette Lips, ² Monsour A. Pelmin	542
Entrepreneurial Journeys to Sustainable Hospitality: Rethinking the Customer Experience for a Multigenerational Marketplace ¹ Aditiya Pratama Daryana, ² Vina Gabriella Saragih, ³ Nirmalasari, ⁴ Ngatmini, ⁵ Prima Yudhistira	572
Beyond the Glass Ceiling – Exploring the Triumphs of Women in India’s Homestay Industry: A Conceptual Review Rajni Kumari, Mahesh Kumar Bairwa	601
GREEN PRACTICE IN HOSPITALITY	
Community-Based Adventure Tourism and Sustainability: A Bibliometric Review of Global Trends and Research Opportunities for Bali ¹ Ni Desak Made Santi Diwyarthi, ² Made Darmiati, ³ Indah Kusumarini, ⁴ Luh Putu Citrawati, ⁵ Nyoman Reni Ariasri.....	618
Managerial Behavior in the Implementation of Eco-Friendly Accommodations at Sanctoo Suites & Villas ¹ Kadek Wahyu Pratiwi, ² Meisel Allia Majid, ³ I Kadek Agus Yuda Wira Pratama, ⁴ I Made Aget Saputra, ⁵ I Nyoman Putra Darmawan, ⁶ Dewa Ayu Made Lily Dianasari.....	633
Green Innovation Practices in Supporting the Operational Performance of Tourism Accommodation Businesses (Case Study: COMO Shambhala Estate Hotel) ¹ Ni Kadek Ema Jenysia, ² I Kadek Agus Surya Kencana Putra, ³ I Komang Putra Agathan, ⁴ Komang Dian Prajaniti Swastika, ⁵ Dewa Ayu Made Lily Dianasari.....	648
Tourist Perceptions of Eco-Friendly Accommodation as a Factor in Destination Competitiveness in Bali: A Study in Sanur ¹ Dewa Gede Oka Ambara, ² I Gede Permana Eka Putra, ³ Kadek Dhiyo Mas Putri, ⁴ Desak Ayu Dian Puspitasari, ⁵ Dewa Ayu Made Lily Dianasari.....	661
The Role of Corporate Social Responsibility (CSR) in Sustainable Accommodation ¹ I Gusti Agung Ardhanareswari, ² Anak Agung Made Febriana Saputra, ³ I Gede Yogi Satriya Winata, ⁴ Dewa Kadek Lion Wahyu Putra, ⁵ Dewa Ayu Made Lily Dianasari	676
Eco-Resort in the Perspective of Sustainable Tourism at Hotel Adiwana Swarga Loka ¹ Ni Putu Belladiva Yanti, ² Putu Ayu Shinta Prabadevi, ³ Made Toni Sanjaya, ⁴ Nyoman Narendra Nivedita, ⁵ Dewa Ayu Made Lily Dianasari, ⁶ Ardhana Reswari Masykuri	688
Community-Based Homestays as an Alternative Sustainable Accommodation Model ¹ Ni Putu Miaprylla Putri Arnawa, ² Putu Diah Ekayanthi, ³ Kadek Wahyu Semadi Dwi Putra, ⁴ Muhammad Waisal Karni bin Thamrin, ⁵ Dewa Ayu Made Lily Dianasari, ⁶ Ardhana Reswari Masykuri.....	700
Sustainable Hospitality Practices and Consumer Dynamics: An Empirical Study of Guest Perception, Behaviour, and Willingness to Pay in Wildlife Tourism Destinations of Madhya Pradesh ¹ Namrata Kishnani, ² Alpa Ghosh.....	709
Driving Halal Logistics Certification: A System Dynamics Approach to Green Practices and Digital Integration Wynd Rizaldy	725
The Impact of Green Practices on Guest Satisfaction and Loyalty at Kuta Puri Bungalows Villas & Resort ¹ I Putu Leonard Primayana Putra, ² Ni Made Paramita Candra, ³ Joel Harly Harefa, ⁴ Ni Komang Trisya Manicka Diamanda, ⁵ Dewa Ayu Made Lily Dianasari, ⁶ Ardhana Reswari Masykuri	742

Visual Framing and Semiotic Analysis of “Plastic Free Ocean” PSA as a Strategic Communication Tool for Sustainable Hospitality ¹Miftahul Adi Suminto, ²Haekal Ridho Afandi, ³Yudha Delonix Renzina, ⁴Nanang Setiyoko, ⁵Thomas Hanandry Dewanto 754

Designing Regenerative Guest Experiences: Entrepreneurial Green Innovation for Multi-Generational Hospitality Markets ¹Vina Gabriella Saragih, ²Aditiya Pratama Daryana, ³Amalia Akita, ⁴Chairiza Azmi, ⁵Karl Fritzs Pasaribu..... 771

