

**Servqual Model in Tourism Development in the Mandalika Special Economic Zone**  
**Model Servqual dalam Pengembangan Pariwisata di Zona Ekonomi Khusus Mandalika**



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ARTICLE INFORMATION	
<p><b>Keywords</b>  <i>Servqual Model Service Quality;</i>  <i>Mandalika SEZ;</i>  <i>Sustainable Tourism;</i>  <i>Community empowerment;</i></p>	<p><b>ABSTRACT</b>                      The Mandalika Special Economic Zone (SEZ) is considered a very important tourism destination. However, its management faces problems such as the centralization of ITDC authority, limited community participation, and poor service quality in various areas. In this situation, service quality evaluation must be carried out comprehensively using an approach that can see multi-actor dynamics. The purpose of this study is to examine how the application of the SERVQUAL model helps improve tourism service quality in the Mandalika SEZ and to identify how ITDC, the Central Lombok Tourism Office, and Pokdarwis contribute to the five main dimensions: tangibles, reliability, responsiveness, assurance, and empathy. The method used is a descriptive qualitative approach with in-depth interview and participatory observation techniques, thematic analysis assisted by NVivo 12 Plus. The results show that ITDC authorities dominate the tangibles dimension through infrastructure development and area aesthetics, while trust, responsiveness, assurance, and empathy are more influenced by regional institutional capacity and community empowerment, including human resource training, provision of information centers, organization of cultural activities, and development of community-based ecotourism. The results show that physical development is not the only factor contributing to service quality improvement; institutional coordination, investment in human resources, and strengthening the role of the community are all factors that contribute to service quality improvement. This study finds that SERVQUAL has the ability to explain the configuration of Mandalika's service governance and serves as the basis for a more inclusive and sustainable service improvement model in destinations with a multi-actor structure.</p>
<p><b>Kata Kunci</b>                      Model Kualitas Layanan Servqual;                      Kawasan Ekonomi Khusus Mandalika;                      Pariwisata Berkelanjutan;                      Pemberdayaan Masyarakat;</p>	<p><b>ABSTRAK</b>                      Kawasan Ekonomi Khusus (KEK) Mandalika dianggap sebagai destinasi pariwisata yang sangat penting. Namun, pengelolaan KEK Mandalika menghadapi masalah seperti sentralisasi wewenang ITDC, keterlibatan masyarakat yang terbatas, dan kualitas layanan yang buruk di berbagai bidang. Dalam situasi ini, evaluasi kualitas layanan harus dilakukan secara komprehensif menggunakan pendekatan yang dapat melihat dinamika multi-aktor. Tujuan studi ini adalah untuk mengkaji bagaimana penerapan model SERVQUAL dapat membantu meningkatkan kualitas layanan pariwisata di KEK Mandalika, serta mengidentifikasi kontribusi ITDC,</p>

	<p>Kantor Pariwisata Lombok Tengah, dan Pokdarwis terhadap lima dimensi utama: tangibles, reliability, responsiveness, assurance, dan empathy. Metode yang digunakan adalah pendekatan kualitatif deskriptif dengan teknik wawancara mendalam dan pengamatan partisipatif, serta analisis tematik yang dibantu oleh NVivo 12 Plus. Hasil menunjukkan bahwa otoritas ITDC mendominasi dimensi tangibles melalui pengembangan infrastruktur dan estetika kawasan, sementara kepercayaan, responsivitas, jaminan, dan empati lebih dipengaruhi oleh kapasitas institusional regional dan pemberdayaan masyarakat, termasuk pelatihan sumber daya manusia, penyediaan pusat informasi, penyelenggaraan kegiatan budaya, dan pengembangan ekowisata berbasis masyarakat. Hasil penelitian menunjukkan bahwa perkembangan fisik bukanlah satu-satunya faktor yang berkontribusi terhadap peningkatan kualitas layanan; koordinasi institusional, investasi dalam sumber daya manusia, dan penguatan peran komunitas juga merupakan faktor-faktor yang berkontribusi terhadap peningkatan kualitas layanan. Penelitian ini menemukan bahwa SERVQUAL memiliki kemampuan untuk menjelaskan konfigurasi tata kelola layanan di Mandalika dan berfungsi sebagai dasar untuk model peningkatan layanan yang lebih inklusif dan berkelanjutan di destinasi dengan struktur multi-aktor.</p>
<p><b>Article History</b>                  Send 22<sup>th</sup> October 2025                  Review 18<sup>th</sup> November 2025                  Accepted 18<sup>th</sup> December 2025</p>	<p>Copyright ©2026 <a href="#">Jurnal Aristo (Social, Politic, Humaniora)</a>                  This is an open access article under the <a href="#">CC-BY-NC-SA</a> license.                  Akses artikel terbuka dengan model <a href="#">CC-BY-NC-SA</a> sebagai lisensinya.</p>



