

Customer Satisfaction in Tourism During the New Normal: The Role of Service Quality and Price

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Abstract

This research investigates the impact of service quality and pricing on customer satisfaction within the tourist industry during the New Normal phase post-COVID-19 pandemic. The study adopts a quantitative approach supported by questionnaire-based data collection. Data were obtained from 60 respondents who had experienced the services provided by the tourism destination, using an incidental sampling technique. The analysis combines qualitative and quantitative approaches to assess the questionnaire responses and examine the relationships among the variables. Multiple linear regression was utilized to assess the influence of service quality and price on customer satisfaction, both individually and collectively. The results demonstrate that service quality positively and significantly influences customer satisfaction. Price also positively and significantly influences customer satisfaction. Moreover, service quality and price jointly exert a positive and significant influence on customer satisfaction. The t-statistic and F-statistic results provide support for the hypotheses.

Keywords

Service Quality; Price; Customer Satisfaction; Tourism; New Normal Era.

1. Introduction

Tourism represents a significant sector in economic activities, as it generates value through the provision of diverse experiences, products, and services for tourists.(Apriyanti et al., 2024). Indonesia has diverse tourism resources, ranging from natural wealth to culture, which provide opportunities for the development of various tourist destinations (Wang & Azizurrohman, 2025). In an increasingly competitive tourism environment, customer satisfaction has become one of the important indicators in evaluating service success because it reflects the comparison between expectations and the experiences received by consumers (P.J et al., 2023). The importance of this satisfaction became even more apparent in the New Normal era after the COVID-19 pandemic, when changes in tourism conditions and consumer expectations required service providers to maintain the quality of the tourist experience. Therefore, identifying factors affecting customer satisfaction is essential for sustaining and enhancing the quality of tourism services.

In that context, service quality and price are two relevant factors in shaping customer evaluations of their travel experiences. Service quality represents providers' capability to deliver services consistent with consumer expectations, whereas price refers to the monetary amount exchanged by consumers to obtain

rights to utilize particular goods or services (Halim et al., 2025). In tourism services, consumers not only evaluate how the service is provided but also consider the alignment between the price paid and the benefits or experiences obtained (Truong et al., 2020). Therefore, good service quality and a price perceived as commensurate with the benefits received can be important factors in shaping customer satisfaction.

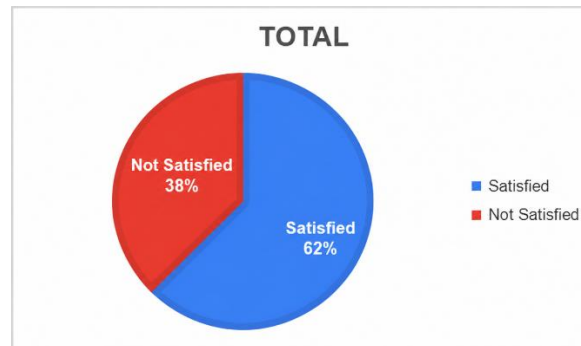


Figure 1. Initial Distribution of Customer Satisfaction

Source: Data Processed, 2022

The results of the pre-survey involving 60 respondents indicate that 62% of the respondents expressed satisfaction, while 38% expressed dissatisfaction with the visit experience they received. Although the majority of respondents expressed satisfaction, the proportion of dissatisfaction indicates a condition that needs further investigation to understand the factors related to customer satisfaction. Prior studies have demonstrated the impact of service quality on satisfaction (Balinado et al., 2021; Hendriana & Irawan, 2024; Setiono & Hidayat, 2022), Meanwhile, previous studies suggest that price is likewise associated with customer satisfaction (Aisyah et al., 2023; Balinado et al., 2021). Nevertheless, evidence concerning the effect of price remains inconsistent, Salim et al. (2023) reported that price does not significantly affect consumer satisfaction partially. This situation offers empirical grounds for reassessing the contribution of service quality and price in explaining customer satisfaction within the tourism sector and its broader service context.