The Threat of Drug Circulation Among Generation Z in Tourism Destinations: Risks, Behavioral Dynamics, and Strategic Prevention ¹Desak Kadek Dewi Adnyani, ²I Gusti Ayu Ngurah Dita Jesika, ³Gede Jody Putra Wirawan, ⁴I Gusti Agung Ngurah Janardhana, ⁵Ni Desak Made Santi Diwyarthi 790

Strengthening Anti-Drug Culture Among Generation Z in Hospitality Education: A Case Study of Drug Trafficking in Denpasar, Bali ¹Gusti Ngurah Putu Abhipravita Arta, ²Anak Agung Istri Aciradyuti Amanda, Electra Rismanauli Simbolon, ³Adrian Adam Marcelino Wijaya, ⁴I Gusti Arya Ananta Virgo Prasastya, ⁵Ni Desak Made Santi Diwyarthi..... 798

Barriers and Challenges in Developing Anti-Drug Cultural Character Among Generation Z Students in Tourism Higher Education: A Case Study of Bali Tourism Polytechnic ¹I Dewa Gde Kubera Sutha Anom Yogi, ²Chrisnanda Decaprio, ³Gusti Putu Ayu Yuliantini, ⁴Ayu Putu Sharlita Sahshi Wijaya, ⁵Ni Desak Made Santi Diwyarthi..... 810

Strengthening Surveillance and Preventive Strategies Against Drug Abuse Threats: The Role of Anti-Drug Ambassadors ¹I Gede Riski Adiguna, ²Calvine Moses Jeshia Silalahi, ³I Gusti Ayu Agung Yundarini Maytri Putri, ⁴Farrell Gustin Putra Jaya Purba, ⁵Ni Desak Made Santi Diwyarthi 817

Nostalgia in Motion: Decoding the Gen Z Visitor Experience at Dunia Fantasi

¹Muhammad Anis Muharrom, ²Mukhammad Daffa Alrafly, ³Zahra Zulaikha, ⁴Rizky Syahtamagi Dharmawan, ⁵Suciana Wijirahayu

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Abstract

.As urban recreation faces intensifying competition, theme park managers must understand the emotional drivers of modern travelers. For Generation Z, Dunia Fantasi (Dufan) represents a unique intersection of childhood nostalgia and contemporary leisure. This study investigates how emotional and cognitive factors—including pleasure, perceived value, and "retro-aesthetic" appeal—shape satisfaction and loyalty. Within the Experience Economy framework, delivering "Instagrammable" storytelling and enhanced accessibility is vital for Gen Z engagement. This research employs a qualitative content analysis, synthesizing digital footprints from Google Reviews with targeted respondent feedback to validate the contemporary guest journey. By analyzing key performance indicators—such as staff responsiveness, facility maintenance, and the park's "vibe"—the study identifies triggers that convert casual visits into loyalist behaviour. Findings reveal that while thematic design and sensory atmosphere are highly regarded as nostalgia triggers, operational pain points like extended queue times significantly disrupt visitor flow. Ultimately, the research suggests that for Dufan to maintain a competitive edge, it must balance historic charm with modern efficiency. By prioritizing a seamless, high-value experience, Dufan can ensure its "Nostalgia in Motion" remains a compelling draw for a generation valuing both sentimental authenticity and digital-era convenience

Keywords: Customer satisfaction, Dunia Fantasi, Google Reviews, Visitor experience

Introduction

Theme parks have become a pillar of the modern tourism industry, offering immersive environments where visitors seek memorable experiences beyond simple entertainment. In the current "experience economy," the success of a destination like Dunia Fantasi (Dufan) depends not only on its physical attractions but also on the emotional and

cognitive satisfaction of its guests. Dunia Fantasi, as one of Indonesia's most iconic amusement parks, faces an ongoing challenge in maintaining high service standards while managing large crowds and diverse visitor expectations. Understanding the nuances of these experiences is essential for the park to remain competitive and foster long-term visitor loyalty. In the digital era, the way visitors express their satisfaction has shifted from private feedback to public digital platforms (Aisyah, 2023).

User-Generated Content (UGC), specifically through Google Reviews, has emerged as a powerful tool for both tourists and stakeholders. For visitors, these reviews serve as a trusted source of "unfiltered" information that influences their travel decisions. For management, this digital feedback provides organic data that reflects real-time perceptions of the park's atmosphere, facilities, and service quality (Shaumarli, et al., 2024). Unlike traditional surveys, online reviews capture the spontaneous and honest sentiments of visitors.



