THE SERVICESCAPE STRIVES FOR COMMUNITY LODGE PERSONAL BRANDING THROUGH COMPETITIVE ADVANTAGE IN HOSPITALITY INDUSTRY

Wilma Cordelia Izaak*[1] (ID)

Amalya Diva Andriyani[1]

[1,2] Universitas Pembangunan Nasional Veteran Jawa Timur, Surabaya, Jawa Timur

ABSTRACT

This study explores the role of Servicescape on personal branding and the competitive advantage of local community lodges in Indonesia's growing tourism industry. Local community lodges offer authentic cultural experiences and are increasingly sought after by tourists. However, these lodges have some issues with organizational management, which are limited to traditional management techniques and need to promote their services. The study was conducted in Sawiran Community Lodge in Malang, East Java, which has faced problems with ineffective management and the non-implementation of standard operating procedures. The study utilizes a mixed-method approach, including direct observation, questionnaires, in-depth interviews, and purposive sampling with 148 associates of the community lodge. The research reveals that a well-designed Servicescape influences the physical, social, and digital environment and positively impacts the lodges' competitive advantage and personal branding. The findings suggest that by improving the Servicescape and adhering to standardized operating procedures (SOPs), local community lodges can enhance personal branding mediated by competitive advantages (e.g., guest experience, differentiation from competitors, healthy occupancy rate, and fostering a strong sense of pride among employees). This, in turn, can lead to increased income and a more sustainable tourism model, benefiting both residents and visitors. The research underscores the need for community lodges to adapt to modern practices such as digital marketing, customer relationship management, and sustainable operations to maintain relevance and appeal in a competitive market.

Keywords: *Community Lodge, Servicescape, Personal Branding, Competitive Advantage*

ABSTRAK

Sektor pariwisata memainkan peran besar dalam perekonomian Indonesia, terutama dalam hal kontribusinya terhadap PDB dan penyediaan lapangan kerja. Penelitian ini mengeksplorasi peran Servicescape terhadap personal branding dan competitive advantage community lodge lokal di industri pariwisata Indonesia yang sedang berkembang. Community lodge lokal, yang menawarkan pengalaman budaya otentik, semakin diminati oleh wisatawan. Namun, community lodge ini menghadapi beberapa masalah dalam manajemen organisasi, yang masih terbatas pada teknik manajemen tradisional dan kurangnya promosi layanan mereka.

Penelitian ini dilakukan di Sawiran Community Lodge di Kota Malang yang menghadapi kendala manajemen yang kurang efektif dan kurangnya penerapan prosedur operasional standar. Pendekatan metode campuran digunakan dalam penelitian ini, meliputi observasi langsung, kuesioner, wawancara mendalam, dan purposive sampling dengan 148 anggota community lodge. Hasil penelitian mengungkapkan bahwa Servicescape yang dirancang dengan baik memengaruhi lingkungan fisik, sosial, dan digital, serta berdampak positif terhadap keunggulan kompetitif dan personal branding community lodge tersebut. Temuan ini menunjukkan bahwa dengan meningkatkan Servicescape dan mematuhi prosedur operasional standar (SOP), community lodge lokal dapat meningkatkan personal branding yang dimediasi oleh keunggulan kompetitif (misalnya pengalaman tamu, diferensiasi dari pesaing, occupancy rate yang sehat dan membangun engagement yang kuat di antara karyawan). Hal ini pada gilirannya meningkatkan pendapatan dan menciptakan model pariwisata yang lebih berkelanjutan, sehingga menguntungkan baik bagi penduduk maupun pengunjung. Penelitian ini menyoroti perlunya community lodge untuk beradaptasi dengan praktik modern agar tetap relevan dan menarik di pasar yang kompetitif.

Kata Kunci: *Community Lodge, Servicescape, Personal Branding, Competitive Advantage*
JEL: Z32; N35

Introduction

The Significance of Servicescape and Personal Branding in the Hospitality Industry

The world's travel and tourism sector is on an unprecedented path to recovery, and Indonesia is set to be a part of this growth story. According to the World Travel & Tourism Council (WTTC) (2024), Economic Impact Research (EIR) reports also reveal that the sector is expected to contribute more than IDR 1,131 trillion to Indonesia's GDP in 2023, representing a substantial 12.3% of the country's GDP increase from the previous year. This steady growth has strengthened the sector's position as one of the critical enablers of the national economy, contributing 5.1% of the GDP and creating employment for over 12.5 million individuals.

Domestic and international tourism are growing, and spending figures are predicted to hit record highs. The sector's outlook is also positive beyond 2023, with projections indicating that the sector will contribute nearly IDR 1,828 trillion to the GDP by 2034 and that employment figures will cross 17 million. This vibrant tourism sector offers numerous opportunities to different industry players, including local community lodges. Community lodges are becoming a viable solution for tourists who want to get closer to the locals. These lodges offer a unique blend of hospitality and cultural immersion, typically owned and operated by local communities, to provide visitors with an authentic experience of the region's traditions, lifestyle, and natural surroundings (Spenceley, 2022). However, these lodges must effectively market and sell their competitive advantages to survive and thrive in this competitive environment. This study focuses on the importance of Servicescape in establishing personal brands for local community lodges, thus enhancing their competitiveness.

The hospitality industry is evolving rapidly, driven by shifting consumer preferences and heightened competition. Within this dynamic landscape, Servicescape and personal branding have become pivotal for community lodges, especially in Indonesia's burgeoning tourism sector. Servicescape, the physical and ambient environment where services are delivered, significantly influences customer perceptions, experiences, and satisfaction. A well-crafted Servicescape can evoke positive emotions, enhance engagement, and differentiate a lodge from its competitors. While Servicescape and personal branding are often studied separately,

there is a need for research that examines how these two concepts interact and influence each other within the context of community lodges (Roy et al., 2022). Therefore, this research focuses on the role of Servicescape in the environment in which service is delivered and is central to developing personal brands for local community lodges. It is postulated that through the strategic management of the community lodges' physical, social, and digital environment, they can develop a distinct brand image, customer loyalty, and competitive advantage in the market (Li & Wei, 2021).

This study aims to investigate the impact of Servicescape on personal branding through competitive advantages within community lodges by using a community lodge in Malang, East Java, as the object of the study. By understanding this relationship, we can develop strategies to enhance the appeal of these lodges and attract sophisticated tourists. As defined by (Spenceley, 2022), community lodges offer a unique blend of hospitality and cultural immersion. They are often locally owned and operated, providing visitors with an authentic experience of the region's traditions, lifestyle, and natural surroundings. As pillars of Indonesia's people's economy, community lodges are crucial in improving local welfare. However, many local community lodges in Indonesia face organizational and management challenges (Satyanovi et al., 2022).

