

Does venue quality drive loyalty through satisfaction? Evidence from Indonesian concert attendees in Indonesia and Singapore

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Abstract: The growth of the event industry in Southeast Asia has heightened the importance of venue quality in delivering a successful event experience. The quality of the venue plays a significant role in shaping visitor satisfaction and loyalty, especially at large-scale international concerts. This study aims to compare the effect of venue quality on visitor loyalty mediated by satisfaction at Coldplay concerts held at Gelora Bung Karno and National Stadium Singapore. Dimensions of venue quality include interaction, environment, and value. This study employs a quantitative approach based on Structural Equating Modelling (SEM) with SmartPLS 3.2.9. The study population consisted of 230 Indonesian visitors who attended Coldplay concert at both venues, with 115 respondents from each venue selected through purposive sampling. The findings indicate that the quality of interactions between staff and visitors, as well as the venue environment, including facilities and atmosphere, are key determinants of visitor satisfaction and loyalty. Meanwhile, value does not affect satisfaction at the National Stadium Singapore. This study contributes to the event management literature by providing comparative insights into venue quality in large-scale international concerts.

Keywords: Festival, Venue Quality, Visitor Loyalty, Visitor Satisfaction

History Article: Submitted 14 April 2026 | Accepted 07 June 2026 | Published 25 June 2026

How to Cite: Rossi, F. N., Mbulu, Y. P., & Mashita, A. (2026). Does venue quality drive loyalty through satisfaction? Evidence from Indonesian concert attendees in Indonesia and Singapore. *International Journal of Applied Sciences in Tourism and Events*, 10(1), 70-88.

Introduction

Jakarta is a priority MICE destination in Indonesia, hosting events of various scales. Companies use events to communicate with customers and highlight the achievements of their products and services (Alfianto et al., 2022). Data from the Ministry of Tourism and Creative Economy show that 53 percent of international tourists visit Jakarta for business and entertainment, solidifying its status as a leading destination. Venues play a crucial role in the growth of the events industry (Davidson & Hyde, 2014) especially music sector in Jakarta. One of them is the music industry, which has undergone a major transformation post-pandemic in organizing music events on both a national and international scale. The development is inseparable from the availability of venues that play a crucial role in the growth of the event industry, including Gelora Bung Karno, Jakarta International Stadium, JIExpo Kemayoran, Jakarta Convention Center, and Beach City International Stadium. In 2024, Jakarta received the ASEAN MICE Venue Award for two purpose-built venues: the Jakarta International Expo (JIExpo) and the Jakarta Convention Center (JCC), both designed for large exhibitions and conventions. This award serves as international recognition of the quality of Jakarta's MICE venues. As a result, Jakarta is well-positioned to compete with other ASEAN cities for event hosting.

The application of criteria to standardize venues acts as a measure of industry development. An event organizer in Jakarta increasingly favor unusual venues because these settings offer unique experiences that make events more engaging and memorable. Although

unusual venues present specific advantages and challenges, their distinctive atmosphere is sought after by organizers. Unusual venues include a variety of unique places, such as historic buildings, museums, visitor attractions, transport settings, leisure facilities, and performance halls (Antchak & Adams, 2020). The use of unusual venues reflects organizers' desire to create something new and memorable (Davidson & Hyde, 2014). Among these, Gelora Bung Karno (GBK), an iconic stadium in Jakarta, serves as a venue for both sports and major international concerts. For example, the recent Coldplay concert at GBK attracted over 70,000 visitors nearly reaching the stadium's full capacity and drew global attention. Promoters chose GBK for its event readiness and large capacity. Although the event lasted only one day, management spent a year upgrading stadium facilities, including seating, festival areas, restrooms, electrical systems, lighting, and sensors to enhance visitor experience and satisfaction. A positive experience increases the likelihood that attendees will return to future concerts, underscoring the importance of continuous improvements in service quality and compliance with standards (Khadijah & Dwi Pratiwi, 2023). Coldplay's concert in Indonesia was a success, but it did not escape public scrutiny on social media because the differences in facilities and ticket prices compared to Coldplay's concert in Singapore.

Coldplay's concert in Singapore spanned several days at the National Stadium. According to sportshub.com.sg, the stadium is a hub for sports, entertainment, lifestyle, and national events, with a maximum capacity of 55,000 spectators, which is smaller than Gelora Bung Karno Stadium's capacity of over 77,000. The stadium also features a retractable roof, and cooling technology for comfortable seating, design elements that address Singapore's humid climate. The retractable roof for the seats. According to widely circulated news, many Indonesian audiences attend concerts not only in Indonesia but also in Singapore due to better facilities and technology. However, the prices offered vary between Indonesia and Singapore. This affects audience expectations, as they compare not only artists but also the overall quality of the venue's facilities. This phenomenon is interesting to study further because it reveals a gap in the perception of venue quality between Indonesia and Singapore from the perspective of concert visitors.

Venue quality is a crucial factor in organizing a successful event. There are three main indicators for assessing venue quality: interaction, which refers to the quality of interactions between staff and visitors; environment, which relates to aspects of a venue such as facilities, comfort, cleanliness, and the event atmosphere; and finally, value, which refers to the value and cost of the event, whether it corresponds to the quality provided. A high-quality venue will provide a positive experience for visitors, ultimately increasing satisfaction (Greenwell et al., 2014). For every event organizer, visitor satisfaction is always a primary focus, whether the visitors are spectators or buyers. Therefore, it can be concluded that visitor satisfaction is crucial (Kotler et al., 2018). Quality is also related to satisfaction and can influence loyalty (Griffin, 2005). Loyalty refers to customers who not only repurchase goods and services but also have a commitment to and a positive attitude toward the service company and recommend others to purchase (Akamavi et al., 2015; Koo et al., 2014). Previous research found that the location of the Asian Games venue positively affected visitor satisfaction at Palembang (Sari et al., 2020). Meanwhile, others assessed the JCC venue's quality primarily on physical factors, with event organizers expressing overall satisfaction (Bidasari et al., 2019). In Malaysia, the studies using SEM on sports service quality at venue shows that experience has a relationship between sport service quality and user satisfaction (Ho Voon et al., 2014). However, several gaps remain in the existing research. First, previous studies on venue quality have focused on sport event organizers. Second, cross-country comparisons of venue quality within the same event series remain scarce, particularly between a developing-country venue and a high-income-country venue hosting the same touring act for visitors of the same nationality. This gap is significant because differences in economic context, ticket pricing systems, and travel costs may alter how visitors perceive and weigh each dimension of venue quality. Addressing the gaps, this study focuses on visitors in Indonesia who attended the event and adopts a comparative approach to examine venue quality.

This study examines how venue quality influences loyalty, with visitor satisfaction as a mediator. It compares Indonesian visitor perceptions of venue quality and its impact on loyalty at the Coldplay concert at Gelora Bung Karno and the National Stadium in Singapore. Understanding these perceptions can reveal ways to further enhance venue quality. Ultimately,

improving visitor satisfaction and loyalty strengthens the venue's reputation and increases visitors in the future.

Methodology

The descriptive quantitative method was used. Data were collected through observation, literature review, and online questionnaires distributed to concert visitors at Gelora Bung Karno Stadium and National Stadium Singapore, selected to represent large-scale concert venues in Jakarta, for comparative analysis, using a Likert scale (1-4). This approach allows for more accurate identification of respondents' responses, whether they tend to agree or disagree, thereby producing more relevant and meaningful findings. (Sugiyono, 2014). This study used non-probability, purposive sampling, meaning not all population elements had the same chance of selection. Therefore, the number of people is unknown (Ghozali, 2016).