The research gap identified in this study concerns the inconsistency of empirical evidence regarding price effects on customer satisfaction and the need to reinforce empirical evidence within the tourism context during the New Normal era. Although earlier studies have investigated the association of service quality and price with customer satisfaction, variations in findings and research settings suggest that these relationships remain worthy of further examination. Accordingly, this study seeks to examine the effects of service quality and price on customer satisfaction, both individually and collectively. Academically, this study contributes empirical evidence concerning how service quality and price explain customer satisfaction in the tourism sector, whereas practically, its findings may provide useful considerations for service providers when enhancing service quality and managing prices in accordance with customer expectations while maintaining pricing strategies aligned with customer expectations.

2. Literature Review

2.1 Service Quality

Service quality represents a dynamic condition involving services, human resources, processes, and environments that are capable of meeting or exceeding customer expectations (Singh et al., 2023). Within service contexts, service quality demonstrates the provider's capability to create experiences that correspond with customer expectations (Gonu et al., 2023). Syamsul Alam et al. (2022) outlined five service quality dimensions: reliability, responsiveness, assurance, empathy, and tangibles, covering dependable performance, prompt responses, confidence, personalized attention, and the physical elements of service delivery.

The association between service quality and customer satisfaction is evidenced by studies conducted by Khan et al. (2025), M. et al. (2020), and Gogoi (2020), demonstrating that service quality positively and significantly influences customer or visitor satisfaction. These results suggest that improved service delivery and greater alignment with customer expectations lead to higher satisfaction levels. Therefore, this study formulates H1: Service quality positively and significantly affects customer satisfaction.

2.2 Price

Price refers to a monetary amount or other measure exchanged by consumers to acquire the right to utilize goods or services (Barusman, Yuliana, et al., 2020). Price becomes an element that generates revenue for the company while also being one of the considerations for customers in evaluating the value obtained from a service (Zhao et al., 2021). The alignment between the price paid and the benefits received can influence customers' assessment of the service experience (Alzoubi et al., 2020).

Empirical findings regarding the relationship between price and customer satisfaction show results that are not yet fully consistent. Ilyas & Mustafa (2022) and Susanti et al. (2020) demonstrated that price positively and significantly influences customer or visitor satisfaction, both individually and jointly with service quality. In contrast, Bahari dan Abd Salim et al. (2023) reported that price has no significant partial effect, despite price and service quality simultaneously influencing customer satisfaction. These contrasting findings provide a basis for further examining the association between price and customer satisfaction. Accordingly, this study formulates H2: Price positively and significantly affects customer satisfaction.

2.3 Customer Satisfaction

Customer satisfaction refers to feelings of pleasure or disappointment resulting from comparing perceived performance with customer expectations (Barusman, Virgawenda, et al., 2020). Satisfaction represents customers' assessment of experiences gained after consuming a product or utilizing a service. Zhong & Moon (2020) state that satisfaction is affected not only by service quality but also by product quality, price, situational conditions, and individual customer factors. Within service settings, service quality and price are relevant determinants

because both are directly associated with customers' experiences and the value they perceive from the service provided.

Studies conducted by Susanti et al. (2020) and Azis & Haryadi (2022) demonstrate that service quality and price jointly exert a significant influence on customer or visitor satisfaction. Based on these findings, service quality and price are considered factors that collectively explain customer satisfaction. Accordingly, this study formulates H3: Service quality and price simultaneously have a positive and significant effect on customer satisfaction.

2.4 Research Framework and Hypothesis

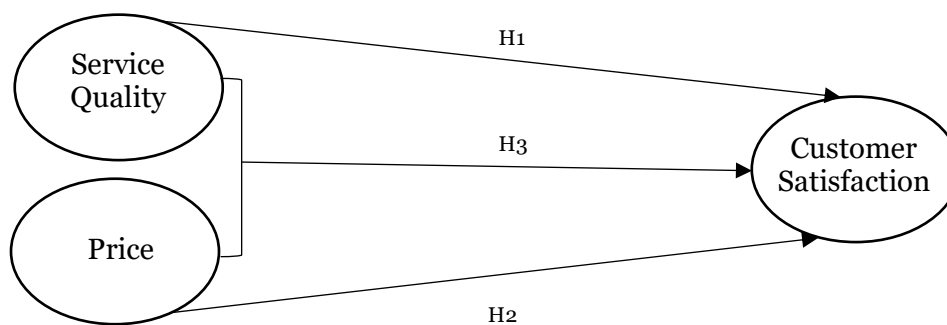


Figure 1. Research Framework

Source: Data Processed, 2022

Based on that framework, the research hypothesis is formulated as follows:

- H1: Service quality has a positive and significant impact on customer satisfaction.
- H2: Price has a positive and significant impact on customer satisfaction.
- H3: Service quality and price simultaneously have a positive and significant impact on customer satisfaction.