Figure 1. *Dunia Fantasi* Nostalgia in Motion

Despite its long-standing reputation, Dunia Fantasi's digital footprint reveals a complex variety of visitor sentiments (Alfarizi, et al., 2025). While many guests praise the park's thematic aesthetics and nostalgic value, others frequently highlight operational challenges such as wait times and facility maintenance. This research aims to bridge the gap between management goals and actual visitor perceptions by analyzing feedback from Google Reviews. By identifying the key drivers of satisfaction and dissatisfaction, this study provides valuable insights into how Dunia Fantasi can enhance its experiential value and maintain its status as a leading leisure destination in the digital age.

Literature Review

The Concept of Visitor Experience in Theme Parks

The visitor experience in theme parks centers on creating lasting memories and intense emotions through immersive environments, rides, and interactions, which drive satisfaction and loyalty (Bondoc & Ytturalde, 2023). Emotional feelings like excitement, happiness, and wonder make memories stronger because experiences that touch the senses create strong mental connections that people remember long after they have left (Bondoc & Ytturalde, 2023). These experiences are important for tourists because they turn simple entertainment into meaningful events, which encourages them to visit again and share their positive experiences with others (Kasalak et al., 2024). In the experience economy, theme parks emphasize hedonic elements like fun and escapism over traditional services, positioning emotional peaks as crucial for gaining a competitive edge (Kasalak et al., 2024). Memorable experiences also help lower the perceived risks in travel, fostering loyalty even in a highly competitive market (Bondoc & Ytturalde, 2023).

User-Generated Content (UGC) and Digital Sentiments via Google Reviews

User generated content (UGC), especially through Google Reviews, has become a central source of digital sentiment shaping tourists' perceptions and booking decisions (Eliviani R. et al., 2024). Potential visitors rely on star ratings and textual reviews to form expectations about service quality, cleanliness, and overall experience, treating them as more credible than official marketing messages (Levyda, et al., 2022). Digital sentiment on Google Reviews directly influences destination image, perceived quality, and visitation intention, as aggregated positive emotion tends to reinforce trust and attractiveness (Eliviani R. et al., 2024). At the same time, platforms increasingly use sentiment analysis and AI to summarize guest feedback, allowing businesses to detect satisfaction drivers and critical pain points in real time (Nugraha. et al., 2024). Occasional negative reviews are often tolerated if the overall sentiment and average rating remain high, showing that travelers read UGC contextually rather than in isolation (Eliviani R. et al., 2024). As a result, managing UGC and digital sentiment via Google Reviews has become a strategic task for hospitality and tourism operators aiming to strengthen online reputation and competitive positioning (Eliviani R. et al., 2024; Evaristus Didik M. et al., 2024).

Service Quality and Visitor Satisfaction in the Theme Park Industry

Service quality is a measurement of how good the level of service excellence is provided to visitors and can fulfil the wishes and expectations of visitors. The quality of service provided by the management company to visitors must be good, because the quality of this service has a big influence on visitor satisfaction (Favourita et al., 2025).

Brand storytelling serves as a symbolic communication tool that enriches the emotional and narrative dimensions of a destination brand (Sulistio, et al. 2024). Accessibility encompasses two primary dimensions: physical access (transportation, infrastructure, location) and informational access (availability of route, ticketing, and travel time information).

Research Methodology

Research Design

This study employs a mixed-methods approach to capture a comprehensive understanding of visitor experiences at Dunia Fantasi. The primary method is a qualitative content analysis of User-Generated Content (UGC) from Google Reviews to identify organic sentiments and recurring themes. This is supplemented by a descriptive (preliminary study) using a survey to validate and enrich the digital findings within a specific target demographic.

Data Source

The study utilizes two distinct resources for data collection:

1. Google Reviews: A total of 45 high-quality reviews were purposively selected from the official Dunia Fantasi Google page. To ensure depth of analysis, each researcher analyzed 11-12 reviews, specifically choosing those with long texts and clear descriptions of the visitor experience. This volume is sufficient to identify recurring patterns and themes in visitor sentiment.
2. Preliminary Questionnaire (Supportive Source): Primary data was gathered from 25 respondents belonging to the Generation Z demographic. This sample size is intended to supplement and validate the digital findings from the Google Reviews.

Population and Sampling

The population in this study consists of university students who represent a significant segment of the "Gen-Z" demographic frequenting urban recreational destinations. A purposive sampling technique was applied to select a targeted group. The selection criteria required respondents to have visited Dunia Fantasi within the last 24 months to ensure the accuracy and relevance of their experiential memory.

Research Instrument

The primary instrument used in this study is a structured questionnaire (Google Form) designed to measure visitor perceptions. The items are measured using a 5-point Likert Scale, ranging from 1 (Strongly Disagree) to 5 (Strongly Agree), along with open-ended qualitative questions.