The data were analysed using PLS SEM. PLS, a causal-predictive approach to SEM, focuses on explaining variance in the model's dependent variables (Chin et al., 2020; Hair et al., 2021). This technique was chosen for its accuracy in explaining relationships between variables, confirming or developing theories, and its suitability for limited sample sizes. Other advantages include the ability to perform PLS SEM without a strong theoretical foundation, the absence of a requirement for normally distributed data, and direct parameter estimation without the need for goodness-of-fit criteria (Latan & Ghozali, 2015). The data analysis stages included an outer model to test validity and reliability, factor loadings, average variance extracted (AVE), and composite reliability (CR). The inner model, which tested causal relationships between variables, used the R-square (R²), and hypothesis testing, which used the T-statistic, P-values, and bootstrapping. For determine the sample size, multiply the number of indicators by 5 to 10; the recommended range is 100 to 200 (Hair et al., 2021). In this study, using a minimum of 115 respondents per venue, totalling 230 respondents. Respondents were limited to Indonesian visitors at both venues. This decision was made to prevent cultural factors from influencing the comparison results, allowing venue quality to be measured more objectively. However, this sampling has a potential bias. Restricting respondents to single nationality may reduce the generalizability of findings to broader multicultural concert audiences. The variables in this study are used to create research questions.

Table 1. Variable of research

Variable	Dimension	Indicator
Venue Quality (Greenwell, 2014)	Interaction	Quality of interactions between staff and visitor Friendliness and responsiveness of staff in assisting visitors Staff's ability to handle visitor complaints and questions
	Environment	Physical aspects of the venue, such as facilities, comfort, and cleanliness; The event atmosphere, The venue's ability to accommodate event needs
	Value	The alignment between cost and quality offered, strategic location, branding
Visitor Satisfaction (Kotler et al., 2018)		Fullfillment of expectations, Overall satisfaction
Visitor Loyalty (Yuruk et al., 2017)		Revisit Intention, Recommendation, Preference

The research question was developed based on gaps identified in prior studies. Previous research has primarily examined venue quality in single-venue or sports contexts with limited cross-country comparisons and insufficient attention to the visitor's perspective (Greenwell et al., 2014; Ho Voon et al., 2014; Bidasari et al., 2019; Sari et al., 2020). Addressing these gaps, this study investigates how venue quality, measured through interaction, environment, and value dimensions, influences visitor loyalty via visitor satisfaction, comparing two international concert venues.

Table 2. Validity test, reliability test, average variance extracted test, composite reliability test in Gelora Bung Karno

Variable Indicator	Loading Factor	AVE	CR	Cronbach's Alpha	Information
Quality Place (Interaction)		0.739	0.934	0.912	Reliable
KVI1	0.872				Valid
KVI2	0.848				Valid
KVI3	0.905				Valid
KVI4	0.881				Valid
KVI5	0.788				Valid
Quality Place (Environment)		0.618	0.890	0.846	Reliable
KVE1	0.814				Valid
KVE2	0.754				Valid
KVE3	0.781				Valid
KVE4	0.773				Valid
KVE5	0.806				Valid
Quality Place (Value)		0.600	0.857	0.785	Reliable
KVV1	0.742				Valid
KVV2	0.792				Valid
KVV3	0.816				Valid
KVV4	0.746				Valid
Visitor Satisfaction		0.854	0.921	0.829	Reliable
KP1	0.922				Valid
KP2	0.926				Valid
Visitor Loyalty		0.742	0.920	0.885	Reliable
LP1	0.720				Valid
LP2	0.902				Valid
LP3	0.894				Valid
LP4	0.915				Valid

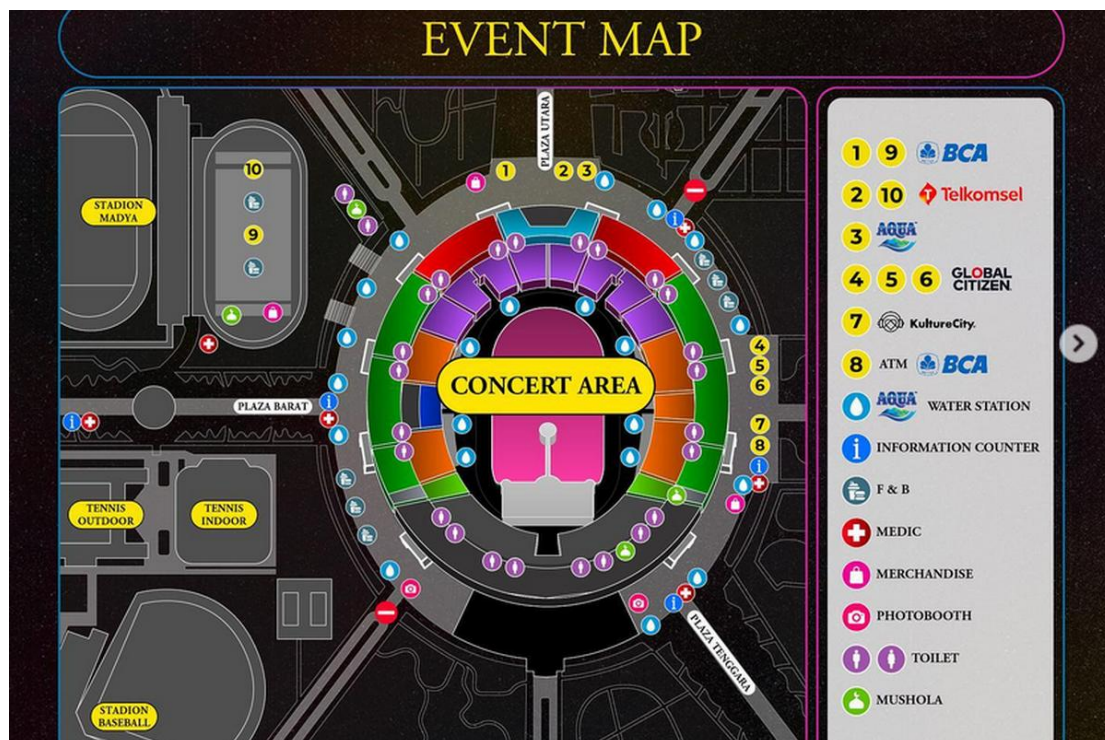
Table 3. Validity test, reliability test, average variance extracted test, composite reliability test in National Stadium Singapore

Variable/ Indicator	Loading Factor	AVE	CR	Cronbach's Alpha	Information
Quality Place (Interaction)		0.965	0.965	0.951	Reliable
KVI2	0.916				Valid
KVI3	0.930				Valid
KVI4	0.904				Valid
KVI5	0.985				Valid
Quality Place (Environment)		0.830	0.830	0.610	Reliable
KVE1	0.768				Valid
KVE5	0.912				Valid
Quality Place (Value)		0.832	0.832	0.634	Reliable
KVV1	0.740				Valid
KVV3	0.939				Valid
Visitor Satisfaction		0.951	0.975	0.948	Reliable
KP1	0.974				Valid
KP2	0.976				Valid
Visitor Loyalty		0.678	0.863	0.790	Reliable
LP1	0.794				Valid
LP2	0.780				Valid
LP3	0.892				Valid