The Sawiran Community Lodge, founded in 1995, has catalyzed economic development in the local community. The lodge has a diverse membership base, including cattle breeders from Nongkojajar, Malang Regency, Damri Bus Entrepreneurs, and members of the surrounding community. Initially established to provide opportunities for those seeking capital and business ventures, the Sawiran Community Lodge has evolved over time to meet the changing needs of its associates. While the lodge initially operated on a traditional model, its growing membership has necessitated a more contemporary service approach.

The recent surge in over-tourism, as highlighted by Cecilia Rodriguez (2024), has necessitated innovative approaches to managing local lodges. Local community lodges, often situated at the heart of these destinations, possess significant potential to address this challenge. By leveraging digitalization, these lodges can establish solid personal brands and enhance their Servicescape. A well-designed Servicescape is instrumental in shaping the overall guest experience within community lodges. By creating a positive and inspiring work environment, lodges can foster employees' sense of belonging and pride, leading to exceptional service delivery and consistent adherence to standardized operating procedures (SOPs). A strong Servicescape can significantly differentiate a lodge from its competitors, enhancing its competitive advantage. Community lodges can generate sustainable income by capitalizing on their local assets, promoting a more balanced tourism model, and mitigating tensions associated with over-tourism.

Despite its 29-year history, the Sawiran Community Lodge has encountered challenges in organizational and management. Limited human resources have hindered its ability to adapt to the evolving demands of high-preference rural inns. Plekhanov et al. (2023) argued that outdated business models fail to address the evolving preferences of modern consumers. They emphasized the need for continuous adaptation and innovation to meet the dynamic demands of the market. The lack of a clear development strategy and outdated practices have contributed to lower occupancy rates and a diminished ability to attract and retain modern consumers (Plekhanov et al., 2023). While existing research has explored the importance of Servicescape and personal branding in the hospitality industry, a significant gap exists in understanding their specific influence on local community lodges. While studies have examined the impact of Servicescape on customer satisfaction and perceived quality in general hospitality settings (Bitner, 1992; Kotler & Keller, 2016), there is a lack of focused research on how these concepts interact within the unique context of community lodges.

Several factors have contributed to these organizational and management constraints. These include a lack of credibility among the human resources managing the lodge, limited

knowledge and understanding among associates, a lack of standardized systems and procedures, and the increasing competition from digital community lodges. To address these issues and improve personal branding, the strategy involves assisting the Sawiran Community Lodge in implementing Servicescape and developing digital-based Standard Operational Procedures (SOPs). SOPs, as defined by Urim et al. (2016), are sequential guidelines for completing tasks. When adhered to, they can foster coordination, eliminate redundancies, promote harmonious working relationships, and clarify responsibilities. Effective SOPs should be clear, consistent, systematic, and flexible (Reno et al., 2023).

According to Putu et al. (2023), effective Standard Operating Procedures (SOPs) must incorporate essential elements such as efficiency, consistency, error minimization, problem resolution, labor protection, a clear work map, and well-defined boundaries. Efficiency ensures that work activities are precise, timely, and aligned with organizational goals. Consistency ensures that procedures remain consistent and can be accurately followed. By minimizing errors, SOPs provide clear guidelines that help employees perform their tasks systematically and avoid costly mistakes. Problem resolution facilitates the efficient resolution of conflicts among parties adhering to the SOPs. Labor protection safeguards resources from potential liabilities and personal issues. A well-defined work map ensures that efforts are focused and directed. Finally, SOPs can be likened to a strong fortress, providing a clear structure for all institutional or company activities.

This paper will provide the results of Servicescape's influence on personal branding directly and indirectly through competitive advantage. Additionally, the paper will show the table of CSF models for competitive advantage and use a mixed approach to analyze and study the phenomenon. The research will be carried out in two assessment cycles over a specific period. The data collection technique used in this research includes documenting the results of direct observations, filling out questionnaires, and using SEM PLS for data analysis.

Literature Review

Servicescape

Hoffman and Turley (2002) define "Servicescape" as a human-created environment that encompasses the physical setting of services and other forms of tangible communication. Companies that strategically plan the use of their physical facilities tend to be more profitable than those that do not, as this planning significantly influences consumer purchasing decisions. According to Hoffman & Turley (2002), various factors related to Servicescape include lighting, color, symbols, texture, arrangement, decoration, and more. Servicescape into ambient factors, design factors, staff credibility, and self-confidence (Figueiredo et al., 2021). The three indicators of Servicescape used in this study as a threshold include surrounding conditions, layout, and ambient factors.

Surrounding conditions to increase credibility are more about environmental characteristics perceived by the five human senses. Hoffman & Turley (2002) Stated that even without realizing these five characteristics, namely emotions, perceptions, attitudes, and behavior, consumers can still be influenced by the surrounding conditions where services are provided. Layout (design factors to increase self-confidence), according to Bitner (1992), is a visual element related to aesthetic appeal" and according to Buchanan & Huczynski (1997), the tangible cues that communicate information about an organization's beliefs and its ways to do things namely can be the shape of the knowledge and how it is arranged, as well as potential signs to guide consumers clearly to their needs. Ambient factors, primarily elements of ambiance, are vital for the survival of the hospitality industry. For example, customer satisfaction increases when the ambiance is the best in the hospitality working climate. Providing sufficient lighting systems in the hospitality industry establishes a safer customer' environment and makes customers feel at home when staying in the community lodge (Agbenyegah et al., 2022).

While Servicescape has been extensively studied in traditional hospitality settings, a notable gap exists in understanding its application and impact in community-based lodging contexts. Tolkach & King (2015) and Mari & Poggesi (2013) highlighted the need for more research on Servicescape in non-traditional and culturally diverse hospitality environments. Additionally, integrating digital elements into the physical Servicescape of community lodges represents an understudied area, as Ballantyne & Nilsson (2017) noted.

Digitalized Community Lodges

The shift from traditional to digital tourism management will present opportunities to sustain and revive the national tourism sector. Additionally, the digital-based creative economy sector can also be another solution to increase the contribution of tourism and the creative economy to the GDP(Permenparekraf, 2020). The digitalization of the tourism business model, as described in Permenparekraf No. 12 Tahun (2020), is deemed to help tourists get information about a tourist destination in a tourist village, and it can cut costs for organizers, either managers or tourists. Community lodges play an essential role in realizing digitalization so that they can improve the national economy. Community lodges are a forum for their associates to develop and optimize entrepreneurial skills through digitalization. Community lodge associates are expected to contribute actively to creating innovative, creative, competitive, and synergistic entrepreneurship for the hospitality industry.

Moreover, the existence of digital community lodges can play an active role for the golden generation, which develops and advances community lodge associates by optimizing all their potential to encourage the realization of modern community lodges in the era of digitalization. (Amer & Rakha, 2022). With this background, playing an active role in optimizing one's potential to create a modern community lodge in the era of digitalization through the innovative hospitality industry is deemed necessary. It plays an essential role in realizing digital community lodges. It also provides digital Standard Operating Procedure (SOP) development/ training and assistance for community lodge associates (Reno et al., 2023).