Variable	Indicator	Item Number	Measurement
UGC Reliability	Digital Review Usage & Accuracy	Items 1 & 2	5-point Likert Scale
Service Quality	Facilities Maintenance & Signage	Items 3 & 11	5-point Likert Scale
Service Quality	Staff Responsiveness	Items 5 & 14	5-point Likert Scale
Service Quality	Environmental Cleanliness	Item 6	5-point Likert Scale
Operations	Queue Management & Ticket Tiers	Items 4 & 15	Likert & Qualitative
Experience	Brand Storytelling & Aesthetics	Items 12 & 13	5-point Likert Scale
Accessibility	Urban Access & Transportation	Item 10	5-point Likert Scale
Loyalty	Priority & Recommendation	Item 9 & 17	Likert & Qualitative
Satisfaction	Overall Visit Experience	Item 7 & 16	Likert & Qualitative

Figure 2. Items in the surveys

Data Collection and Analysis

Data collection was conducted in two phases:

1. Digital Data Mining: Scraping and categorizing reviews from the official Dunia Fantasi Google page.
2. Survey Distribution: Distributing the digital questionnaire via mobile platforms to the targeted respondent group.

Following the data collection phase, the analysis employed a mixed-methods approach to synthesize the qualitative insights from digital mining with the quantitative rigor of the survey results. The scraped Google reviews processed to thematic analysis and sentiment mapping to identify recurring patterns in visitor satisfaction and common pain points. Triangulating these two data streams, the study aims to provide a comprehensive view of the visitor experience, ensuring that the final conclusions are grounded in both large-scale public feedback and targeted consumer perspective.

Results and Discussion

Results

The findings are categorized into qualitative results from Google Reviews and quantitative results from the survey administered to 25 Gen-Z respondents.

User-Generated Content (UGC) Analysis

The thematic coding of 40 selected Google Reviews identified four primary dimensions of the visitor experience.

Data from the 25 respondents indicates a high correlation with the Google Reviews findings. The following chart illustrates the satisfaction levels across key dimensions:

Table 2. Thematic Findings from Google Reviews Analysis

Service Dimension	Key Indicators	Sentiment	Keywords
Queue Management	Wait times & Fast Track system	Negative	"2-hour wait," "Fast track slows down regular lines."
Public Facilities	Cleanliness & accessibility of toilets/musholla	Mixed	"Complete facilities but hard to find," "Needs better cleaning."
Service Quality	Staff attitude & information clarity	Positive	"Helpful staff"
Experiential Value	Aesthetics & nostalgia factor	Positive	"Aesthetic night vibes," "Memorable thrill rides."

Queue Management: This indicator received the lowest score, with 70% of respondents citing the waiting duration as the most exhausting part of the visit. Accessibility: Scores were moderate to high regarding transportation, but low regarding "wayfinding" (signage) inside the park. Revisit Intention: Interestingly, despite complaints about queues, 80% expressed a willingness to return, driven by the "Emotional Experience."

Discussion

The results indicate that visitor satisfaction at Dunia Fantasi is a negotiation between high thematic expectations and operational constraints.

1. The Paradox of Queue Management and Fairness

A perceived lack of procedural justice is the main complaint about the Fast Track system. According to Kasalak et al. (2024), "emotional peaks" are important in an experience economy. However, extreme wait times can neutralize these positive emotions. The results imply that even when the ride quality is top-notch, ineffective crowd control reduces the perceived value.

2. Service Quality and Informational Accessibility

According to the study by Suwardi et al. (2022), staffs are generally thought to be responsive, but there is a information access gap. Visitors often struggle to locate essential facilities. This implies that effective signage is critical for a "seamless visitor journey." If a visitor feels anxious while looking for high-quality amenities, they won't be very satisfied.

3. The Power of Brand Storytelling and Aesthetics

Dunia Fantasi successfully makes use of hedonic elements like escapism. The "Instagrammable" aesthetics are highly valued by Gen-Z respondents, especially during "Dufan Night." According to Bondoc & Ytturalde (2023), even in the face of operational obstacles like lengthy lines, sensory experiences strengthen mental connections and promote loyalty.