Results and Discussions

Gelora Bung Karno and National Stadium Singapore

According to official information from the GBK website, the Gelora Bung Karno (GBK) Complex is an integrated sports area strategically located in the heart of Jakarta. Established in 1962 to host the IV Asian Games, GBK has become a national sporting icon and a central hub for various large-scale events, both national and international. The Gelora Bung Karno Complex has now evolved into a multi-functional area equipped with various modern facilities. A wide selection of venues is available ranging from outdoor and indoor venues to parks which can be tailored to various types of events. Furthermore, supporting facilities such as hotels, restaurants, places of worship, and vast green areas make GBK a comfortable and complete destination for visitors of all ages. When organizing events with a massive capacity exceeding 20,000 people, organizers typically choose the GBK Main Stadium, which is one of the largest venues in the GBK area. Following major renovations ahead of the 2018 Asian Games, SUGBK has been transformed into an international-standard stadium with highly comprehensive and sophisticated facilities. Boasting some of the brightest stadium lighting in the world, SUGBK is now ranked among the best stadiums in Southeast Asia. According to GBK's official reservation system, the Coldplay concert fell under the highest stadium rental category: Regular Event C. Under this category, organizers are entitled to use the entire stadium area for 12 hours, including the main stands, performance support facilities such as sound and lighting systems, and various functional spaces like VIP rooms and the media centre. The Coldplay concert in Indonesia was a single-day event successfully held on November 15, 2023. This concert marked Coldplay's debut performance in Indonesia as part of their "Music of the Spheres" world tour. Ticket prices varied based on the seating layout, ranging from 800,000 IDR to the most expensive category at 11 million IDR.

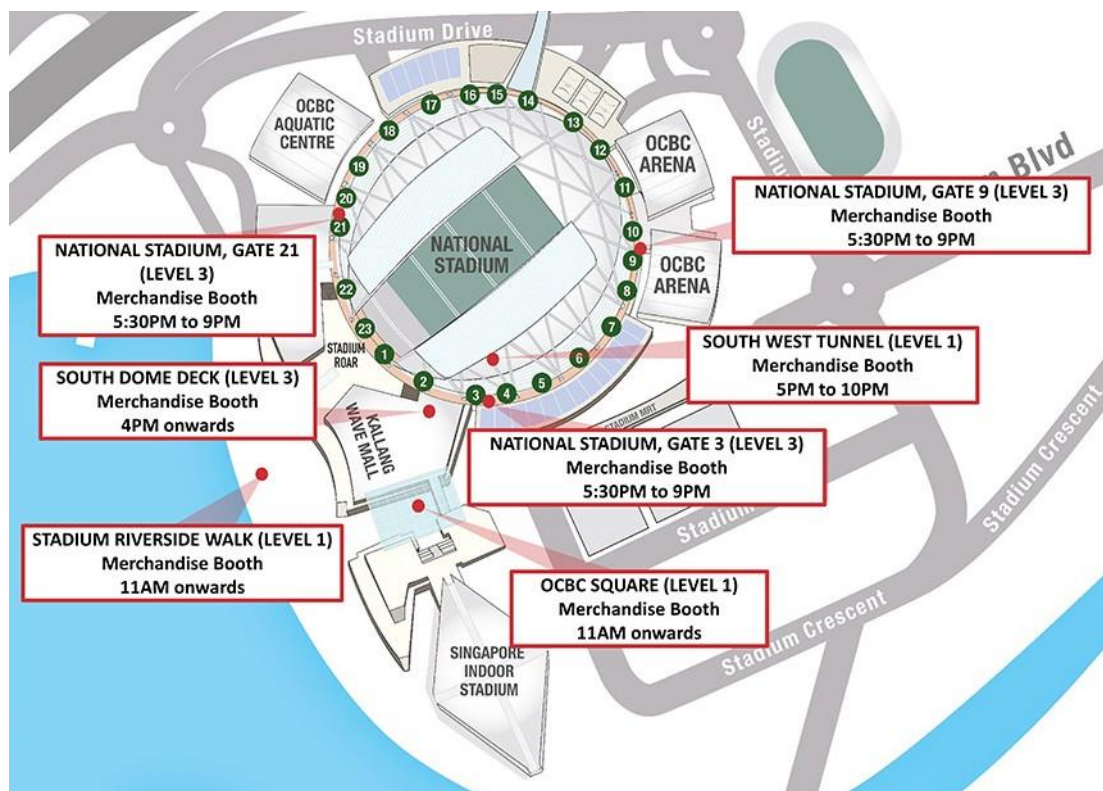


(Source: Gelora Bung Karno, 2024)

Figure 1. Venue map of Gelora Bung Karno

Meanwhile, National Stadium Singapore is the largest venue in Singapore, serving not only as a sports arena but also as a hub for entertainment and lifestyle. With a capacity of 55,000 spectators, the stadium offers views of the Singapore sea and skyline. It features the world's largest dome, a retractable roof, and a comfortable cooling system specifically designed to

withstand Singapore's tropical climate. The retractable roof is also equipped with 20,000 LEDs that function as a giant screen, visible from both inside and outside the stadium. The National Stadium features unique tiered seating, where configurations can be adjusted according to the specific event taking place. The venue is located within the Singapore Sports Hub complex in the Kallang area. The Coldplay concerts held at the National Stadium Singapore spanned six (6) days, specifically on January 23–27 and 30–31, 2024. The event was organized by one of Singapore's leading promoters, Live Nation. Ticket prices varied according to the seating layout, ranging from SGD 68 (approx. 758,000 IDR) to the most expensive standard category at SGD 298 (approx. 3.3 million IDR). In addition to standard tickets, the promoter offered specialized ticket packages providing enhanced visitor experiences, including the Kublik Experience, Supersolis Experience, and Ultimate Spheres Experience. These packages ranged from SGD 538 to SGD 1,098 (approx. 12.3 million IDR). Singapore remains a primary destination for Indonesian spectators to watch their favorite bands due to its proximity to Indonesia.



Source: Live Nation Instagram, (2024)

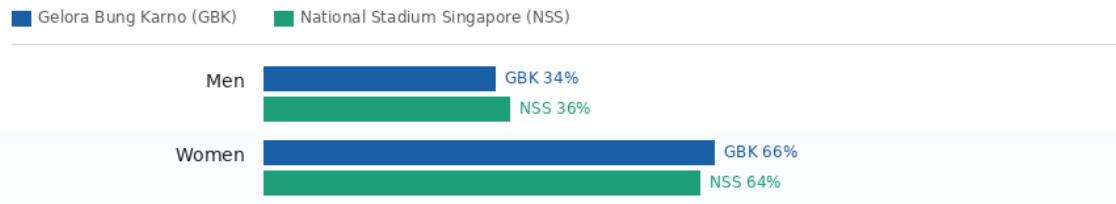
Figure 2. Venue map of National Stadium Singapore

Respondents Characteristic

Based on the results of distributing questionnaires to 115 respondents per venue, a picture of respondents was obtained which was divided based on gender, age, education level, work, and region. The characteristics of respondents at Gelora Bung Karno and National Stadium Singapore.