Competitive Advantage

The sequence of practical competitive advantage in change management has been widely discussed in various change models, but this research emphasizes only a few models. Some of these models were chosen to provide a more specific picture because many change models exist. The theoretical basis of change management can be traced to Lewin's writings in 1947. Lewin suggested that successful change can occur through three phases: unfreezing, moving to a new state, and refreezing (Rosdiana & Aslami, 2022).

Competitive advantage has been extensively studied in mainstream hospitality contexts, but a notable gap exists in understanding how small-scale, community-based lodgings develop and sustain competitive advantages. Furthermore, as Buhalis & Leung (2018) pointed out, the role of digital transformation in creating competitive advantages for community lodges remains underexplored. Kim & Wicks (2010) highlighted the need for more research on competitive strategies in emerging tourism destinations, particularly those involving local communities. After Kim and Wicks, several organizational change models explain the necessary sequences for effective change management. Several Critical success factor models are shown in Table 1 (Nugraheni et al., 2014).

Table 1: CSF Models in Competitive Advantage

Critical success factor	Kotter (1996)	Pendlebury (1998)	Paton & McCalman (2006)
The compelling need for change	Establishing a sense of urgency	Mobilising	Problem description
Visible, aligned, and committed leadership	Creating guiding coalition	Handling power issues	Visible and tangible senior management

Critical success factor	Kotter (1996)	Pendlebury (1998)	Paton & McCalman (2006)
Clarity and direction of targets	Developing a vision and strategy	Defining vision	Formulating objectives and success criteria
Broad-based participation	Empowering employees	Obtaining participation	Participation of those affected
Targeted and effective communication	Communicating change vision	Communicating actively	Communicate openly
Generating quick wins	Generating short wins		
Training & Mentoring		Training and coaching	
Motivating people to change their behavior	Anchoring new approaches in culture	Handling the emotional dimension	Consolidation

Source: (Nugraheni et al., 2014)

Alghamdi & Agag (2024) emphasize the critical role of competitive advantages in the success of digital community lodges. By identifying and leveraging these strengths, cooperatives can establish a competitive edge and foster member loyalty. Key factors that enhance competitive advantage in digital cooperatives include developing Standard Operating Procedures (SOPs) informed by digital Servicescape research. First, a comprehensive needs analysis involving all stakeholders must determine suitable SOPs for digital services. A clear, accessible SOP document outlining cooperative operations must be created and effectively communicated to all employees to ensure successful implementation.

Additionally, increasing human resource capacity, utilizing technology, and providing training on these SOPs, either internally or with external experts, are necessary. Continuous support and mentoring for employees in local community lodges can further reinforce the implementation of digital Servicescape SOPs. Leveraging information technology, such as specialized applications, can streamline these processes. Regular monitoring and evaluation are necessary to ensure effective implementation of the SOPs, addressing challenges related to their absence. The adoption of well-structured digital Servicescape SOPs can significantly improve cooperative performance, member service quality, and overall competitiveness, leading to greater managerial effectiveness and efficiency.

Personal Branding

Personal branding has a different meaning from the general definition of a brand. Personal branding can focus more on individual branding to target one goal at a specific organizational level. At the same time, the product brand must be communicated with shareholders, employees, and other potential employees. (Roy et al., 2022). The gradual formation of personal branding will also form an organization's branding. Thus, developing personal skills and personal abilities in using communication technology must also be improved. This can form strong ties in communication networks through the media and the internet, which is helpful in developing professional personal branding. It also defines personal branding as creating a unique personal identity, developing an active relationship between a brand and a specific target, and evaluating its impact on the individual's image and characteristics with professional goals. (Nugraheni et al., 2014).

The benefit of having authentic personal branding for students/students is to face an increasingly competitive future and have high self-confidence when they finish. Applying personal branding concepts to community-based hospitality initiatives represents a significant research gap. While Ek Styvén et al. (2022) have explored personal branding in corporate hospitality settings, community lodge associates' collective personal branding efforts remain understudied. Moreover, the intersection of personal branding with digital transformation in community-based tourism contexts is an area ripe for exploration, as suggested by Özdemir & Çelebi (2017). Examples of authentic personal branding models that reflect organizational

reputation, responsibility for use and services, and creating service relationships with users in the context of librarians have been proven to improve the reputation and existence of libraries (Ek Styvén et al., 2022).

Personal Branding in Digital Community Lodges

To realize success in organizational change efforts, the involvement of a leader in designing positive personal branding is vital. The role of personal branding in organizational change has been widely studied by researchers (Ek Styvén et al., 2022). Using all information regarding the problems being faced by the Sawiran Community lodges in the city of Malang through the role and importance of maintaining positive personal branding can help the hospitality industry management of the Sawiran Community lodges with solutions to these problems through the main activities, including the following (Gorbatov et al., 2018), where the measurement indicators are credibility and self-confidence. Li & Wei (2021) described credibility as offering requested and non-requested recommendations to hotels, which could help advance service advancements. Zhang & Xu (2019) defined self-confidence as the behaviorthat contribute to the destination, including offering tourism recommendations and sharing tourists' opinions. Based on the theoretical discussion on Servicescape, competitive advantage, and personal branding in the context of community lodges, the following hypotheses are developed below:

H1: Servicescape positively influences the competitive advantage of Sawiran Community Lodge associates.

H2: Competitive advantage positively influences the personal branding of Sawiran Community Lodge associates.

H3: Servicescape positively influences the personal branding of Sawiran Community Lodge associates.

H4: Competitive advantage mediates the relationship between Servicescape and personal branding among Sawiran Community Lodge associates.
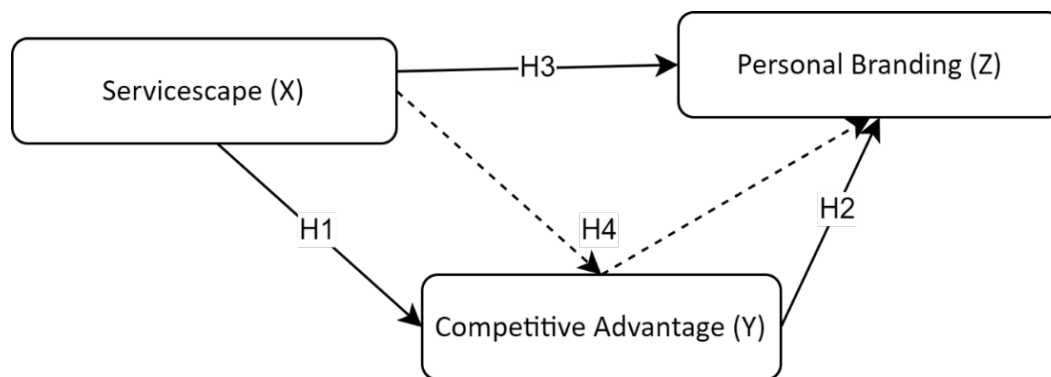

Figure 1: A Conceptual Framework
(Source: Data processed 2024, (Andreasen, 1984), (Amer & Rakha, 2022))

Research Method

To analyze and study the phenomena in this research, the researcher will be carried out in two assessment cycles, namely the first cycle over a specific period. The data collection technique used in this research is documenting the results of direct observations and filling out questionnaires. As Kemmis et al. (2014) suggested, this research process was carried out cyclically by focusing on planning, implementation, monitoring, and reflection. Researchers hope that by distributing questionnaires, direct observations, and interviews they can show the attitudes of the community lodges associates as respondents are cognitive and affective via social media which can be accessed at any time.