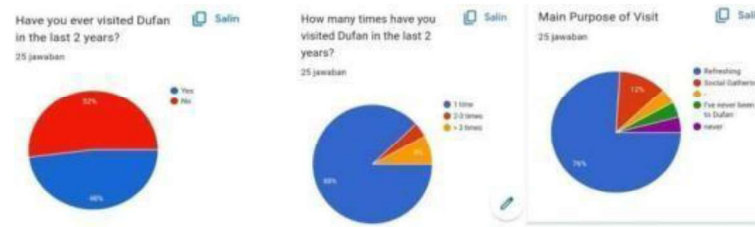
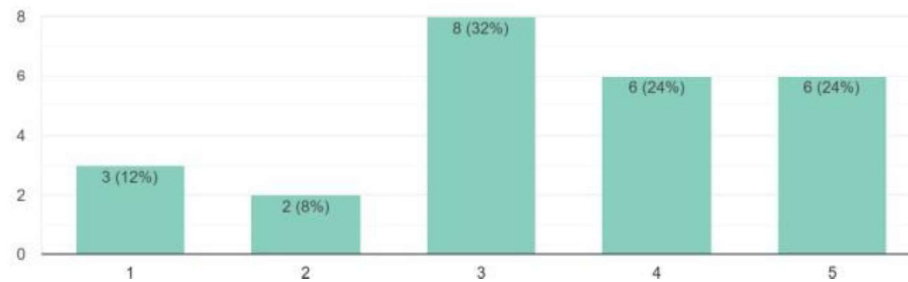


Figure 3: About the visitors

The Respondent Information segment, based on a sample of 25 participants, reveals a group with limited recent interaction with Dunia Fantasi, as 52% reported not visiting the park in the last two years. This low engagement is underscored by the frequency metrics, where an overwhelming 84% of respondents indicated zero visits during the same period, suggesting the sample primarily consists of infrequent visitors or non-visitors. However, when examining behavioural intent, there is a strong consensus regarding the park's utility; a significant 76% of the respondents cite "refreshing" as their main purpose for visiting, far surpassing social or other motivations. Consequently, the respondent profile is characterized by a "quality over quantity" approach to visitation, where the park is specifically sought out for its perceived ability to provide a mental break rather than as a frequent social destination (Isnania et al, 2022).

1. I usually check Google Reviews before deciding to visit Dunia Fantasi

25 responses



2. Negative reviews on Google significantly influence my interest in trying specific rides

25 responses

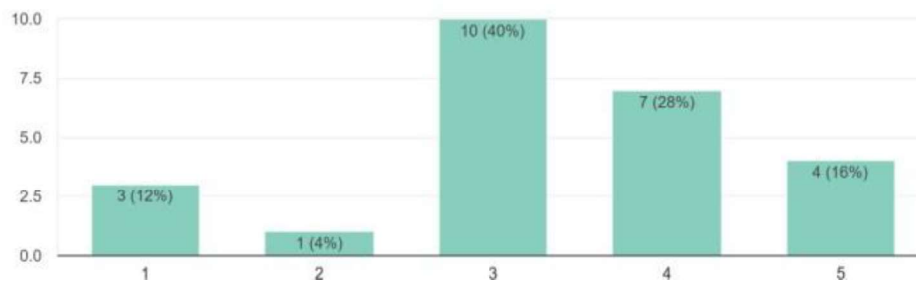
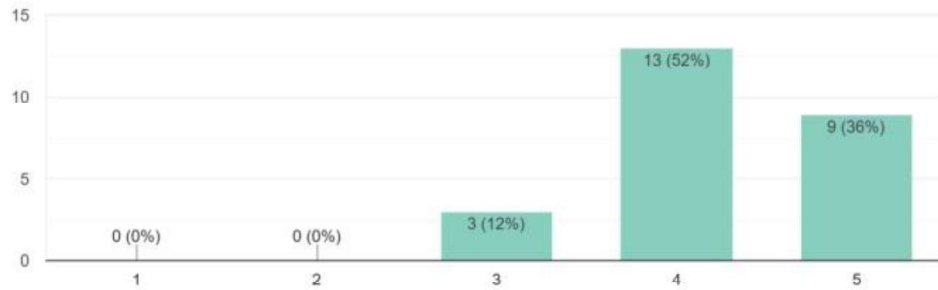


Figure 4: Digital Sentiment & User-Generated Content (UGC)

The Digital Sentiment & User-Generated Content (UGC) survey data highlights how important online reviews are in influencing Dunia Fantasi visitors' behaviour (Oktavia et al.,2023). Regarding the habit of checking Google Reviews, 32% of respondents remained neutral (rating 3), though a combined 48% lean toward actively using reviews before their visit. Additionally, the impact of negative feedback is high, with 40% of participants providing a neutral rating and a total of 44% agreeing that negative reviews influence their interest in specific rides. Overall, this suggests that while many visitors are cautious, digital reputation acts as a crucial filter for the majority when deciding on their activities within the park.