RESPONDENT PROFILE

SEX



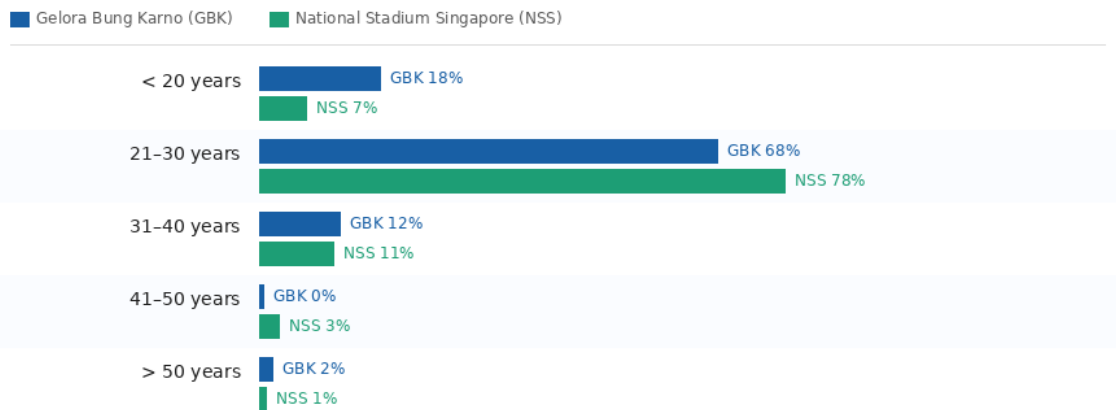
Source: Data processing by author, (2026)

Figure 3. Characteristic of respondent by gender

In terms of gender, the majority of respondents at both venues were female, with GBK recording 66% (n=76) and NSS 64% (n=73). This relatively balanced composition shows the dominance of female visitors in the types of events studied in both stadiums.

RESPONDENT PROFILE

AGE



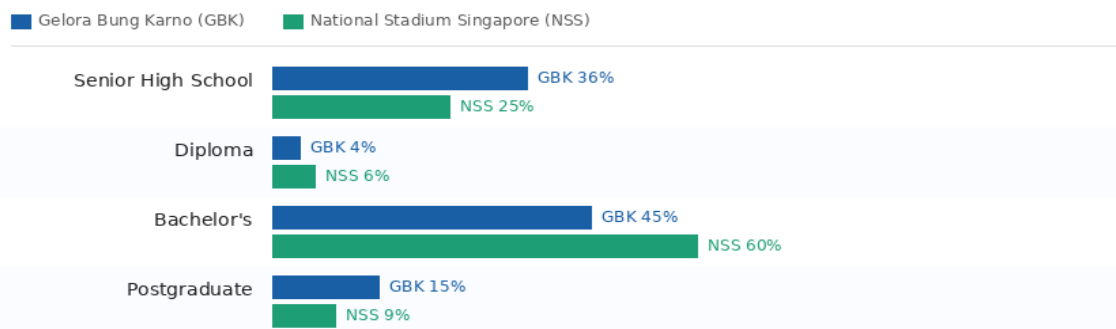
Source: Data processing by author, (2026)

Figure 4. Characteristic of respondent by age

The 21-30 age group dominated at both venues 68% at GBK and 78% at NSS. GBK attracted proportionally more visitors under 20 years (18% vs 7%), suggesting a younger teenage audience base, while NSS skewed toward young working adults. Respondents over 40 were minimal at both venues.

RESPONDENT PROFILE

EDUCATION LEVEL

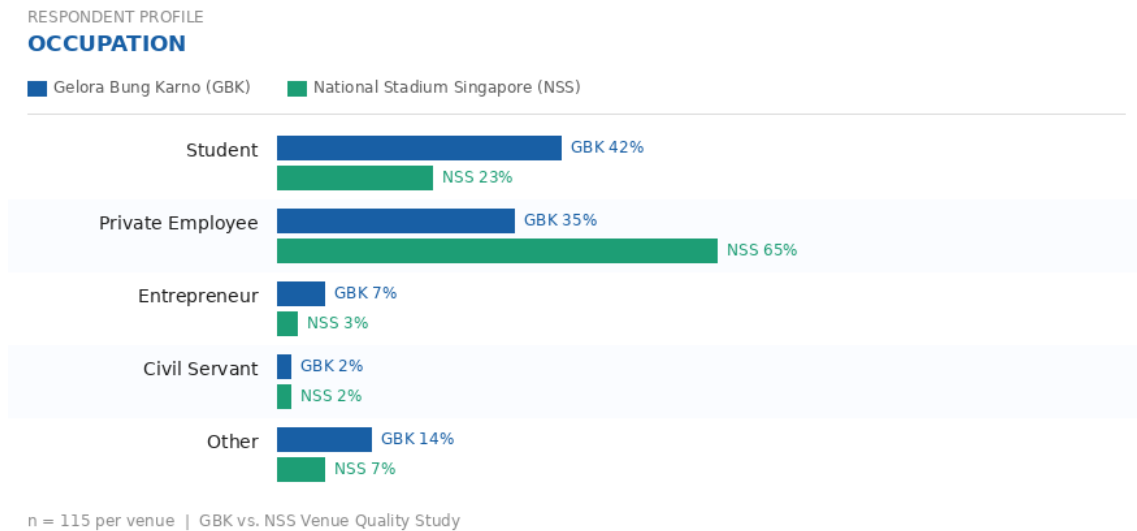


n = 115 per venue | GBK vs. NSS Venue Quality Study

Source: Data processing by author, (2026)

Figure 5. Characteristic of respondent by education level

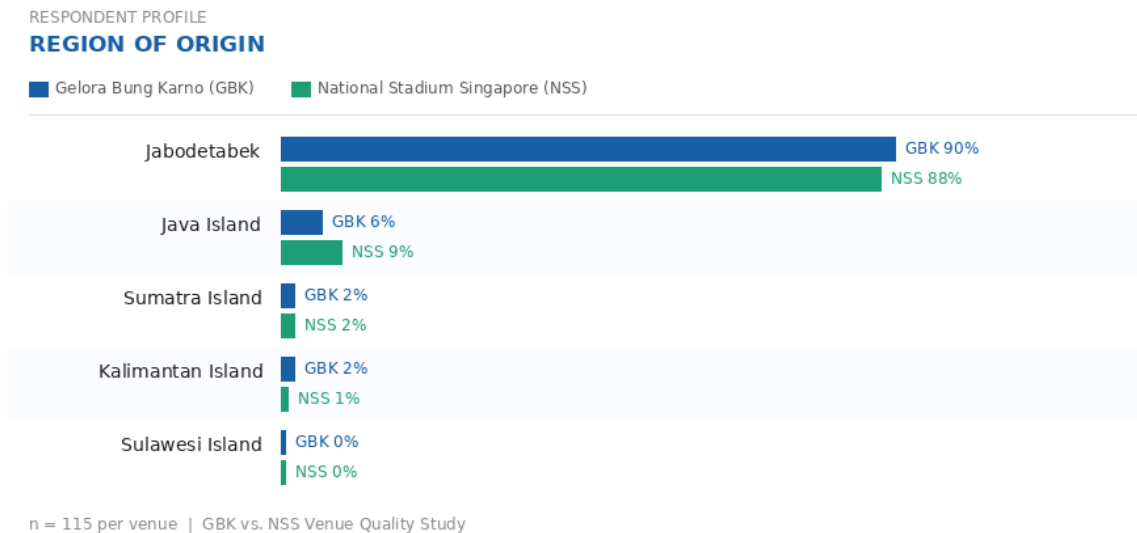
The majority of respondents at both venues held a bachelor`s degree, with NSS showing a higher proportion (60%) than GBK (45%). GBK had more senior high school graduates (36% vs 25%), consistent with its younger age profile. Postgraduate representation (S2/S3) was higher at GBK (15% vs 9%).