The population is all the elements to be studied, consisting of objects or subjects with quantities and characteristics determined by the researcher to be studied and conclusions

drawn (Campbell et al., 2020). The population in this research is all associates of the Sawiran community lodges who have actively joined since 2019. A sampling technique is a sampling technique that determines the sample that will be used in research. This research uses purposive sampling, direct observation, and interviews. Purposive sampling is a technique for determining research samples with specific considerations/criteria to make the data obtained later more representative (Lang et al., 2024). With the following criteria:

1. Associates of Sawiran Community lodges, Malang
2. Being an active member since 2019
3. Willing to fill out an online questionnaire.

By taking samples using purposive sampling, which is based on the fact that the respondents are associates of the Sawiran community lodges, Malang city, who are willing to take the time to be interviewed and are willing to fill out a questionnaire with the criteria that have been determined as categories points 1 to point 3. This research takes the number of samples with various considerations that best suit the actual situation, namely the number of active associates of Sawiran Community Lodges in Malang City, which is 148 people (shown in Table 2 and Figure 2).

Table 2: Demografic of Respondent

No	Origin City	Total	Percentage
1	Malang	98	66.22%
2	Outside Malang	50	33.78%
	Total	**148**	**100%**
No	Gender	Total	Percentage
1	Man	53	35.8%
2	Woman	95	64.2%
	Total	**148**	**100%**

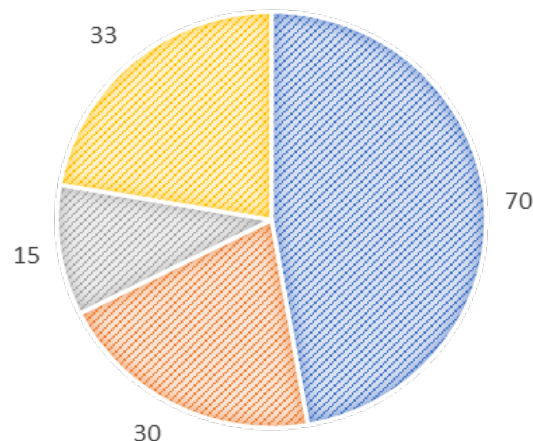■ 2022 − 2023 ■ 2021 − 2022 ■ 2020 − 2021 ■ 2019 − 2020

**Figure 2: Sample Grouping by Associate Employment Years**

Results and Discussion

Results

In SEM, the outer model is essential to check the reliability and validity of the constructs before analyzing the structural relations. (Hair et al., 2012). This figure illustrates the measurement model's indicator loadings and path coefficients, which are the fundamental

parameters of the model. (Hair Jr et al., 2021). The results found in this research and able to answer this research hypothesis are:

Figure 3: PLS Algorithm Model Output
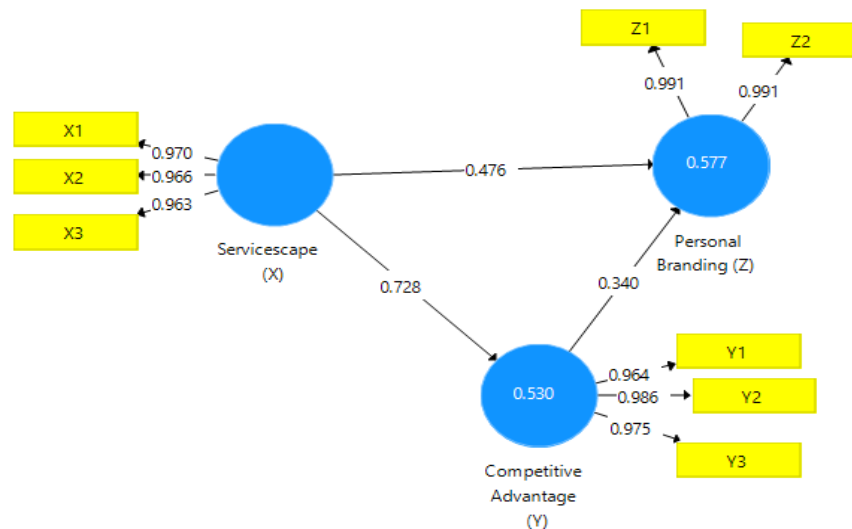
The figure shows the connections between the latent variables and their indicators, which is essential for evaluating the reliability and validity of the constructs in the structural equation model. (Henseler et al., 2015). These outer model statistics help assess the reliability of the indicators, internal consistency reliability, convergent validity, and discriminant validity before going to the structural (inner) model analysis. (Sarstedt et al., 2021). Based on the SEM-PLS model shown in the image, Servicescape (X) is measured by three indicators (X1, X2, X3) with high loadings (0.970, 0.966, 0.963), indicating good reliability. Personal branding (Z) has two indicators (Z1 and Z2) with very high loadings (0.991 for both), showing excellent reliability. Competitive Advantage (Y) is measured by three indicators (Y1, Y2, Y3) with high loadings (0.964, 0.986, 0.975), also indicating good reliability.

Table 3: Inner Model Table

| Variables	Path Coefficients	R-Square
Servicescape (X) -> Competitive Advantage (Y)	0.728	0.530
Competitive Advantage (Y) -> Personal Branding (Z)	0.340	
Servicescape (X) -> Personal Branding (Z)	0.476	0.577
Servicescape (X) -> Competitive Advantage (Y) -> Personal Branding (Z)	0.247	

The inner and structural models define the expected relationships between the constructs in the SEM framework. (Hair Jr et al., 2021). Based on Table 3 above, the results suggest that Servicescape significantly impacts both Competitive Advantage and Personal Branding. Additionally, competitive advantage positively influences personal branding. However, Servicescape also directly affects personal branding, indicating that Servicescape can influence personal branding directly and indirectly through competitive advantage.

1. The path coefficient 0.728 indicates a strong positive relationship between Servicescape and Competitive Advantage. This suggests that a better Servicescape significantly contributes to a higher competitive advantage.
2. The path coefficient of 0.340 indicates a moderate positive relationship between Competitive Advantage and Personal Branding. This suggests that a higher competitive

advantage positively influences personal branding, but the effect is not as strong as the previous relationship.