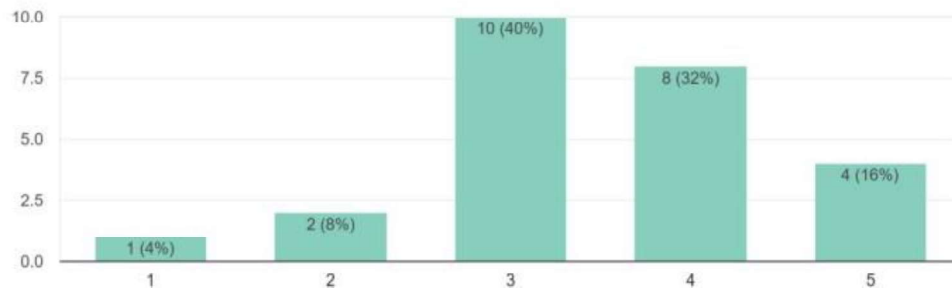
3. Photos uploaded by other visitors on Google Reviews help me visualize the actual conditions at the park

25 responses



4. I trust information from Google Reviews more than official promotions from Dufan's social media

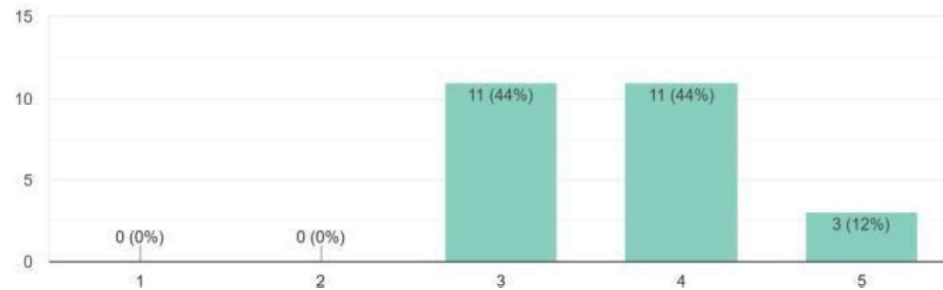
25 responses



The survey results indicate a strong preference on visual evidence over official marketing channels. 52% of respondents agree (rating 4) that photos uploaded by other visitors are essential for visualizing the actual conditions of the park, with a total of 88% leaning toward agreement. Furthermore, 48% of respondents say they trust Google Reviews more than official Dufan social media promotions, while 40% of participants are neutral about information sources. This data emphasizes that the main factor influencing customer trust and venue expectations is genuine, user-generated visual content.

5. Facilities: Public facilities (toilets, prayer rooms, rest areas) are well-maintained and easy to locate throughout the park

25 responses



6. Accessibility: Transportation access to the Dufan location is easy and affordable

25 responses

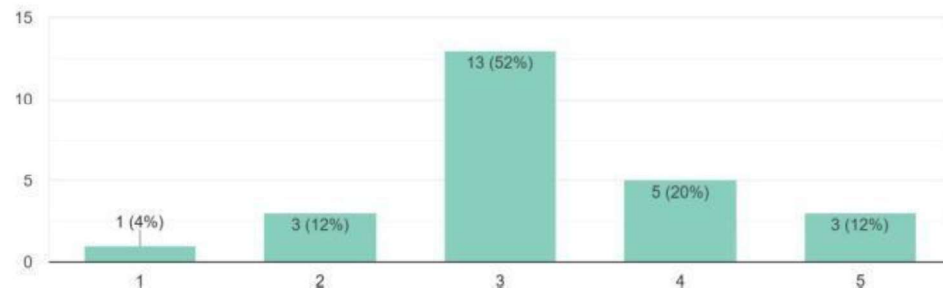


Figure 5: Service Quality & Urban Accessibility

The survey data on Service Quality & Urban Accessibility reveals a generally positive but cautious perception of the park's physical infrastructure and reachability. Regarding public facilities such as toilets and prayer rooms, 44% of respondents agree that they are well-maintained and easy to locate, another 44% are neutral, indicating that visibility and consistency could still be improved. When it comes to transportation, 52% have a neutral opinion about how simple and inexpensive it is to get there, while a combined 32% think that accessibility is good. These results indicate that although the essential services are functional, enhancing the convenience of urban transport and the prominence of on-site facilities could further improve the overall visitor experience.