3. Method

This research was conducted at the Lembah Hijau Zoo in Bandar Lampung, focusing on visitors' experiences regarding service quality, pricing, and customer satisfaction in the context of the New Normal. Data were obtained directly from visitors who had experience visiting the destination through questionnaires, supported by relevant literature sources.

3.1 Research Design

This study adopts a quantitative approach and field research design to investigate the effects of service quality and price on customer satisfaction (Thomas & Zubkov, 2023). The quantitative approach is employed because the research data are presented numerically and statistically analyzed, whereas field research involves directly gathering information from visitors at Lembah Hijau Zoo in Bandar Lampung. Library research is additionally conducted to establish a theoretical foundation using books, scholarly articles, and relevant literature (Jamaluddin et al., 2025). Within the proposed research model, service quality (X1) and price (X2) serve as independent variables, while customer satisfaction

(Y) represents the dependent variable, examined both partially and simultaneously.

3.2 Participants / Sample

The research population includes visitors to the Green Valley Zoo in Bandar Lampung who have experience visiting and using the available services. The research sample consists of 60 respondents selected using the incidental/accidental sampling technique, namely respondents who were directly encountered and have visited the research object. The variables examined comprise service quality (X1), price (X2), and customer satisfaction (Y), with service quality assessed through five dimensions: reliability, responsiveness, assurance, empathy, and tangibles, whereas price is evaluated according to the compatibility between the price and the experience and quality received by customers.

3.3 Data Collection

Data were collected using closed questionnaires given to 60 respondents who had visited the Lembah Hijau Zoo in Bandar Lampung. The questionnaire was used to obtain respondents' perceptions regarding service quality, price, and customer satisfaction, while supporting data were obtained through literature review of books, scientific journals, and relevant publications. The collected data is then tabulated and prepared for instrument testing and statistical analysis.

3.4 Data Analysis

The data were processed with SPSS version 22 using several analytical stages, including validity and reliability testing to confirm instrument feasibility, multiple linear regression analysis to assess the effects of service quality and price on customer satisfaction, along with correlation coefficient and coefficient of determination (R^2) analysis to assess relationship strength and the model's capacity to explain variation in the dependent variable. Hypothesis testing employed the t-test to assess each variable's partial effect and the F-test to evaluate the simultaneous effects of both independent variables on customer satisfaction, using a 5% significance level for statistical interpretation and conclusions regarding the proposed relationships.

3.5 Ethical Considerations

Data collection was conducted by involving respondents who voluntarily participated by filling out questionnaires. The data provided by the respondents were used for research purposes and treated confidentially, while the respondents' personal identities were not included in the presentation of data or research results.

4. Results

4.1 Research Object

Lembah Hijau Zoo is a tourist destination that has been operating since April 2007 in Bandar Lampung. This destination occupies an area of 30 hectares and has around 465 animals consisting of 65 species. Various animal collections are part of the tourist experience offered, including pelicans, orangutans, banteng,

sun bears, crocodiles, and a bird park. The bird park is designed in the form of a large cage measuring 48 meters long, 24 meters wide, and 9 meters high, allowing visitors to observe the birds more closely from various positions.

4.2 Validity and Reliability Testing

The validity test aims to assess whether each questionnaire item can adequately measure the research variables at a 5% significance level. The assessment covers items associated with service quality, price, and customer satisfaction variables. The validity testing results concerning the service quality variable are subsequently presented in Table 1 for further examination and interpretation.

Table 1. Validity Test Results for Service Quality Indicators

Item	Sig. (2-tailed)	Conclusion
X1.1	0.000	Valid
X1.2	0.000	Valid
X1.3	0.000	Valid
X1.4	0.000	Valid
X1.5	0.000	Valid

Source: Data Processed, 2022

As presented in Table 1, all five service quality items demonstrate significance values of 0.000, below the established 0.05 threshold. Therefore, all items measuring service quality are classified as valid and can be used for further analysis. Next, validity testing was conducted on five items of the price variable. The test results are displayed in Table 2.