Source: Data processing by author, (2026)

Figure 6. Characteristic of respondent by occupation

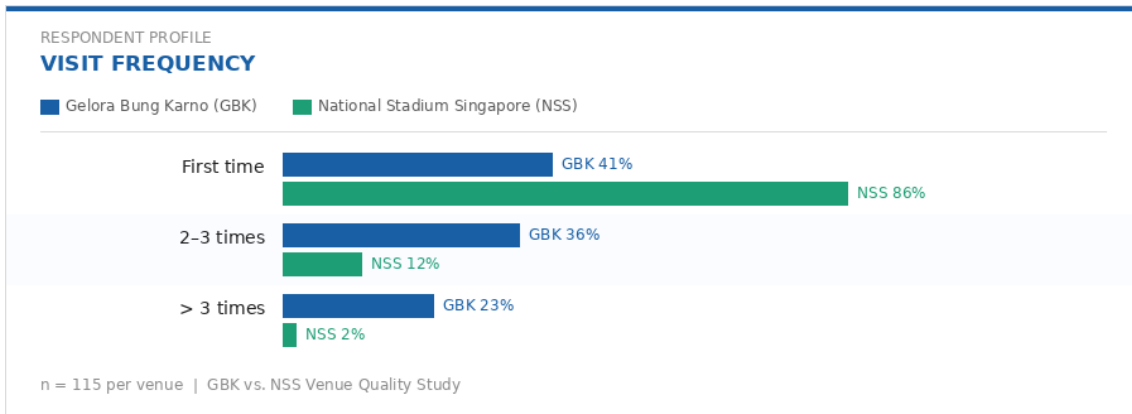
A notable difference emerged in occupation are GBK`s largest group was student (42%), while NSS was strongly dominated by private sector employees (65%). This reflects a significant difference in visitor segmentation between the two venues, likely influenced by the type of event and location. The "other" category at GBK (14%) is also relatively large.



Source: Data processing by author, (2026)

Figure 7. Characteristic of respondent by region

Respondents from Jabodetabek area dominated at both venues 90% at GBK and 88% at NSS, indicates that Jabodetabek area has good connectivity and easy access to the venues.



Source: Data processing by author, (2026)

Figure 8. Characteristic of visit frequency

GBK shows a significantly higher repeat visit rate than NSS, 36% of GBK respondents had visited 2-3 times, and 23% had visited more than 3 times, while at NSS, 86% were first time visitors. This finding reflects the differences in accessibility and familiarity of respondents to each venue, with GBK being a well-known local venue, compared to NSS being a newer destination.

Assessment of the measurement model

Establishing reliability and validity is essential before hypothesis testing. Indicator loadings above 0.708 are recommended, as they show the construct explains more than 50% of the indicator's variance and provide acceptable indicator reliability. For loadings between 0.40 and 0.708, consider removal if deleting the indicator increases internal consistency reliability or convergent validity. If the indicator loading is below 0.40, it should always be removed from the measurement model (Hair et al., 2022). In addition, the average extracted variance (AVE) across all indicators in the construct has a minimum AVE of 0.50, indicating that the construct explains 50% or more of the variance in its indicators (Hair et al., 2022, 2025). These findings confirm that the model has good power and does not show any issues of discriminant validity, allowing each construct to be clearly distinguished from the others.

Table 4. Construct reliability and validity for Gelora Bung Karno of Indonesian respondents

Construct	Loading Factor	AVE	CR	Cronbach's Alpha
Quality Place (Interaction)		0.739	0.934	0.912
KVI1	0.872			
KVI2	0.848			
KVI3	0.905			
KVI4	0.881			
KVI5	0.788			
Quality Place (Environment)		0.618	0.890	0.846
KVE1	0.814			
KVE2	0.754			
KVE3	0.781			
KVE4	0.773			
KVE5	0.806			
Quality Place (Value)		0.600	0.857	0.785
KVV1	0.742			
KVV2	0.792			
KVV3	0.816			
KVV4	0.746			
Visitor Pengunjung		0.854	0.921	0.829
KP1	0.922			
KP2	0.926			
Visitor Loyalty		0.742	0.920	0.885

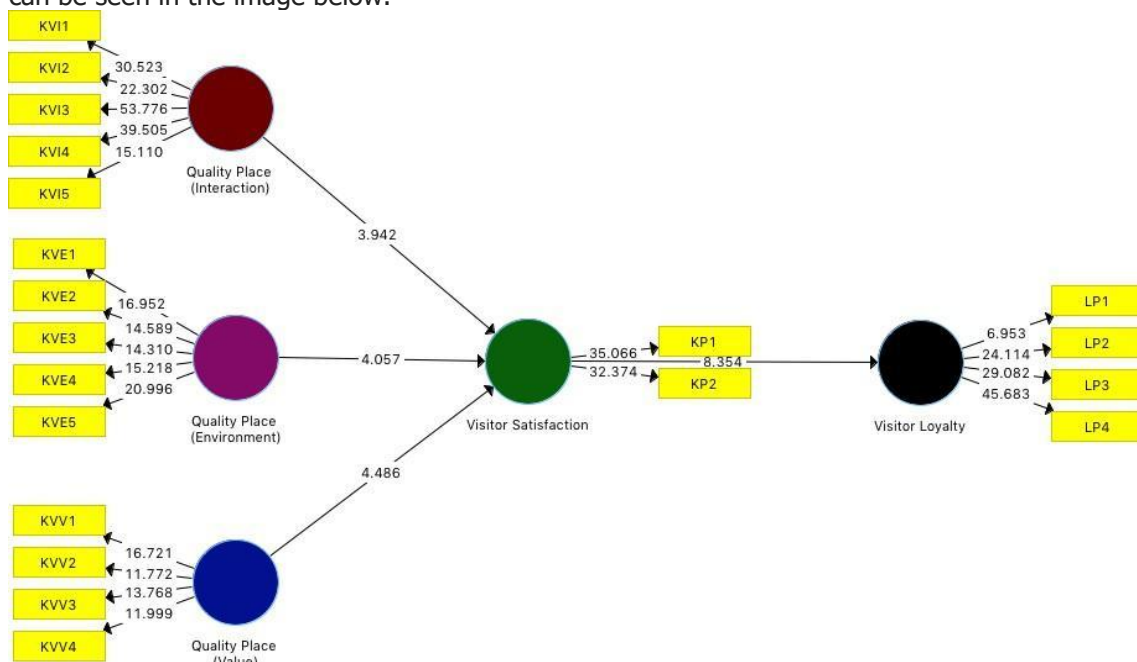
LP1	0.720
LP2	0.902
LP3	0.894
LP4	0.915

Table 5. Construct reliability and validity for National Stadium Singapore of Indonesian respondents

Construct	Loading Factor	AVE	CR	Cronbach's Alpha
Quality Place (Interaction)		0.965	0.965	0.951
KVI2	0.916			
KVI3	0.930			
KVI4	0.904			
KVI5	0.985			
Quality Place (Environment)		0.830	0.830	0.610
KVE1	0.768			
KVE5	0.912			
Quality Place (Value)		0.832	0.832	0.634
KVV1	0.740			
KVV3	0.939			
Visitor Satisfaction		0.951	0.975	0.948
KP1	0.974			
KP2	0.976			
Visitor Loyalty		0.678	0.863	0.790
LP1	0.794			
LP2	0.780			
LP3	0.892			