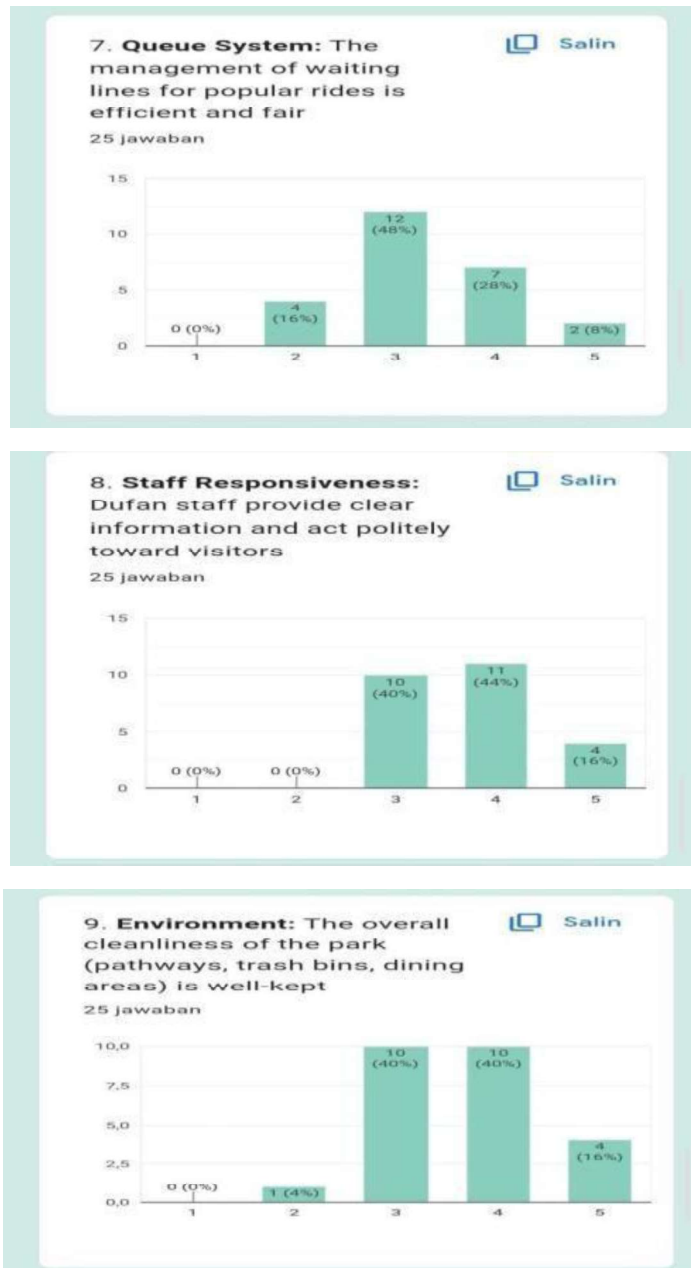


Figure 6 : Queue system, Staff responsive, and Environment

Based on the three charts (Queue System, Staff Responsiveness, and Environment), the overall visitor perception tends to be moderately positive, but with some areas needing improvement. Most respondents rated the environment cleanliness and staff responsiveness at levels 3 and 4 (each around 40–44%), indicating that visitors generally feel satisfied with the park's cleanliness and staff behavior, although not overwhelmingly impressed. In contrast, the queue system received slightly lower evaluations. While the majority still rated it at level 3 (48%), there is a noticeable spread toward lower ratings (16% rated it 2), and only

a small percentage (8%) gave it a 5. This indicates that waiting line management is the weakest among the three aspects, with more visitors experiencing inefficiencies or dissatisfaction (Ananda et al., 2024).