## Introduction

Indonesia, with its vast geographical landscape and extraordinary socio-cultural diversity, is a mosaic of uniqueness that offers tremendous potential for tourism development (Parapat et al., 2024). Its natural beauty from pristine beaches and tropical forests to majestic mountains combined with the richness of local culture, makes tourism a strategic sector and a key driver of national economic growth (situmorang et al., 2024). The tourism sector contributes significantly to foreign exchange earnings and local employment creation, making it one of Indonesia's priority industries (Rahma, 2020). However, this indicates that the quality of tourism services is a crucial factor that needs to be improved in order for the potential to be able to deliver daya to the destination in a timely manner. Because of this, research on the quality of pariwisata services is important and relevant, especially in destinations where management involves many stakeholders.

However, the resilience of Indonesia's tourism industry was severely tested during the COVID-19 pandemic, which caused a dramatic decline in foreign exchange revenues and tourist arrivals. The government responded with strategic recovery measures such as travel policy relaxation and fiscal incentives, resulting in a gradual resurgence by 2023 (Anggraini, 2024). Nevertheless, compared to other export-oriented sectors like mining, tourism's contribution to foreign exchange remains relatively modest, indicating the need to enhance the sector's competitiveness and sustainability (Taufani, 2024). his situation shows that the tourism sector's focus is not only on increasing the number of connections but also on improving the quality of services as the primary foundation for future growth. As a result, the urgency of this study is increasing due to the high quality of the services provided in determining the destination's resilience with regard to external shocks.

In this national framework, Lombok Island particularly the Mandalika Special Economic Zone (SEZ) has been designated as a super-priority destination under Indonesia's sustainable tourism development agenda (Wahyudin et al., 2022) and (Febdilan et al., 2024). Mandalika SEZ was envisioned as a catalyst for regional economic growth through environmentally responsible and community-based tourism. Before large-scale development, such as the construction of the MotoGP circuit, Mandalika was just an ordinary coastal area with limited facilities and informal service standards. The people there were largely responsible for themselves. The area attracts domestic and foreign tourists due to its natural and cultural assets, as well as government investment in infrastructure (Septadiani et al., 2022). In addition, this transformation changed the authority structure and service

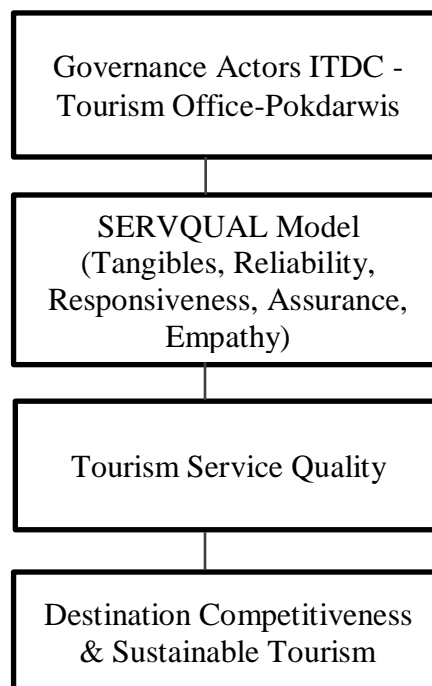
mechanisms because it made ITDC, Pokdarwis, and the Tourism Office interconnected actors in tourism environment management.