3. The path coefficient of 0.476 indicates a moderate positive relationship between Servicescape and Personal Branding. This suggests that a better Servicescape also directly contributes to improved personal branding.
4. Servicescape's indirect effect (mediation) on Personal Branding through Competitive Advantage is 0.247. This indicates that Competitive Advantage mediates part of the Servicescape and Personal Branding relationship.
5. The R-square of 0.530 indicates that Servicescape explains 53% of the variance in Competitive Advantage. This means that Servicescape is a significant predictor of Competitive Advantage, but other factors not included in the model account for 47% of the variance.
6. The R-square of 0.577 indicates that Servicescape and Competitive Advantage explain 57.7% of the variance in Personal Branding combined. This suggests that these two variables are moderately good predictors of Personal Branding, but other factors still significantly influence it.

Figure 4: Bootstrapping Model
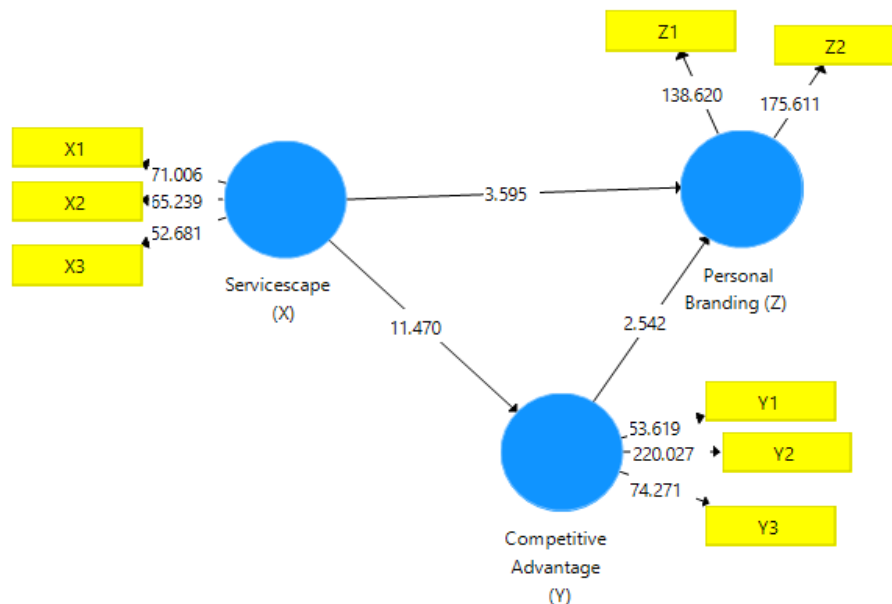
The results of significance testing in the structural model of this research were obtained using a bootstrapping procedure, which provided that the statistical t-value was more significant than 1.96 or the P-value was smaller than 0.05 (significance level 5%). Figure 4 shows that the statistical T-test results for all of them are more significant than the cut-off value (1.96). The relationship between the variables is considered statistically significant at the 5% level. This means there is strong evidence to support the relationship between the variables. (shown in Figure 4).

Table 4: T-Statistic Table

Variables	T - Statistics		Cut Off	
Servicescape (X) -> Competitive Advantage (Y)	11.470	>	1.96	Significant Effect
Competitive Advantage (Y) -> Personal Branding (Z)	2.542	>	1.96	Significant Effect
Servicescape (X) -> Personal Branding (Z)	3.595	>	1.96	Significant Effect
Servicescape (X) -> Competitive Advantage (Y) -> Personal Branding (Z)	2.399	>	1.96	Significant Effect

Table 4 provides the results of significance testing for the relationships between variables in the model. The findings indicate that Servicescape has a significant positive influence on both Competitive Advantage and Personal Branding. This impact is both direct and indirect, as evidenced by the positive relationship between Servicescape and Personal Branding, mediated by Competitive Advantage as follows:

1. There is a significant positive relationship between Servicescape and Competitive Advantage. This means that improvements in Servicescape lead to a significant increase in Competitive Advantage.
2. Competitive Advantage and Personal Branding have a significant positive relationship. This indicates that increasing Competitive Advantage positively impacts Personal Branding.
3. There is a significant positive relationship between Servicescape and Personal Branding. This suggests that improving Servicescape directly contributes to enhanced Personal Branding.
4. The significant mediation effect indicates that Competitive Advantage partially mediates the relationship between Servicescape and Personal Branding.

Table 5: Hypothesis Result Table

Direct Effects			
	Original Sample (O)	P Values	
H1: Competitive Advantage (Y) -> Personal Branding (Z)	0.340	0.006	Supported
H2: Servicescape (X) -> Competitive Advantage (Y)	0.728	0.000	Supported
H3: Servicescape (X) -> Personal Branding (Z)	0.476	0.000	Supported
Indirect Effect			
H4: Servicescape (X) -> Competitive Advantage (Y) -> Personal Branding (Z)	0.247	0.008	Supported

(H1): Servicescape positively influences the competitive advantage of Sawiran Community Lodge associates.

Based on the Hypothesis test result, Table 5 above shows a significant positive relationship between Servicescape and competitive advantage, with a sample value of 0.728 and a p-value of 0.000. This means that improvements in the Sawiran Community Lodge's physical environment and atmosphere (Servicescape) strongly contribute to the associates' competitive advantage. In other words, a better Servicescape helps the lodge stand out against competitors.

(H2): Competitive advantage positively influences the personal branding of Sawiran Community Lodge associates.

The data indicates a significant positive impact of competitive advantage on personal branding, with a sample value of 0.340 and a p-value of 0.006. This suggests that when the lodge achieves a competitive edge in the market, it also enhances the personal branding of the associates. Essentially, being associated with a leading lodge boosts the reputation and image of its staff.

(H3): Servicescape positively influences the personal branding of Sawiran Community Lodge associates.

Servicescape has a significant positive effect on personal branding, with a sample value of 0.476 and a p-value of 0.000. This means that a well-designed and pleasant Servicescape not only benefits the business but also enhances the personal branding of the lodge's associates. Good ambiance and environment contribute to a positive perception of the staff.

(H4): Competitive advantage mediates the relationship between Servicescape and personal branding among Sawiran Community Lodge associates.

The indirect effect analysis shows a significant mediation effect, with a sample value of 0.247 and a p-value of 0.008. This indicates that Servicescape indirectly enhances personal branding through its competitive advantage. A good Servicescape leads to a competitive advantage, boosting the associates' personal branding. So, the benefits of a great environment are amplified through the lodge's market position. Overall, the findings suggest that investing in the Servicescape of the Sawiran Community Lodge substantially positively impacts its associates' competitive advantage and personal branding. Additionally, competitive advantage is a crucial link between Servicescape and personal branding, enhancing the benefits of a well-designed environment.