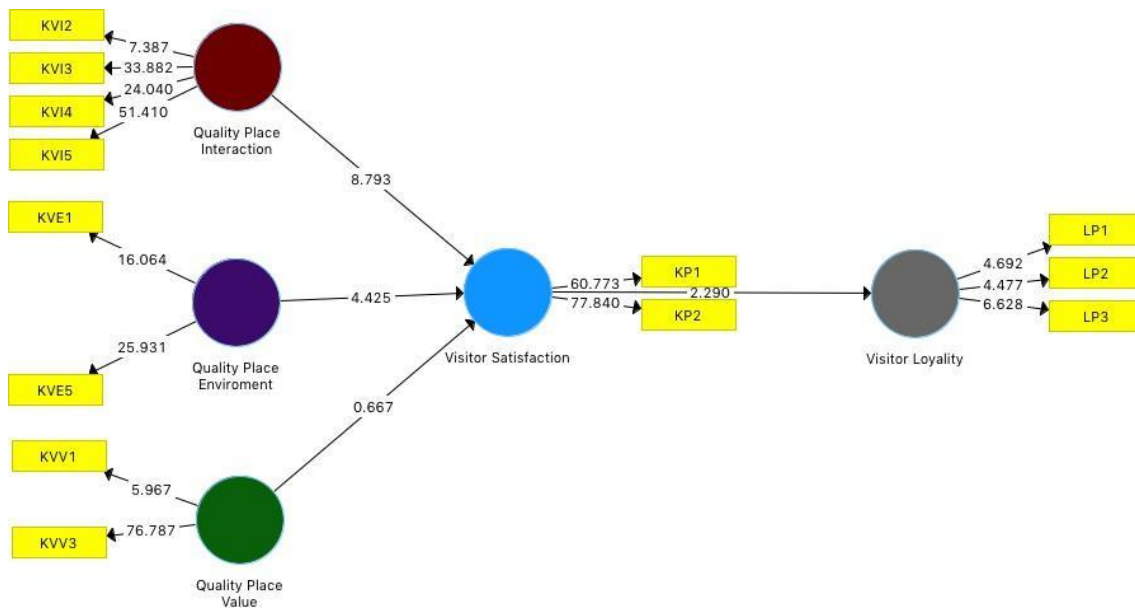
Assessment of the Structural Mode

Test results using the bootstrapping method based on Partial Least Square (PLS) analysis can be seen in the image below.



(Source: Data Processing Results with Smart PLS 3.2.9 Software)

Figure 9. Result of hypothesis testing on venue quality at Gelora Bung Karno



(Source: Data Processing Results with Smart PLS 3.2.9 Software)

Figure 10. Result of hypothesis testing on venue quality at National Stadium Singapore

Hypothesis Testing

The results of hypothesis testing at Gelora Bung Karno confirm that all four hypotheses are accepted. The interaction dimension of venue quality significantly positively influences visitor satisfaction ($\beta = 0.306$, $p < 0.001$). A venue staff welcomed visitors with smiles and friendly greetings, provided information quickly and efficiently regarding event schedules. This finding aligns with the SERVQUAL framework, adapted for live concert settings, in which staff service and site elements consistently emerge as the strongest predictors of overall satisfaction (Jamal et al., 2025). The Stimulus-Organism-Responses (SOR) Paradigm further explains that these interactions between staff and visitors serve as external stimuli that stimulate positive emotional and intellectual states in attendees, ultimately generating satisfaction as a behavioral response (Zhu et al., 2025). Likewise, based on the Expectation Confirmation Theory (ECT) (Oliver, 1980; Ramasamy et al., 2024), when staff performance meets visitor expectations, positive disconfirmation directly elevates satisfaction and promotes subsequent loyalty. Meanwhile, the environment dimension of venue quality also has a positive and significant effect on visitor satisfaction ($\beta = 0.357$, $p < 0.001$), making it the strongest path among the three dimensions of quality due to the completeness of its facilities such as the arena, toilets, waiting room, audio-visual equipment, internet access, and entrance access for people with disabilities, to the Royal Lounge, Sky Lounge, Royal Box, Sky Box, press conference room, media room, and secretariat room.

Based on servicescape theory (Bitner, 1992), the physical environment of a service setting functions as a holistic stimulus that shapes customers' cognitive, emotional, and bodily responses, ultimately influencing their behavioral intentions. In live music event contexts, a 2025 study using PLS-SEM and IPMA analysis found that visual and symbolic design, ambient conditions, and engagement opportunities are the highest priority servicescape elements for improving attendee satisfaction (Fakfare et al., 2025). The value dimension of venue quality significantly influenced satisfaction ($\beta = 0.299$, $p < 0.001$) due to its tiered ticket pricing structure, strategic location with multimodal access, and surrounding accommodation ecosystem, which ensures that the functional and hedonic benefits perceived by visitors are commensurate with their total expenditure. Consistent with previous research, venue location and accessibility are important factors not only in the decision to participate but also in creating visitor satisfaction (Wan & Chan, 2013). From a theoretical perspective, satisfaction correlated with antecedents (quality, destination image, environment, perceived value, hedonic value, utility value, and monetary value) (Ladeira et al., 2016). Similarly, the study conducted by Mulya (2022) found that interaction,

environment, and outcome quality significantly influence visitors satisfaction in sport events. High venue and event quality increases perceived value which acts as the essential bridge between both types of service quality physical and interactive and future customer behaviours, notably revisiting and recommending the venue (Ratten, 2016). The integration of these three dimensions of venue quality (H1, H2, and H3) yields a very strong positive effect of visitor satisfaction on visitor loyalty ($\beta = 0.602$, $p < 0.001$).

Table 6. Result of Hypothesis Testing on Venue Quality at Gelora Bung Karno

	Hypothesis Test	Estimate	Standard Deviation	P-Value	Hypothesis
H1	Quality of Venue (Interaction) on Visitor Satisfaction	0.306	0.078	0.000	Ha Accepted
H2	Quality of Venue (Environment) on Visitor Satisfaction	0.357	0.088	0.000	Ha Accepted
H3	Quality of Venue (Value) on Visitor Satisfaction	0.299	0.067	0.000	Ha Accepted
H4	Visitor Satisfaction towards Visitor Loyalty	0.602	0.072	0.000	Ha Accepted

Hypothesis testing at National Stadium Singapore displays a distinct pattern: H1 (Interaction, = 0.626, $p < 0.001$), H2 (Environment, = 0.311, $p < 0.001$). and H4 (satisfaction to loyalty, = 0.190, $p = 0.022$) are accepted, while H3 (value, = 0.054, $p = 0.505$) are rejected hypothesis. The interaction dimension of venue quality has the greatest influence on visitor satisfaction at NSS, with the highest coefficient across all NSS tables and more than twice that in the GBK table. A staff member proactively provided event information, assisted, and delivered solutions to visitors. According to a previous study, staff reliability and responsiveness are the most critical factors influencing visitor satisfaction at large-scale entertainment events (Howat et al., 2008; Jia et al., 2025). A venue can be analyzed based on place attraction and identity resulting from interactions with visitors (Kim, 2021). Environmental dimensions also positively and significantly influence satisfaction. Organizers usually choose a venue to consider various factors to achieve visitor satisfaction, including service facilities, design, atmosphere, and ambiance (Abbasian et al., 2021; Borges et al., 2016) NSS has distinctive features, such as adjustable seating, a giant LED screen, a retractable roof, and an active air-cooling system. These findings are consistent with previous research indicating that the environmental aspect of venue quality is a primary component of the service experience that influences customer satisfaction (Ho Voon et al., 2014).