Yet, alongside these aspirations lie pressing challenges. Environmental degradation caused by large-scale infrastructure projects, cultural commodification threatening Sasak traditions, and land rights conflicts between local communities and corporate developers highlight governance and equity issues in the SEZ (Amirosa & Pattaray, 2024);(Abram Maulana et al., 2023);(Jasmisari, 2022). To address this complexity, a more inclusive and sustainable management model is needed that can balance ecological preservation, social empowerment, and physical development. To achieve Mandalika's sustainable development goals, a comprehensive evaluation of service quality is necessary. This evaluation must cover technical aspects as well as governance, spatial justice, and community participation. In this context, research shows that the interaction between ITDC as the area manager, the Tourism Office as the public service provider, and Pokdarwis as the community-based service provider shapes the tourist experience in Mandalika. The governance configuration involving these various actors indicates that the tangibles dimension is mainly shaped by the role of ITDC, while the dimensions of reliability, responsiveness, assurance, and empathy are more determined by the capabilities of local institutions and the community empowerment process. Thus, understanding the dynamics of service quality requires an analysis that is able to comprehensively capture the interconnectedness of the roles among the actors

To achieve this balance, improving service quality is crucial. The SERVQUAL model, developed by Parasuraman et al., remains one of the most widely used tools for assessing service quality across industries, including tourism (Mulyani et al., 2021). The model measures five core dimensions tangibles, reliability, responsiveness, assurance, and empathy to evaluate the gap between customers' expectations and their actual experiences (Sofyani et al., 2020). Within tourism, studies demonstrate that SERVQUAL effectively captures visitor satisfaction and identifies priority areas for service improvement (Sari et al., 2021);(Siregar et al., 2021). In sustainable destinations, service quality is not limited to infrastructure and hospitality but also involves cultural sensitivity, community engagement, and environmental awareness (Chatzigeorgiou et al., 2025). As demonstrated by Mandalika's multi-stakeholder governance, where ITDC is responsible for physical aspects. On the other hand, institutional coordination and community empowerment influence aspects of reliability, responsiveness, assurance, and empathy.

Moreover, contemporary research in sustainable and community-based tourism emphasizes that empowering local communities as key stakeholders leads to more equitable benefit distribution and long-term sustainability (Facoetti, 2023; Saarinen & Hall, 2025). In destinations such as KEK Mandalika, the integration of SERVQUAL with a community empowerment framework can ensure service quality improvements that are in line with social inclusion and environmental protection. The novelty of this research lies in the application of SERVQUAL in the context of a layered and corporate-controlled destination management system, thereby revealing the dynamics of service quality that impact tourist perceptions and spatial politics.

Therefore, the purpose of this study is to examine how the SERVQUAL model is applied to improve tourism service quality in the Mandalika Special Economic Zone, with a particular emphasis on the establishment of local, sustainable, and inclusive service standards. This study aims to reveal how various stakeholders including ITDC, local government, and community organizations contribute to each dimension of SERVQUAL through a descriptive qualitative approach involving interviews and participatory observation. Ultimately, the results of this study are expected to form the basis for the creation of a comprehensive service improvement model to enhance Mandalika's competitiveness as an attractive tourism destination.



**Figure 1. Research Framework**

## **Method**

This study uses a descriptive qualitative approach to gain an in-depth understanding of the application of the SERVQUAL model in developing tourism service quality in the Mandalika Special Economic Zone (SEZ). This approach was chosen because it is able to record social reality holistically and contextually through the experiences, perceptions, and interactions of actors and stakeholders in the tourism sector. Data collection techniques were carried out through in-depth interviews and participatory observation, with informants selected purposively, including the Central Lombok Regency Tourism Office and domestic tourists. Data analysis was conducted thematically by identifying patterns, categories, and themes based on the five dimensions of SERVQUAL: tangibles, reliability, responsiveness, assurance, and empathy. The data obtained was processed using NVivo 12 Plus software to support the validity, accuracy, and transparency of the analysis. This process included entering interview transcripts and field notes into the system, followed by coding, categorization, and exploration of the relationships between themes. The SERVQUAL model served as the main evaluative framework for measuring service quality and tourist experience, as well as assessing the effectiveness of services provided by local tourism actors in the Mandalika SEZ.