Discussion

This study contributes to the growing body of literature on the influence of Servicescape in the hospitality industry on personal branding through the competitive advantage of local community lodges, particularly in Indonesia, specifically East Java. Our findings demonstrate that a well-designed Servicescape, encompassing physical, social, and digital environments, positively influences these lodges' competitive advantage and personal branding. Prior studies primarily focus on mainstream hotels (Bitner, 1992; Walls et al., 2011). This research explicitly addresses local community lodges' challenges and opportunities, filling a significant gap in understanding how these authentic cultural experiences can be effectively managed and marketed. This approach is consistent with the growing emphasis on community-based tourism, as highlighted by Tolkach & King (2015).

The findings establish a clear connection between Servicescape and personal branding, directly and indirectly, mediated by competitive advantages. This relationship has been underexplored in the context of community-based tourism, providing new insights into how these lodges can differentiate themselves in the market. While previous studies have examined the impact of Servicescape on customer satisfaction and loyalty (Ryu & Jang, 2007), our research extends this understanding to personal branding, which is particularly relevant in the age of social media and experiential tourism.

Additionally, the study highlights the importance of implementing standardized operating procedures (SOPs) in community lodges, bridging the gap between traditional management techniques and modern hospitality practices. This finding is consistent with Tasci & Semrad (2016), who emphasized the need for professionalization in community-based tourism enterprises. However, our results contradict some previous studies regarding the relative importance of different Servicescape elements. For instance, while Wakefield & Blodgett (1996) found that ambient conditions were the most critical factor in leisure settings, our study suggests that social and digital elements play an equally important role in the context of community lodges. This difference may be attributed to the unique nature of community-based tourism, where cultural interactions and online presence are increasingly significant.

Despite its contributions, this study has several limitations. The research was limited to one community lodge in East Java, which may not fully represent all local community lodges across Indonesia or other countries. While the sample of 148 associates provides valuable insights, a larger sample size could enhance the findings' generalizability, as Hair et al. (2014) noted in their discussion of sample size requirements for structural equation modeling. The study was conducted simultaneously, which does not account for potential seasonal variations or long-term trends in tourism patterns, a limitation also acknowledged by Seasonality in Tourism (Baum & Lundtorp, 2001). Furthermore, the findings may be influenced by the specific cultural context of East Java. They may not be entirely applicable to community lodges in other cultural settings, echoing concerns raised by Hofstede (2001) about the impact of cultural differences on management practices.

These limitations open up several avenues for future research. Comparative studies could extend this research to multiple community lodges across different regions of Indonesia or other countries to provide a comparative analysis of Servicescape impacts, similar to the

cross-cultural approach adopted by Tsang & Ap (2007). A longitudinal study could provide insights into how improvements in Servicescape and implementation of SOPs affect personal branding and competitive advantage over time, addressing Butler's (2015) call for more temporal research in tourism. Further research could explore how emerging technologies can be integrated into the Servicescape of community lodges without compromising authenticity, building on Guttentag (2010) work on virtual reality in tourism. While this study focused on lodge associates, future research could incorporate guests' perspectives to gain a more comprehensive understanding of the impact of Servicescape on their experience and perception of the lodge's brand, following the customer-centric approach advocated by Vargo and Lusch (2004).

Research into developing specific sustainability metrics for community lodges could help quantify the long-term benefits of improved Servicescape and personal branding strategies, addressing the need for sustainable tourism indicators discussed by Choi & Sirakaya (2006). Lastly, studies on effective methods for training local community members in modern hospitality practices while preserving cultural authenticity could provide valuable insights for practitioners, building on the work of Moscardo (2008) on building community capacity for tourism development.

By addressing the identified limitations and pursuing the suggested future research directions, scholars and practitioners can further refine strategies for sustainable tourism development that benefit both local communities and visitors. The findings underscore the importance of adapting modern practices while maintaining cultural authenticity. This balance is crucial for community-based tourism's continued relevance and success in an increasingly competitive market, as Scheyvens (1999) emphasized in her seminal work on empowerment through community-based tourism.

Conclusion

This research used questionnaires, direct observation, and in-depth interviews, where the independent variable includes Servicescape. The dependent variable is Personal Branding, with Competitive Advantage as the mediating role. The results shown for the four hypotheses are all supported by the hypothetical scenarios we used in the respective experiments. We needed to include questions for manipulation checks to ensure that the scenarios effectively varied these variables. The lack of these questions in the questionnaire used in this study limits our ability to confirm whether the independent variables vary between scenarios. Although the description of each scenario directly implies whether the product is rare (or not), respondents' perceptions may differ.

Furthermore, differences in culture and mindset of people around Malang and outside Malang also influence the positive image referred to in the three hypotheses. Furthermore, it is hoped that the limitations associated with this research sample and the administration of this survey will expand further. Respondents are the Sawiran Community Lodge associates who participated in this research without any incentives. This, in conjunction with a potential lack of interest/knowledge in the product category, may ultimately impact the reliability of the data in this study.

Given these limitations, future research is needed to replicate this study. Future research could also implement the S-O-R model created by Mehrabian and Russell or consider adding variables or dimensions such as customer engagement behaviors. In particular, different areas in the hospitality industry should be considered. The questionnaire should also include questions for manipulation checks to ensure the reliability of the variable. This study also offers theoretical implications on how (1) Servicescape affects the perceived value of Sawiran Community Lodge associates towards Servicescape SOPs rather than quantity-based factors and (2) how personal branding moderates the effects of Servicescape on consumer judgment in terms of competitive advantage.

Besides theoretical contributions, this study offers relevant managerial insights for product management. Therefore, it aligns with the initial goal of assisting millennial entrepreneurs in improving their distribution approaches to add value to their local goods/brands, improving the company's revenues and competitiveness in domestic and international markets. It also provides theoretical insight into how (1) Servicescape influences Sawiran Community Lodge associates' perceived value of Servicescape SOPs differently from quantity-based ones and (2) personal branding interacts with Servicescape to influence consumer assessments regarding competitive advantage. In addition to theoretical contributions, this research provides important managerial implications for product management. So this is in line with the initial goal, namely to help modern community lodge associates increase the value of their local brands, which increases profits and the hospitality industry's competitiveness in local and global markets.