Table 7. Result of Hypothesis Testing on Venue Quality at National Stadium Singapore

	Hypothesis Test	Estimate	Standard Deviation	P-Value	Hypothesis
H1	Quality of Venue (Interaction) on Visitor Satisfaction	0.626	0.071	0.000	Ha Accepted
H2	Quality of Venue (Environment) on Visitor Satisfaction	0.311	0.070	0.000	Ha Accepted
H3	Quality of Venue (Value) on Visitor Satisfaction	0.054	0.082	0.505	Ha Rejected
H4	Visitor Satisfaction towards Visitor Loyalty	0.190	0.083	0.022	Ha Accepted

However, it is worth noting that the environmental coefficient in NSS ($\beta = 0.311$) is slightly lower than in GBK ($\beta = 0.357$). This difference reflects structural dynamics. In GBK, where 70,000 visitors share a single physical space, environmental conditions and the availability of facilities shape the experience before human interaction occurs, thereby increasing the environment's relative importance. In NSS, with its smaller capacity of 55,000 and more technology-mediated

comfort management, the contribution of the environment to satisfaction is partially absorbed by the stronger interaction effect.

The most theoretically significant finding in the NSS is the rejection of H3 ($\beta = 0.054$, $p = 0.505$), which states that the value dimension does not strongly influence satisfaction. This result cannot be explained solely by a lack of venue quality. It reflects the phenomenon of perceived value displacement driven by the structure of cross-border concert attendance. From Monroe's (1990) perceived value framework, value is conceptualized as a cognitive trade-off between perceived benefits and perceived sacrifices. For Indonesian visitors attending the NSS, the perceived sacrifice component is structurally increased by external costs outside the venue itself, such as international airfare, accommodation in one of the most expensive cities in Southeast Asia, and currency losses arising from the IDR–SGD exchange rate difference (Rookayyah et al., 2024). These external costs so dominate the total perceived sacrifice that the venue's price and accessibility attributes (the core operationalization of the value dimension) lose their influence on satisfaction. In other words, when total travel expenditure is heavily dominated by pre-arrival costs, visitors' satisfaction evaluations are effectively independent of venue-specific value perceptions. The second mechanism reinforces these findings by drawing on Expectancy Confirmation Theory (Oliver, 1980). International visitors form their satisfaction expectations during the trip planning phase, when they commit to airfare, accommodations, and currency exchange, rather than upon arrival at the venue. By the time they enter the NSS, the hedonic calculations have become anchored in artist-driven motivations rather than venue economics. This is consistent with Mulder and Hitters (2021), who determined that the primary motivation for attending a concert is attraction to the performers, leaving location and ticket price secondary in the overall satisfaction equation. The value dimension, therefore, does not fail because the NSS offers poor value, but because the evaluative framework through which Indonesian cross-border visitors assess the concert experience places less weight on place value relative to performer value.

This context dependent finding advances the perceived value literature by identifying the cost structure of cross-border travel as a moderating condition where the place value-satisfaction relationship breaks down at a boundary condition not previously articulated in the sports or entertainment venue quality literature. Despite the rejected value hypothesis, visitor satisfaction arises from strong interactions and environments venue quality was sufficient to yield modest but statistically significant loyalty ($\beta = 0.190$, $p < 0.022$).

Comparative Discussion

As part of the Music of the Spheres world tour, the coldplay concerts at Gelora Bung Karno Jakarta and National Stadium Singapore represent two of Southeast Asia's most prominent international entertainment events. Both venues hosted concerts of comparable scale for the same music group, making them ideal comparative case studies to examine how venue quality shapes visitor satisfaction and loyalty.

The Interaction dimension of venue quality explains the relationship between venue employees and clients. The venue employees referred to include parking attendants, ushers, ticketing staff, and security personnel (Greenwell et al., 2020). Interaction positively influenced visitor satisfaction at both venues. H1 was accepted at GBK ($\beta = 0.306$) and NSS ($\beta = 0.626$), yet the magnitude differs substantially. At GBK, visitors most valued staff friendliness and information provision, whereas at NSS, visitors greatly appreciated staff responsiveness in resolving problems. The higher NSS coefficient indicates the greater importance of staff guidance for international visitors navigating an unfamiliar venue, corroborating the SERVQUAL finding that the staff service effect is amplified for first-time attendees (Jamal et al., 2025). The S-O-R paradigm (Zhu et al., 2025) explains the mechanism, staff interactions serve as environmental stimuli that activate positive internal states, driving satisfaction as a behavioral response. With a high level of qualification, staff can provide excellent service, overcome challenges that may arise, and ensure the smooth running of the event (Biscaia et al., 2024). The success of an event depends on the quality of interactions among event organizers, staff, and tourists, which strengthen positive experiences and thereby influence both satisfaction and behavioral intentions

(Jia et al., 2025; Lin et al., 2020; Tzetzis et al., 2014). Thus, this study concludes that the venue quality in the interaction aspect has met visitor expectations, thereby influencing satisfaction.

The environment dimension of venue quality encompasses the venue's surroundings, including facilities, comfort, cleanliness, and the event's atmosphere, all of which are primary considerations when choosing an international-scale location (Greenwell et al., 2014). Environmental quality positively influenced satisfaction at both GBK ($\beta = 0.357$) and NSS ($\beta = 0.311$), confirming that both venues meet the qualifications for hosting international-scale events. The higher GBK coefficient reflects the outsized importance of the physical environment for Indonesian visitors at a large-capacity stadium, when 70,000 people share a single space, ambient conditions, layout clarity, and facility availability become the primary experience shapers before any human interaction occurs, enhancing visitors' perceptions of the convenience and enjoyment of the host destination, thereby increasing satisfaction (Milovanović et al., 2021). In line with research by Hind et al. (2023), decor, lighting, and music can create an atmosphere that aligns with the event theme and leaves a lasting impression on the audience. Besides that, NSS's technologically advanced infrastructure, adjustable seating, retractable roof, and active air-cooling delivered consistent comfort, though its coefficient was slightly lower; visitors' satisfaction there was more strongly governed by interaction quality. Servicescape theory (Bitner, 1992; Fakfare et al., 2025) explains that the physical, technological, and symbolic dimensions of the environment generate affective responses that aggregate into overall satisfaction evaluations. By paying attention to venue design, atmosphere, and comfort, event organizers can increase participant satisfaction and achieve overall event goals (Berridge, 2020). Consequently, this study concludes that venue quality in the environmental aspect has met Indonesian visitors' expectations for comfort and safety during the Coldplay concert which influences satisfaction.