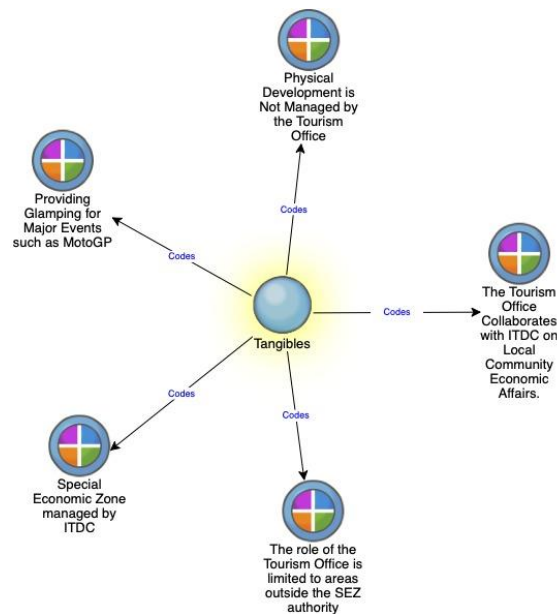
## **Results and Discussion**

The results of data analysis, presented through word clouds and treemaps, provide strong visual evidence of how the SERVQUAL model captures service quality dimensions in the Mandalika Special Economic Zone (SEZ). The five core dimensions tangibles, reliability, responsiveness, assurance, and empathy were analyzed in detail to reveal practical and institutional implications. These findings align with prior research that emphasizes the importance of adopting the SERVQUAL model to assess tourism service quality in emerging destinations (Arabacıoğlu, 2023; Simeli et al., 2025).



Tourism Office focuses on maintenance, cleanliness, and temporary facilities. This division of responsibility has resulted in aesthetic progress but also raised issues of spatial inequality and limited local participation.

Studies highlight that physical infrastructure plays a critical role in tourists' perception of destination quality and competitiveness (Stylidis et al., 2022). However, infrastructure-led tourism can generate disparities when community participation is minimal (Reindrawati, 2023). Comparable findings from Thailand and Malaysia show that excessive centralization of tourism infrastructure planning reduces community ownership and weakens sustainability outcomes (Jie et al., 2024; Sriyani, 2022). Therefore, Mandalika's tangible development must integrate participatory infrastructure design to balance corporate efficiency with community inclusiveness.



**Figure 4. Tangibles**

**Source: Analysis using Nvivo12 plus (2025)**

The Mandalika SEZ is currently in the preparation and development stage, moving towards finalization, managed by ITDC (Indonesia Tourism Development Corporation), a state-owned enterprise (BUMN). In this case, the nature of the business is profit-oriented. Under the SEZ management regulations, including the Mandalika SEZ, locations must be prepared for micro, small, medium, and cooperative businesses, both as business actors and supporters of company activities within the SEZ (paragraph 3 of Article 3 of Law No. 39 of

2009). The implementation of the Mandalika SEZ business with an ecotourism concept tends to benefit small groups of large-scale business actors (Zulkarnaen et al., 2022).

The fact that physical development is not managed by the Tourism Office indicates a significant shift in authority. Since Mandalika was designated as a SEZ, authority over infrastructure development has been under the full control of ITDC, a state owned enterprise appointed by the central government. In fact, some old infrastructure, such as security posts that were previously built by the Tourism Office, were dismantled because they were deemed incompatible with ITDC's design. This confirms that the physical aspects of Mandalika are not only related to aesthetics but are also part of spatial politics. This finding is in line with research (Mustangin et al., 2020), which states that the existence of special economic zones tends to centralize management authority to national entities, thereby reducing regional autonomy. Even infrastructure that was previously built by the Tourism Office, such as security posts, has been dismantled because it was deemed incompatible with ITDC's design. This indicates that the physical dimension in Mandalika is not only a matter of aesthetics but also spatial politics. In addition, the provision of glamping at major events such as MotoGP is an example of the flexible role of local government in providing temporary facilities that support the visual appeal of the destination. This strategy reflects a form of participation that, although not sustainable, still has an impact on the physical image of the destination in the eyes of tourists.

Limited collaboration between the Tourism Office and ITDC shows that even though it does not have direct control over physical development, the Tourism Office still plays a role in non-infrastructure matters such as cleanliness and vendor management. This role is important in creating a clean and organized visual impression of the destination. Research by (Nugraha, 2021), shows that tourists' perceptions of the quality of physical services are greatly influenced by aspects of cleanliness, comfort, and spatial planning, which do not always depend on megastructural infrastructure, but on micro and socio-cultural management.