Table 2. Validity Test Results for Price Indicators

Item	Sig. (2-tailed)	Conclusion
X2.1	0.000	Valid
X2.2	0.000	Valid
X2.3	0.000	Valid
X2.4	0.000	Valid
X2.5	0.000	Valid

Source: Data Processed, 2022

Table 2 indicates that every item measuring the price variable records a significance value of 0.000, below the 0.05 level. Therefore, all price measurement items are declared valid and meet the criteria to be used in the next analysis stage.

The validity test was subsequently conducted on five items of the customer satisfaction variable. The testing outcomes are displayed in Table 3.

Table 3. Validity Test Results for Customer Satisfaction Indicators

Item	Sig. (2-tailed)	Conclusion
Y1.1	0.000	Valid
Y1.2	0.000	Valid
Y1.3	0.000	Valid
Y1.4	0.000	Valid
Y1.5	0.000	Valid

Source: Data Processed, 2022

According to Table 3, all customer satisfaction items record significance values of 0.000, below 0.05. These findings confirm that every item measuring customer satisfaction is valid. Overall, the validity assessment demonstrates that all questionnaire items representing the three research variables fulfill the established validity requirements and are appropriate for subsequent statistical analysis.

Reliability testing aims to verify the consistency of the research instrument. An instrument is considered reliable when its Cronbach's alpha coefficient exceeds 0.70. The reliability testing results for the service quality, price, and customer satisfaction variables are displayed in Table 4, providing evidence regarding the consistency and dependability of the measurement instrument used in this study.

Table 4. Reliability Test Results

Research Variable	Cronbach's Alpha	Conclusion
Service Quality	0.941	Reliable
Price	0.920	Reliable
Customer Satisfaction	0.942	Reliable

Source: Data Processed, 2022

According to Table 4, Cronbach's alpha coefficients are 0.941 for service quality, 0.920 for price, and 0.942 for customer satisfaction. All these values are greater than 0.70, so all items in the research instrument are declared reliable and can be used for further analysis.

Thus, after testing for validity and reliability, all items in the questionnaire used to measure service quality, price, and customer satisfaction meet the established criteria.

4.3 Quantitative Analysis

Quantitative analysis was performed to assess the relationships and effects of service quality and price on customer satisfaction. The analytical procedures comprised multiple linear regression, correlation coefficient, and coefficient of determination analyses. The findings from the multiple linear regression analysis are reported in Table 5, providing the basis for evaluating the proposed relationships between the variables.

Table 5. Multiple Linear Regression Results

Model	Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.
Constant	1.746	1.210	—	1.443	0.154
Service Quality (X ₁)	0.566	0.117	0.536	4.855	0.000
Price (X ₂)	0.392	0.112	0.387	3.504	0.001

Source: Data Processed, 2022

According to Table 5, service quality demonstrates a regression coefficient of 0.566 and a significance value of 0.000 (<0.05). These findings show that service quality is positively and significantly associated with customer satisfaction. Meanwhile, price records a regression coefficient of 0.392 and a significance value of 0.001 (<0.05), indicating a positive and significant association with customer satisfaction. Accordingly, the resulting multiple linear regression equation is $Y = 1.746 + 0.566X_1 + 0.392X_2 + e$.

Furthermore, the correlation coefficient serves to measure the strength of association among the research variables. The Pearson correlation test results are reported in Table 6.

Table 6. Pearson Correlation Results

Variables	Service Quality	Price	Customer Satisfaction
Service Quality	1.000	0.827**	0.856**
Price	0.827**	1.000	0.830**
Customer Satisfaction	0.856**	0.830**	1.000
Sig. (2-tailed)	—	0.000	0.000
N	60	60	60

Note: Correlation is significant at the 0.01 level (2-tailed).

Source: Data Processed, 2022

Table 6 indicates that the correlation coefficient between service quality and customer satisfaction reaches 0.856, whereas the relationship between price and customer satisfaction records 0.830. According to the correlation interpretation range of 0.80–1.00 applied in this research, both associations are categorized as very strong relationships.