The value dimension of venue quality in this study encompasses price, accessibility, and added value (Greenwell et al., 2014). At GBK, value quality significantly influenced satisfaction ($\beta = 0.299$); the variety of pricing options offered, multi-modal accessibility, and surrounding accommodation enabled visitors to perceive their total expenditure as commensurate with benefits received, consistent with the perceived value framework (Monroe, 1990). This finding aligns with (Jeong & Kim, 2019), who found that perceived value has a significant impact on tourist satisfaction, providing empirical evidence that tourist satisfaction fully mediates the relation between perceived value and destination loyalty at sporting events. Generally, Coldplay ticket prices in Jakarta tend to be higher than those for other music concerts due to the band's popularity, production, and operational costs, but travel costs are relatively low and remain within the same country. The Minister of Tourism and Creative Economy's statement on the factors behind the high price of Coldplay tickets in Indonesia has a strong basis. It highlighted the concentration of concert organizing costs into a single day as one of the primary factors. The GBK venue is strategically located with easy access to several star-rated hotels, shopping centers, and various culinary options. This provides convenience for spectators, especially those from out of town, as indicated by respondent data from Kalimantan, Sumatra, and Java, to enjoy diverse entertainment options. The proximity to these facilities makes the total concert expenditure feel more worthwhile.

At NSS, value quality did not significantly influence visitors' satisfaction from Indonesia ($\beta = 0.054$, $p = 0.505$). The high total cost of cross-border travel, including airfare, inflated accommodation, and currency disadvantages, dominated cost perceptions and weakened the value's contribution to satisfaction. This result is supported by (Armbrecht, 2021), who found that when consumers perceive less value, they are less likely to feel satisfaction and to recommend or revisit an event, which may be due to comparatively greater financial and logistical costs. For Indonesian visitors attending events in Singapore, the currency disadvantage amplifies the perceived sacrifice component in the value equation (Monroe, 1990). Additionally, the primary motivation to attend a concert is interest in the performers rather than a preference for the venue (Mulder & Hitters, 2021).

The difference in value coefficients between locations in GBK ($\beta = 0.299$, significant) compared to NSS ($\beta = 0.054$, not significant) is the most analytically important finding of this comparative study. This is not simply a difference in degree, but a difference in kind at GBK, value serves as an active driver of satisfaction, while at NSS, value is effectively rendered

insignificant due to the structural dominance of cross-border travel costs. This finding has a direct parallel in the tourism price competitiveness literature, where differences in destination currencies have been shown to alter tourists' perceived sacrifice calculations in ways that alter the standard quality satisfaction relationship (Rookayyah et al., 2024). Overall, the value coefficients across the two locations reveal that the same location quality dimensions can make a meaningful contribution or become statistically irrelevant, depending entirely on the economic and geographic context surrounding the tourist's presence. These findings challenge venue managers and event promoters to reconceptualize value not as a universal quality attribute, but as a context-sensitive construct that should be evaluated in relation to the total cost burden borne by the target visitor segment.

Visitor satisfaction positively influenced loyalty at both GBK ($\beta = 0.602$) and NSS ($\beta = 0.190$). The markedly stronger GBK path reflects the structural advantage. This is evident in all venue elements prepared by management, which were designed with visitors in mind. There was positive interaction among venue staff, visitors, facilities, and the environment, which supported visitor comfort and perceived value, particularly when the costs incurred were deemed commensurate with the benefits received. Finally, the audience felt satisfied with the quality of the Gelora Bung Karno venue and expressed a willingness to recommend the experience and attend similar concerts in the future. This research is consistent with customer satisfaction theory, which holds that high satisfaction levels lead to customer loyalty (Kotler et al., 2018). Essentially, if visitors feel satisfied with an event, they will become loyal (Yuruk et al., 2017). At NSS, despite the rejected value hypothesis, satisfaction from strong interaction and environmental venue quality was sufficient to yield modest but statistically significant loyalty. Visitors expressed a willingness to recommend NSS and to attend future concerts, although the statistical data were significantly weaker than those for GBK. Several previous studies have shown that consumer satisfaction significantly influences the likelihood of recommending and revisiting an event (Erhan & Bangun, 2025; Tan et al., 2023). Both findings together suggest that venue managers can reliably build loyalty through satisfaction, but the conversion efficiency depends critically on the structural conditions of their visitor base.

Conclusions

Based on the research conducted, venue quality significantly influenced visitor satisfaction at the Coldplay concerts at both GBK and NSS, with the three dimensions being interaction, environment, and value, contributing variously across venues. First, regarding the interaction dimension, both GBK and NSS successfully created a positive experience between visitors and staff, albeit with different quality emphases: GBK visitors most valued the friendliness and warmth of staff, while NSS visitors prioritized staff responsiveness and problem-solving efficiency, in line with the higher guidance needs of first-time international visitors. Second, both venues met international standards in the environmental dimension, with comprehensive facilities and immersive atmospheres; however, GBK's thermal comfort remains an area for improvement, given Jakarta's climate. Third, the value dimension yielded the most contextually distinct findings: GBK visitors perceived strong added value due to flexible pricing tiers, multi-modal accessibility, and the surrounding integrated hospitality ecosystem, whereas in the present study setting, where respondents were cross-border visitors incurring substantial pre-arrival costs, including international airfare, accommodation in Singapore, and currency exchange with an unfavorable IDR–SGD exchange rate. The value dimension did not significantly influence satisfaction in NSS ($\beta = 0.054$, $p = 0.505$). It reflects the structural reality that when total perceived sacrifice is dominated by pre-arrival expenditures beyond the venue's control, venue-level value attributes lose their discriminatory influence on satisfaction evaluations. Overall, both GBK and NSS successfully delivered positive venue experiences that led to visitor satisfaction, which in turn drove loyalty outcomes, with participants indicating a willingness to return and recommend both venues to others. This research provides a significant theoretical contribution to event management and service quality literature. The central theoretical advancement lies in demonstrating that venue quality is not a rigid, singular concept but rather a context-sensitive construct whose dimensional weights shift according to the geographical and economic conditions

surrounding the event and the characteristics of the attendees. In other words, the most influential aspects of venue quality can vary depending on where the event is held and who attends. One of the most interesting theoretical findings is the breakdown of the absolute relationship between value and visitor satisfaction at the National Stadium Singapore (NSS). This indicates that in the phenomenon of international concert, high external costs such as airfare, accommodation, and cost of living can sever that correlation. When travel costs swell, satisfaction is sustained purely by the quality of the artist's performance rather than the economic value offered by the venue. Furthermore, this study demonstrates variations in interaction quality; Gelora Bung Karno (GBK) visitors tend to value affective aspects like staff friendliness more highly, while NSS visitors prioritize functional quality in the form of service speed and efficiency in the venue. In practical terms, the results of this study formulate several crucial managerial recommendations for venue managers and music promoters, The primary focus that must be immediately addressed is the modernization of the air-conditioning system to improve the thermal comfort of spectators amidst Jakarta's climates. Since staff friendliness is proven to be a competitive advantage for GBK, hospitality training for field officers must be maintained. For NSS, the practical recommendations provided not only beyond just improving visitor flow speed. Using a real-time crowd monitoring system can help staff quickly move to crowded areas during busy periods. NSS should also create a special program to assist international visitors, such as signs in multiple languages, a mobile app for navigation and digital payments, to ensure international visitors feel guided and comfortable throughout their visit. Although this research provides deep insights, there are several limitations that offer gaps for future research development. The limitation of this study is the scope of respondents, which only focuses on the perspective of visitors from Indonesia. This limits a more global understanding, as the expectations of international tourists regarding venue facilities and value could differ significantly the dominance of quantitative methods successfully mapped what visitors felt but was not yet able to explain why those preferences were formed. The use of in-depth interviews or focus group discussions is highly recommended to explore the psychological motives of spectators more organically. Replicating the research across different music genres or sports events would be useful to determine if visitor expectations regarding venue quality are consistent or change depending on the type of event.

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