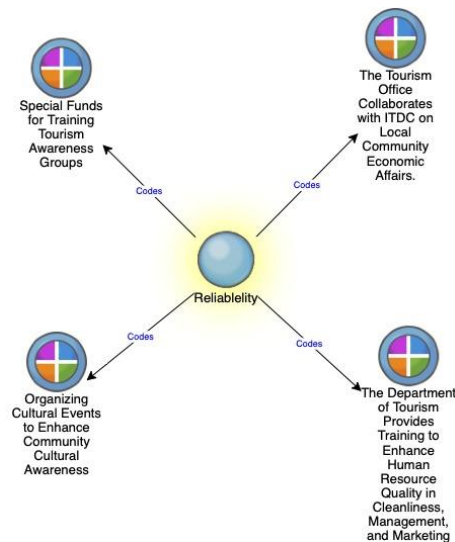
Limited intervention in the buffer zone illustrates the limited role of the Agency, which can only touch areas outside the SEZ, such as Selong Belanak. However, this area faces serious challenges, such as the conversion of land to private ownership, which is difficult for the public to access. This reflects a gap in the equitable provision of physical facilities, as highlighted in a study by (Handayani & Adelvia, 2020), which states that one of the main obstacles to the development of community-based tourist destinations is inequality of access to land and infrastructure.

The dominance of area management by ITDC demonstrates the success of the physical standards created by the central corporation. Tourists give positive assessments of the cleanliness, aesthetics, and facilities of the main SEZ area, reflecting ideal tangibles. However, these standards do not guarantee spatial inclusion and justice for local communities, who are more involved in the buffer zone. Therefore, it can be concluded that the tangible dimensions in the Mandalika SEZ reflect a dualism in physical governance: on the one hand, there is corporate-controlled progress in aesthetics and infrastructure, while on the other hand, there are limitations in regional intervention and representation in development. Limited collaboration has become a compromise strategy to keep the local role alive, albeit within a narrow scope. Therefore, the development of physical service quality in the future needs to consider aspects of spatial justice and local community involvement as an integral part of tourism service design, not merely as a complement to destination visualization.

### ***Reliability in Mandalika SEZ Tourism Services***

Reliability reflects the ability of institutions to deliver services consistently and in accordance with expectations (Mulyani et al., 2021). The study identifies collaboration between ITDC and the Central Lombok Tourism Office, human resource training, and funding for community-based tourism groups (Pokdarwis) as indicators of reliability. Training initiatives demonstrate a clear institutional commitment to building service capacity and professional standards.

This aligns with previous findings that emphasize training and competence development as vital to tourism reliability and visitor trust (Ruhanen, 2025). Moreover, collaboration between national corporations and local authorities mirrors successful public-private partnership models seen in destinations like Bali, Phuket, and Langkawi (Jung, 2022; Lisovska et al., 2025). In Mandalika, maintaining service reliability depends not only on technical consistency but also on continuity in cultural and community engagement. Therefore, embedding reliability into governance frameworks enhances service resilience and adaptability to fluctuating visitor demands.



**Figure 5. Reliability**

**Source: Analysis using Nvivo12 plus (2025)**

The tourism agency collaborates with ITDC in matters related to the local community's economy, demonstrating institutional reliability in carrying out its role despite experiencing limitations of authority within the SEZ. This collaboration is not only administrative in nature, but also includes synergy in the management of street vendors and environmental planning oriented towards the economic empowerment of the local community. Research by (Meliana et al., 2025) emphasizes that cross-actor collaboration is key to creating a sustainable and inclusive tourism system, especially when the region is under a multilevel governance structure such as a SEZ.

The Tourism Office provides training to improve the quality of human resources, which represents reliability in improving service capacity. Training that covers aspects of cleanliness, destination management, and tourism marketing reflects the institution's commitment to preparing professional tourism human resource. According to (Rahayu & Candera, 2023), service quality is largely determined by the capabilities of human resources. Thus, these training efforts not only improve service performance but also strengthen tourist confidence in the professionalism of destination management.