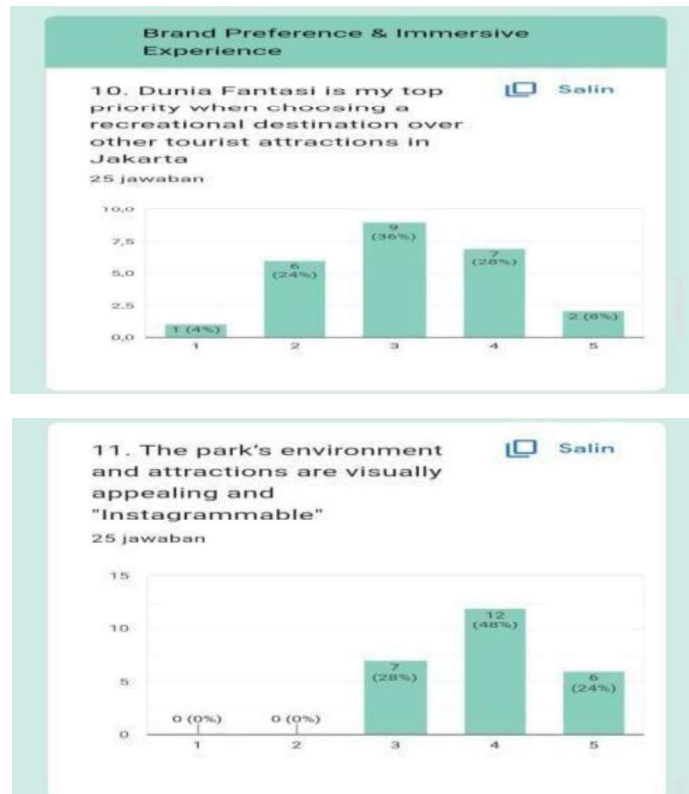


Figure 7: Brand Preference & Immersive Experience

The survey results for Brand Preference & Immersive Experience indicate a significant disparity between the visual appeal of Dunia Fantasi and its status as a primary destination choice. While the park excels in visual immersion with 72% of respondents rating its "Instagrammable" environment a 4 or 5 and zero negative scores recorded this aesthetic satisfaction does not translate directly into absolute brand loyalty. Regarding brand preference, the largest segment of respondents (36%) remains neutral, and only a small 8% consider the park their absolute top priority compared to other Jakarta attractions. This suggests that while Dufan successfully provides a high-quality, visually appealing experience, it likely faces stiff competition or logistical barriers that prevent it from being the definitive first choice for the majority of visitors. It is in line with Ranmalia et al. (2024).

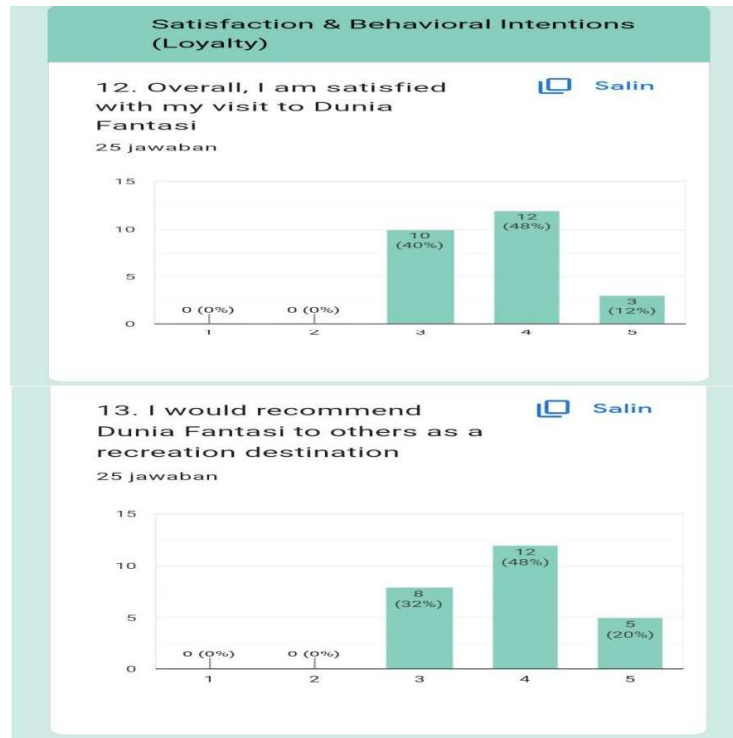


Figure 8: Satisfaction & Behavioral Intentions (Loyalty)

The data regarding Satisfaction and Behavioral Intentions reflects a strong foundation of customer loyalty for Dunia Fantasi, characterized by a combined 60% satisfaction rate and an even higher 68% willingness to recommend the park to others. A particularly positive indicator is the total absence of dissatisfaction, with 0% of respondents providing negative ratings (1 or 2) in either category.



Figure 9. *Dunia Fantasi* Operational reality in facility

While these figures point to a successful visitor experience, the presence of a significant neutral block, comprising 40% for satisfaction and 32% for recommendations, suggests that while the park is meeting expectations, there is still an opportunity to elevate the experience to convert "passive" visitors into highly enthusiastic promoters. Overall, the higher percentage in recommendation scores compared to satisfaction suggests that respondents hold the park's brand in high regard, viewing it as a worthy destination for others even if their own recent visit felt merely "adequate." The results align closely with the conclusions drawn by Pamungkas et al. (2025).

Conclusions

By combining digital sentiment analysis with survey data, this study examined visitor experiences at Dunia Fantasi. By identifying the main operational obstacles in the park and the fundamental drivers of satisfaction, the research objectives were achieved. The results show that Dunia Fantasi is excellent at providing Emotional and Atmospheric Value, especially through its nostalgic appeal and themed zones, which continue to be the most powerful elements for visitor loyalty. However, the study finds that major "pain points" in queue management and informational accessibility often undermine these positive experiences. The main reasons why visitors have a bad attitude are the long wait times and poor internal signage. To maintain its competitive edge, management needs to close the gap between its high-quality thematic storytelling and its operational reality. To guarantee a smooth visitor experience, it is crucial to increase the effectiveness of the queue system and make facility directions more understandable. The park's emotional strengths will eventually be able to translate into more consistent satisfaction and positive digital advocacy if these functional weaknesses are addressed.

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