References

Agbenyegah, A. T., Zogli, L. K. J., Dlamini, B., Mofokeng, N. E. M. D., & Kabange, M. M. (2022). Ambient Situation and Customer Satisfaction in Restaurant Businesses: A Management Perspective. *African Journal of Hospitality, Tourism and Leisure*, *11*(2), 394–408. https://doi.org/10.46222/AJHTL.19770720.232

Alghamdi, O. A., & Agag, G. (2024). Competitive advantage: A longitudinal analysis of the roles of data-driven innovation capabilities, marketing agility, and market turbulence. *Journal of Retailing and Consumer Services*, *76*, 103547. https://doi.org/10.1016/J.JRETCONSER.2023.103547

Amer, S. M., & Rakha, S. A. (2022). How Servicescape unleash customer engagement behaviors through place attachment: an investigation in a non-Western context. *Cogent Business & Management*, *9*(1). https://doi.org/10.1080/23311975.2022.2055443

Andreasen, A. R. (1984). Life Status Changes and Changes in Consumer Preferences and Satisfaction. *Journal of Consumer Research*, *11*(3), 784–794. https://doi.org/10.1086/209014

Ballantyne, D., & Nilsson, E. (2017). All that is solid melts into air: the Servicescape in digital service space. *Journal of Services Marketing*, *31*(3), 226–235. https://doi.org/10.1108/JSM-03-2016-0115

Baum, Tom., & Lundtorp, Svend. (2001). *Seasonality in tourism*. Pergamon. http://www.sciencedirect.com:5070/book/9780080436746/seasonality-in-tourism

Bitner, M. J. (1992). Servicescapes: The Impact of Physical Surroundings on Customers and Employees. *Journal of Marketing*, *56*(2), 57. https://doi.org/10.2307/1252042

Buchanan, D. A., & Huczynski, Andrzej. (1997). *Organizational behaviour : an introduction text*. 744. https://books.google.com/books/about/Organizational_Behaviour.html?id=GiyJQgAACAAJ

Buhalis, D., & Leung, R. (2018). Smart hospitality—Interconnectivity and interoperability towards an ecosystem. *International Journal of Hospitality Management*, *71*, 41–50. https://doi.org/10.1016/J.IJHM.2017.11.011

Butler, R. (2015). The evolution of tourism and tourism research. *Tourism Recreation Research*, *40*(1), 16–27. https://doi.org/10.1080/02508281.2015.1007632

Campbell, S., Greenwood, M., Prior, S., Shearer, T., Walkem, K., Young, S., Bywaters, D., & Walker, K. (2020). Purposive sampling: complex or simple? Research case examples. *Https://Doi.Org/10.1177/1744987120927206*, *25*(8), 652–661. https://doi.org/10.1177/1744987120927206

Cecilia Rodriguez. (2024). In Barcelona, Locals Fight Overtourism Armed With Water Guns. *Forbes.Com*. https://www.forbes.com/sites/ceciliarodriguez/2024/07/10/in-barcelona-locals-fight-overtourism-with-water-guns/

Choi, H. S. C., & Sirakaya, E. (2006). Sustainability indicators for managing community tourism. *Tourism Management*, *27*(6), 1274–1289. https://doi.org/10.1016/J.TOURMAN.2005.05.018

Ek Styvén, M., Näppä, A., Mariani, M., & Nataraajan, R. (2022). Employee perceptions of employers' creativity and innovation: Implications for employer attractiveness and branding in tourism and hospitality. *Journal of Business Research*, *141*, 290–298. https://doi.org/10.1016/J.JBUSRES.2021.12.038

Figueiredo, B., Larsen, H. P., & Bean, J. (2021). The Cosmopolitan Servicescape. *Journal of Retailing*, *97*(2), 267–287. https://doi.org/10.1016/J.JRETAI.2020.09.001

Gorbatov, S., Khapova, S. N., & Lysova, E. I. (2018). Personal branding: Interdisciplinary systematic review and research agenda. *Frontiers in Psychology*, *9*(NOV), 410466. https://doi.org/10.3389/FPSYG.2018.02238/BIBTEX

Guttentag, D. A. (2010). Virtual reality: Applications and implications for tourism. *Tourism Management*, *31*(5), 637–651. https://doi.org/10.1016/J.TOURMAN.2009.07.003

Hair, J. F., Sarstedt, M., Hopkins, L., & Kuppelwieser, V. G. (2014). Partial least squares structural equation modeling (PLS-SEM): An emerging tool in business research. *European Business Review*, *26*(2), 106–121. https://doi.org/10.1108/EBR-10-2013-0128/FULL/XML

Hair, J. F., Sarstedt, M., Pieper, T. M., & Ringle, C. M. (2012). The use of partial least squares structural equation modeling in strategic management research: a review of past practices and recommendations for future applications. *Long Range Planning*, *45*(5–6), 320–340.

Hair Jr, J. F., Hult, G. T. M., Ringle, C. M., Sarstedt, M., Danks, N. P., Ray, S., Hair, J. F., Hult, G. T. M., Ringle, C. M., & Sarstedt, M. (2021). An introduction to structural equation modeling. *Partial Least Squares Structural Equation Modeling (PLS-SEM) Using R: A Workbook*, 1–29.

Henseler, J., Ringle, C. M., & Sarstedt, M. (2015). A new criterion for assessing discriminant validity in variance-based structural equation modeling. *Journal of the Academy of Marketing Science*, *43*, 115–135.

Hoffman, K. D., & Turley, L. W. (2002). Atmospherics, Service Encounters and Consumer Decision Making: An Integrative Perspective. *Journal of Marketing Theory and Practice*, *10*(3), 33–47. https://doi.org/10.1080/10696679.2002.11501918

Hofstede, G. (2001). Culture's Consequences: Comparing Values, Behaviors, Institutions, and Organizations Across Nations. *Culture's Consequences: Comparing Values, Behaviors, Institutions, and Organizations Across Nations*, *41*(7), 861–862. https://doi.org/ https://doi.org/10.1016/S0005-7967(02)00184-5

Kemmis, S., McTaggart, R., & Nixon, R. (2014). The action research planner: Doing critical participatory action research. *The Action Research Planner: Doing Critical Participatory Action Research*, 1–200. https://doi.org/10.1007/978-981-4560-67-2/COVER

Kim, N., & Wicks, B. (2010). *Rethinking Tourism Cluster Development Models for Global Competitiveness*.

Kotler, P., & Keller, K. L. (2016). *Marketing Management.United States of America: Person*

education Limited. https://books.google.com/books/about/Marketing_Management.
html?hl=id&id=UbfwtwEACAAJ

Kotter, J. P. (1996). *CHANGE LEADING Wie Sie Ihr Unter-nehmen in acht Schritten erfolgreich verändern VAHLEN*. https://doi.org/10.15358/9783800646159-1

Lang, E., Friday, N., & Leah, N. (2024). Types of Purposive Sampling Techniques with Their Examples and Application in Qualitative Research Studies. *British Journal of Multidisciplinary and Advanced Studies*, *5*(1), 90–99. https://doi.org/10.37745/ BJMAS.2022.0419

Li, S., & Wei, M. (2021). Hotel servicescape and customer citizenship behaviors: mediating role of customer engagement and moderating role of gender. *International Journal of Contemporary Hospitality Management*, *33*(2), 587–603. https://doi.org/10.1108/ IJCHM-07-2020-0656/FULL/XML

Makumbe, W. (2016). Predictors of effective change management: A literature review. *African Journal of Business Management*, *10*(23), 585–593. https://doi.org/10.5897/ AJBM2016.8208

Mari, M., & Poggesi, S. (2013). Servicescape cues and customer behavior: a systematic literature review and research agenda. *The Service Industries Journal*, *33*(2), 171–199. https://doi.org/10.1080/02642069.2011.613934