Special funds for pokdarwis demonstrate consistent budgetary support, most of which comes from special allocation funds (DAK). This program strengthens the structure of local tourism communities that serve as the spearhead of services in the field. Pokdarwis play a very important role in bridging communication between the government and tourists, while also directly maintaining service quality. The existence and development of pokdarwis

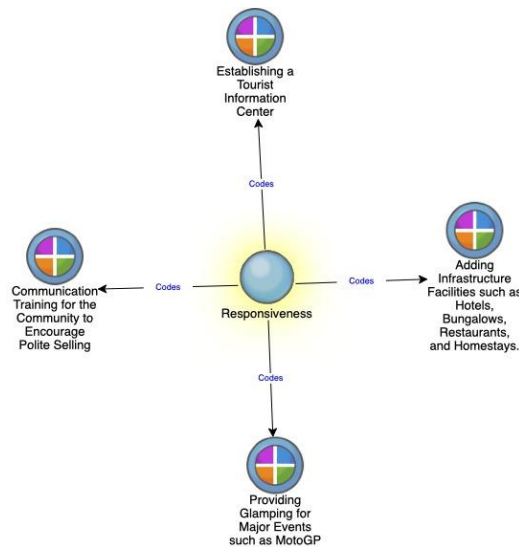
demonstrate systemic reliability in maintaining service continuity despite the complexity of the governance structure.

The implementation of cultural events to raise public awareness of culture marks another form of reliability of the agency in fostering collective awareness of cultural values as part of tourist attractions. Cultural events such as Bau Nyale, which is included in the national calendar, serve as a medium for promoting and educating the public and tourists about culture. Research by Amirosa (Mainolfi & Marino, 2020), states that the consistent holding of local events can strengthen cultural identity and expand community participation in the tourism ecosystem. The consistency of these events reflects the accountability and reliability of culture-based services.

Overall, the reliability dimension in the development of Mandalika SEZ tourism shows that the Central Lombok Tourism Office has carried out its service functions in a sustainable and systematic manner. Through collaboration, training, financial support, and event organization, this institution has succeeded in maintaining service consistency despite jurisdictional limitations. This finding reinforces the opinion (Nurjanah, 2018) that reliability in the tourism sector does not always depend on territorial control, but rather on the sustainability of programs and commitment to the quality of public services.

### ***Responsiveness in Mandalika SEZ Tourism Services***

Responsiveness describes how swiftly and effectively service providers respond to tourists' needs and feedback (Marlina et al., 2025) Two key strategies identified are the development of tourist information centers and communication training for local sellers. These initiatives strengthen the responsiveness dimension by enhancing information accessibility and improving tourist local interactions.



**Figure 6. Responsiveness**  
**Source: Analysis using Nvivo12 plus (2025)**

The provision of glamping (glamorous camping) facilities during major events such as MotoGP is a form of responsiveness in utilizing the momentum of seasonal tourism, which has high economic potential. Glamping combines the camping experience with the comfort of modern facilities and communication, thereby attracting middle- to upper-class tourists who want a unique yet comfortable experience. This aligns with the findings of (Permana & Adam, 2024). Which emphasize the importance of information centers as a vital element in enhancing satisfaction and perceptions of a destination's professionalism. It can be concluded that hosting international sporting events like MotoGP can trigger a surge in tourist visits and requires flexible, creative, and quickly prepared accommodation solutions.

The development of tourist information centers is a strategic step in providing easy access to information, increasing visitor satisfaction, and strengthening the image of the destination. The existence of information centers allows tourists to obtain route guides, local cultural information, culinary recommendations, and tour packages that suit their interests. According to research by (Aziz, 2023), well-managed information centers play an important role in improving the quality of tourist experiences and encouraging them to spend more at the destination. This is reinforced by a study by (Wang et al., 2022) which states that the availability of accurate and easily accessible information is one of the key factors in forming destination loyalty.