The capacity of service quality and price to account for variations in customer satisfaction is further evaluated using the coefficient of determination. The results of this analysis are subsequently presented in Table 7.

Table 7. Coefficient of Determination

R	R Square	Adjusted R Square	Std. Error of the Estimate
0.883	0.780	0.773	2.285

Source: Data Processed, 2022

According to Table 7, the Adjusted R Square value reaches 0.773, showing that service quality and price collectively account for 77.3% of the variation in customer satisfaction. The remaining 22.7% of variation in customer satisfaction is attributable to other factors that are not incorporated within the research model.

4.4 Hypothesis Testing

Hypothesis testing aims to assess the effects of service quality and price on customer satisfaction, both individually and jointly. The partial effect is examined through a t-test, whereas the simultaneous effect is evaluated using an F-test, with statistical significance established at the 5% level.

According to the regression analysis presented in Table 5, service quality recorded a t-value of 4.855 and a significance value of 0.000 (<0.05). These findings demonstrate that service quality positively and significantly affects customer satisfaction. Accordingly, H1 is accepted. Meanwhile, price recorded a t-value of 3.504 and a significance value of 0.001 (<0.05), demonstrating a positive and significant effect on customer satisfaction. Therefore, H2 is accepted.

Simultaneous testing aimed to assess whether service quality and price collectively influence customer satisfaction. The F-test results are reported in Table 8.

Table 8. F-Test Results

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	1056.915	2	528.458	10.118	<0.001
Residual	297.685	57	5.223	—	—
Total	1354.600	59	—	—	—

Source: Data Processed, 2022

The F-test findings presented in Table 8 indicate an F value of 10.118 and a significance value of <0.001 , which falls below 0.05. These findings demonstrate that service quality and price jointly exert a significant influence on customer satisfaction. Therefore, H3 is accepted.

5. Discussion

The findings demonstrate that service quality positively and significantly affects customer satisfaction, thereby supporting H1. These findings suggest that enhancing service quality, particularly regarding reliability, responsiveness, friendliness, and safety, may increase visitor satisfaction. The results are consistent with Khan et al. (2025), M. et al. (2020), and Gogoi (2020), who similarly reported a positive and significant influence of service quality on customer satisfaction. In the context of the New Normal, the consistency of service quality becomes increasingly important in shaping a positive travel experience.

Price likewise demonstrates a positive and significant influence on customer satisfaction, thereby supporting H2. These findings suggest that price

compatibility with the benefits and experiences obtained contributes to customer satisfaction. The findings are in accordance with Ilyas & Mustafa (2022) and Susanti et al. (2020). The implication is that managers need to maintain price alignment with the value perceived by customers and clearly communicate pricing and promotional policies.

Collectively, service quality and price exert positive and significant effects on customer satisfaction, thereby supporting H3. The Adjusted R Square value of 0.773 demonstrates that these two variables account for 77.3% of the variation observed in customer satisfaction. These findings support Susanti et al. (2020) and Azis & Haryadi (2022), while also indicating that customer satisfaction is formed through a combination of service quality and perception of price value. Practically, managers need to manage both aspects in an integrated manner to create a satisfying tourism experience in the New Normal era.

6. Conclusion

This study demonstrates that service quality and price positively and significantly influence customer satisfaction, both individually and jointly. These findings confirm that service quality and appropriate pricing are essential factors in forming customer satisfaction at tourism destinations during the New Normal era. From a practical perspective, managers should sustain and enhance service quality through reliability, responsiveness, assurance, empathy, and tangibles, while maintaining affordable prices and implementing more effective promotional strategies. From an academic perspective, this study contributes empirical evidence concerning the association between service quality and price and customer satisfaction within the tourism sector during the New Normal period.

This research has limitations in the relatively small number of respondents, namely 60 customers, the use of incidental sampling, and the model scope that only involves service quality and price as independent variables. Therefore, future research can use a larger sample size, consider more representative sampling techniques, and expand the model by including other variables that have the potential to explain customer satisfaction. This advancement is anticipated to offer a broader understanding of the factors influencing customer satisfaction within the tourism context.

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Data Availability Statement

The data underlying the findings of this study can be obtained from the corresponding author upon reasonable request. However, because of privacy and

confidentiality concerns regarding the respondents, the complete dataset cannot be made publicly accessible.

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