Moscardo, G. (2008). Community capacity building: An emerging challenge for tourism development. *Building Community Capacity for Tourism Development*, 1–15. https:// doi.org/10.1079/9781845934477.0001

Nugraheni, R., Prihatini, A. E., & Budiatmo, A. (2014). Pengaruh Standar Operasional Prosedur dan Pengawasan Terhadap Kinerja Pramuniaga Pasaraya Sriratu Pemuda Semarang. *Jurnal Ilmu Administrasi Bisnis*, *3*(2), 187–195. https://doi.org/10.14710/ JIAB.2014.5194

Özdemir, G., & Çelebi, D. (2017). A Social Media Framework of Cultural Museums. *Advances in Hospitality and Tourism Research (AHTR)*, *5*(2), 101–119. https://doi.org/10.30519/ AHTR.375248

Paton, R. A. ., & McCalman, James. (2006). *Change management : a guide to effective implementation*. 280. https://books.google.com/books/about/Change_Management. html?id=vJZ9GUlCdCkC

Pendlebury, M. J. (1998). *Intentionality and Normativity*. https://philpapers.org/rec/PENIAN

Permenparekraf No. 12 Tahun. (2020). *Peraturan Menteri Pariwisata dan Ekonomi Kreatif atau Kepala Badan Pariwisata dan Ekonomi Kreatif Republik Indonesia Nomor 12 Tahun 2020*. www.jdih.kemenparekraf.go.id

Plekhanov, D., Franke, H., & Netland, T. H. (2023). Digital transformation: A review and research agenda. *European Management Journal*, *41*(6), 821–844. https://doi.org/10.1016/J. EMJ.2022.09.007

Putu, N., Dewi, S., Bagus, I., & Yudistira, I. (2023). PENERAPAN SOP SIMPAN PINJAM DAN SISTEM APLIKASI KOMPUTER PADA KSU SEDANA SATYA JAYA. *PROSIDING SEMINAR NASIONAL PENGABDIAN MASYARAKAT (SENEMA)*, *2*(2), 964–967. https://e-journal. unmas.ac.id/index.php/seminarfeb/article/view/7982

Reno Kemala Sari, P., Ratna Mutia, G., Wardani, R., Manjemen, J., & Tinggi, S. (2023). Pendampingan Koperasi Sehat Manajemen : Penyusunan Draft SOP Koperasi Wanita Cilinaya Indah. *SELAPARANG: Jurnal Pengabdian Masyarakat Berkemajuan*, *7*(4), 2582–2586. https://doi.org/10.31764/JPMB.V7I4.19513

Rosdiana, N., & Aslami, N. (2022). The Main Models of Change Management in Kurt Lewin's Thinking. *Jurnal Akuntansi, Manajemen Dan Bisnis Digital*, *1*(2), 251-256–251–256. https://doi.org/10.37676/JAMBD.V1I2.2446

Roy, S. K., Singh, G., Hope, M., Nguyen, B., & Harrigan, P. (2022). The rise of smart consumers: role of smart servicescape and smart consumer experience co-creation. *The Role of Smart Technologies in Decision Making*, 114–147. https://doi.org/10.4324/9781003307105-6

Ryu, K., & Jang, S. C. S. (2007). The Effect of Environmental Perceptions on Behavioral Intentions Through Emotions: The Case of Upscale Restaurants. *Http://Dx.Doi.Org/10.1177/1096348006295506*, *31*(1), 56–72. https://doi.org/10.1177/1096348006295506

Sarstedt, M., Ringle, C. M., & Hair, J. F. (2021). Partial least squares structural equation modeling. In *Handbook of market research* (pp. 587–632). Springer.

Satyanovi, V. A., Hanggana, S., Hananto, S. T., Murni, S., Syafiqurrahman, M., Hapsari, A. A., & Zoraifi, R. (2022). PENDAMPINGAN PENYUSUNAN SOP PADA UNIT USAHA SIMPAN PINJAM KOPERASI KELOMPOK TANI SARI REJEKI KARANGANYAR. *Kumawula: Jurnal Pengabdian Kepada Masyarakat*, *5*(1), 133. https://doi.org/10.24198/kumawula.v5i1.36092

Scheyvens, R. (1999). Ecotourism and the empowerment of local communities. *Tourism management, 20*(2), 245-249. https://doi.org/10.1016/S0261-5177(98)00069-7

Spenceley, A. (2022). Outsourcing Management to the Private Sector, Community-Based Tourism in Mozambique. *Tourism Cases*. https://doi.org/10.1079/TOURISM.2022.0023

Tasci, A. D. A., & Semrad, K. J. (2016). Developing a scale of hospitableness: A tale of two worlds. *International Journal of Hospitality Management*, *53*, 30–41. https://doi.org/10.1016/J.IJHM.2015.11.006

Tolkach, D., & King, B. (2015). Strengthening Community-Based Tourism in a new resource-based island nation: Why and how? *Tourism Management*, *48*, 386–398. https://doi.org/10.1016/j.tourman.2014.12.013

Tsang, N. K. F., & Ap, J. (2007). Tourists' Perceptions of Relational Quality Service Attributes: A Cross-Cultural Study. *Http://Dx.Doi.Org/10.1177/0047287506295911*, *45*(3), 355–363. https://doi.org/10.1177/0047287506295911

Urim, V., Tarchugovski, D., Risteski, R., Nakov, P., Naumovska, G., & Glavinov, A. (2016). *Standard operating procedures for communication, coordination and cooperation among the crisis management system entities in a declared crisis situation - Third amended edition*. https://eprints.ugd.edu.mk/21885/

Vargo, S. L., & Lusch, R. F. (2004). Evolving to a new dominant logic for marketing. *Journal of marketing, 68*(1), 1-17. https://journals.sagepub.com/doi/abs/10.1509/jmkg.68.1.1.24036

Wakefield, K. L., & Blodgett, J. G. (1996). The effect of the Servicescape on customers' behavioral intentions in leisure service settings. *Journal of Services Marketing*, *10*(6), 45–61. https://doi.org/10.1108/08876049610148594/FULL/XML

Walls, A., Okumus, F., Wang, Y., & Kwun, D. J. W. (2011). Understanding the Consumer Experience: An Exploratory Study of Luxury Hotels. *Faculty Scholarship and Creative Works*, *20*(2), 166–197. https://doi.org/10.1080/19368623.2011.536074

World Travel & Tourism Council (WTTC). (2024, June 28). *Indonesia's Booming Travel & Tourism*

to Support More Than 12.5 Million Jobs. https://wttc.org/news-article/indonesias-booming-travel-and-tourism-to-support-more-than-12-5-million-jobs

Zhang, H., & Xu, H. (2019). Impact of destination psychological ownership on residents' "place citizenship behavior." *Journal of Destination Marketing & Management*, *14*, 100391. https://doi.org/10.1016/J.JDMM.2019.100391