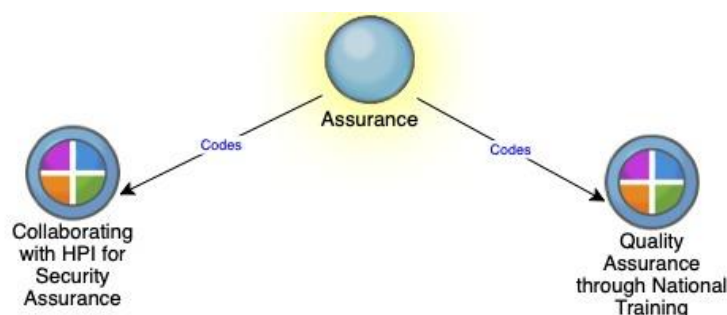
Communication training for the community on how to sell politely is a form of responsiveness that is oriented towards improving the quality of interaction between local residents and tourists. A friendly, polite, and professional attitude in service has been proven

to improve the image of a destination and extend the length of tourist visits. Research by (Shakeela & Jose, 2025) confirms that cross-cultural communication skills and friendly behavior from the local community have a significant influence on the satisfaction of international tourists. This is in line with the findings of (Mai, 2024), who state that the friendliness of the local population is one of the determining factors in tourists' intention to revisit a destination.

The addition of infrastructure facilities such as hotels, bungalows, restaurants, and homestays reflects a rapid response to the increasing demand for accommodation as the number of tourists grows. The availability of adequate facilities not only increases tourist capacity but can also drive local economic growth through job creation and increased regional income. Research by (Forsyth, 2023) shows that the development of tourism infrastructure directly contributes to the competitiveness of a destination. In addition, research by (Tichaawa et al., 2023) confirms that adequate infrastructure, particularly in the accommodation and culinary sectors, is closely related to increased tourist satisfaction and tourism sustainability.

#### ***Assurance in the Management of Mandalika SEZ Tourism Services***

Assurance refers to the level of confidence and security perceived by visitors regarding the competence and professionalism of tourism service providers (Ennew et al., 2024). The study reveals strong efforts by the Central Lombok Tourism Office to ensure safety through collaboration with the Indonesian Tour Guide Association (HPI) and the implementation of certified training programs. These measures are essential to building visitor trust and destination credibility.



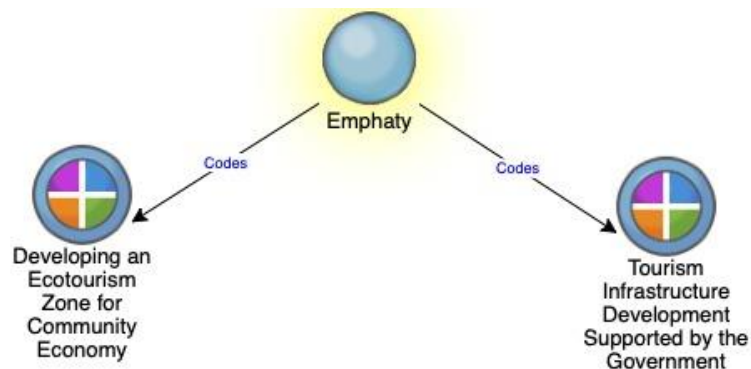
**Figure 7. Assurance**  
**Source: Analysis using Nvivo12 plus (2025)**

This approach is consistent with global tourism quality assurance practices where competency-based training is considered a cornerstone of service excellence (Yurchyshyna

et al., 2021). For example, studies in Spain and South Korea indicate that national certification systems improve perceived service reliability and enhance visitor loyalty (Kang et al., 2025). Similarly, Mandalika’s integration of training and professional certification ensures compliance with international service standards and reduces risk perceptions among tourists. Building structured partnerships between public institutions and tour guide associations can further institutionalize quality assurance mechanisms.

***Empathy in the Development of Mandalika SEZ Tourism Services***

Empathy in tourism involves understanding and addressing visitors’ needs while maintaining sensitivity toward the local community and environment (Mulyani et al., 2021). In Mandalika, empathy is expressed through the creation of community-based ecotourism zones that align economic goals with environmental and social objectives. These efforts are consistent with sustainable tourism principles emphasizing empowerment, inclusivity, and conservation (Saarinen & Hall, 2025).



**Figure 8. Empathy**  
**Source: Analysis using Nvivo12 plus (2025)**

Studies show that community-based tourism and ecotourism approaches not only improve service quality but also strengthen social equity and destination resilience (Dangi & Petrick, 2021; Stone, 2025). For instance, participatory ecotourism models in Nepal and Costa Rica have demonstrated positive outcomes in terms of both visitor satisfaction and community welfare (Basnet, 2023). Thus, Mandalika’s empathy driven initiatives offer a model of integrated tourism where human development complements physical and institutional growth. The inclusion of local stakeholders in planning and implementation processes can ensure that tourism development remains sustainable and culturally authentic.

**Table 1. Foreign and Domestic Tourist Visits**

No	Year	Tourists		Total
		Domestic	International	
1.	2020	17.849	26.710	44.559
2.	2021	38.154	3.002	41.156
3.	2022	33.892	70.991	104.883
4.	2023	88.404	120.604	209.008
5.	2024	70.991	88.406	120.603

Source: Dinas Pariwisata Kabupaten lombok Tengah, (2025)

Based on the table above, in 2020, foreign tourists (26,710) out numbered domestic tourists (17,849), with a total of 44,559. In 2021, there was a drastic decline in foreign tourists (only 3,002) due to the COVID-19 pandemic, although domestic tourists increased (38,154). The total number of visits dropped to 41,156. Then in 2022, after restrictions were lifted, foreign tourist arrivals surged (70,991), with the total number of visits increasing by more than 150% compared to 2021 (104,883). In 2023, visits peaked at a total of 209,008, dominated by foreign tourists (120,604) due to the Mandalika MotoGP event and international promotions. In 2024, visits declined to 120,603, indicating external factors such as a decrease in major events, the global economy, and fluctuations in travel costs.

### Synthesis of Findings

The findings demonstrate that the SERVQUAL dimensions provide a comprehensive framework for evaluating tourism service quality in Mandalika SEZ. The study confirms that while tangibles are dominated by corporate management, reliability, responsiveness, assurance, and empathy depend largely on institutional collaboration and community participation. This reflects the broader trend in global sustainable tourism research, which emphasizes multi-stakeholder engagement and service innovation (Sigala, 2021; Wu et al., 2024).

Therefore, enhancing Mandalika’s tourism competitiveness requires strengthening institutional coordination, investing in human capital, and integrating local community empowerment within the service quality system. These findings contribute to the ongoing discourse on sustainable destination management, offering empirical evidence that supports the hybrid application of SERVQUAL in culturally diverse and rapidly developing tourism regions.

### Conclusion

This study shows that the application of the SERVQUAL model can accurately explain the configuration of tourism service quality in the Mandalika Special Economic Zone (SEZ). It also answers the research question of how this model can be used to improve

service quality and create local, inclusive, and sustainable service standards. According to the results of the study, the application of SERVQUAL in Mandalika results in a different division of roles between organizations, local governments, and communities. Thus, each dimension of service quality has important actors that influence it. ITDC focuses entirely on the tangibles dimension through infrastructure management and area aesthetics, while trust, responsiveness, assurance, and empathy are shaped by institutional collaboration between the Central Lombok Tourism Office and community groups (Pokdarwis) through human resource training, provision of information centers, organization of cultural activities, and development of community-based ecotourism. These results show that improving service quality in Mandalika does not only depend on infrastructure development, but also on institutional capacity and community participation in creating sustainable service standards that are relevant to the local context.

Expanding the use of the SERVQUAL model in the context of destinations with layered governance structures such as SEZs, where the dynamics of authority, spatial politics, and community empowerment influence service quality. However, bias in the interpretation of results can be caused by the dominance of local perspectives and limited access to corporate data. Therefore, this study emphasizes that a deeper understanding of the quality of services provided in complex destinations is needed; this should include integrating the perceptions of tourists from around the world and further studying the role of corporate actors in area management. The findings of this study can be reinforced by research on collaborative governance, digital-based service evaluation models, and studies on the social impact of corporate development. Therefore, this study not only provides concrete evidence of the quality of Mandalika's tourism services but also serves as a basis for more open and flexible research on sustainable ways to develop destinations

### **Acknowledgent**

The author would like to express his deepest appreciation and gratitude to all parties who have provided support in completing the research entitled "Servqual Model in Tourism Development in the Mandalika Special Economic Zone." Special thanks go to Muhammadiyah University Mataram for the academic and institutional support provided, as well as to the Central Lombok Regency Tourism Office for facilitating access to valuable data and information. In addition, constructive input from colleagues and reviewers has contributed significantly to improving the quality of this research.

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