Increasing the Loyalty of Tourists in Batulayang Bogor Tourism Village, West Java, Indonesia, with Operational Risk Management Mediated by Memorable Tourism Experience

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KEYWORDS	ABSTRACT
Tourism Village, Operational Risk Management, Memorable Tourism Experience, Loyalty, Revisit Intention, Recommend Intention	The impact of operational risk management on visitors' memorable experiences, intention to return, and intention to refer Batulayang Tourism Village is investigated in this study. The study tackles the important topic of how poorly managed operational risks, like subpar amenities and safety issues, impact visitor loyalty and pleasure. Effective risk management is crucial for preserving satisfying experiences and encouraging return visits in Indonesia's tourism industry, which is becoming more and more competitive. Research on operational risk management in rural tourism communities like Batulayang is still scarce, leaving a gap in our knowledge of its precise effects on rural destinations. Prior studies have concentrated on more general tourism contexts. This study is innovative because it uses a mixed-method approach to provide deeper insights into how risk management might enhance visitors' experiences and affect their future behavior. It focuses on operational risk management in rural tourism settings. In order to provide useful advice for tourist managers, the study aims to investigate how operational risk management affects visitors' intentions to return and promote the town. In order to support the sustainable growth of rural tourism in Indonesia, it is anticipated that the findings will assist tourism stakeholders in raising service quality, improving visitor happiness, and boosting industry competitiveness.

Introduction

In 2022, Indonesia's tourism industry saw positive growth (Central Bureau of Statistics, 2022). The number of tourist destinations shows how the tourism sector has grown. The majority of the 1,226 tourist destinations (41.84 percent of all tourist destinations) are artificial tourist attractions. Amusement and recreation parks saw the biggest increase, rising 64.08 percent from 103 in 2021 to 169 in 2022. In the meantime, there were 742 natural tourism attractions, which represents a 4.07 percent increase over the 713 natural tourism destinations visited the previous year. Water tourism, which has grown by 18.44% from the previous year, comes in second with 411 firms. Meanwhile, Cultural Tourism grew by 8.91 percent (from 258 to 281). Tourism areas in Indonesia grew by 24.69 percent, from 81 to 101(Central Bureau of Statistics, 2022).
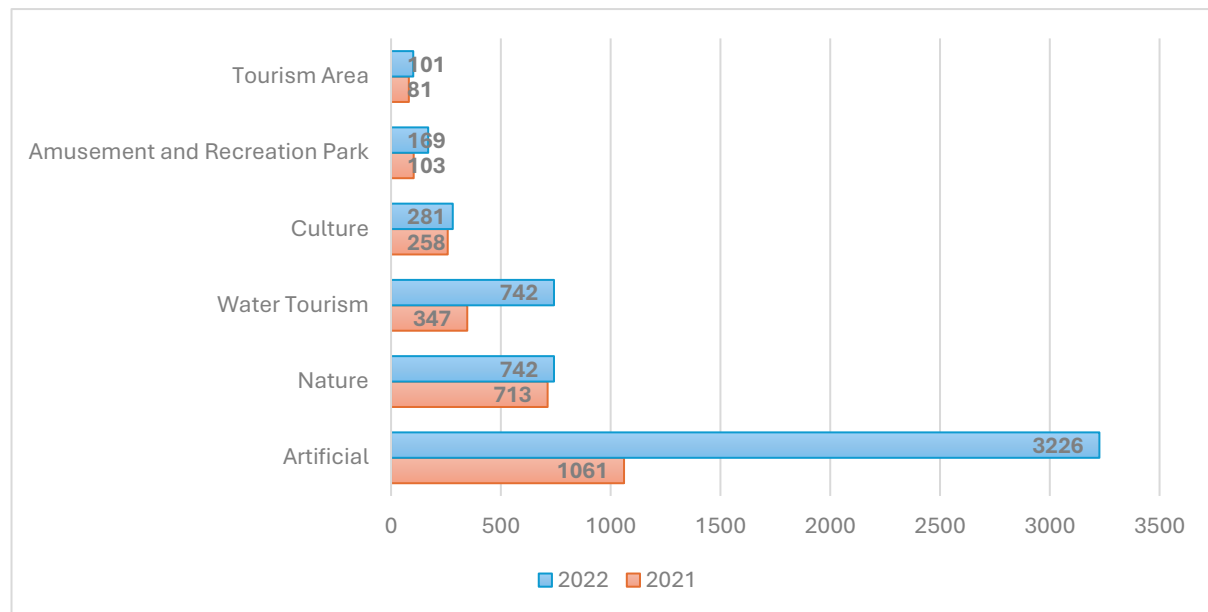
Figure 1. Development of Tourist Attractions in Indonesia
Source: (Central Bureau of Statistics, 2022)

The tourism industry in Indonesia has grown significantly in recent years. Indonesia's tourism index grew from position 32 in 2021 to position 22 in 2024 (World Economic Forum, 2024), as shown in Table 1.

Table 1. *Travel and Tourism Development Index (TTDI)*

Asean Countries	World Rankings	
	2021	**2024**
Singapura	9	13
Indonesia	**32**	**22**
Malaysia	58	35
Thailand	36	47
Vietnam	52	59
Filipina	75	69
Kamboja	79	86
Laos	93	91
Brunei Darussalam	NA	NA

Sumber: (World Economic Forum, 2024)

Table 1 shows that Indonesia's tourism increased in 2021, placing it 32nd globally and second in AEAN (after Singapore). In 2024, Indonesia will rank second in ASEAN and 22nd globally in terms of tourism. This growth shows how competitive Indonesia is and how it has established itself as a top travel destination in ASEAN and beyond.

The growth of destination tourism is in line with the paradigm shift and motivation of tourists who currently prioritize safety, comfort and happiness as well as sustainability (Ardiansyah et al., 2023; Kumar Jha, 2022; Mihalic, 2024; Sharma, 2020). In addition to prioritizing this, tourism must also be able to provide learning and experiential values (Gössling, 2018; Kastenholz et al., 2018; Sugathan & Ranjan, 2019; Wibowo et al., 2021). The impact of the Covid19 pandemic that hit also played a role in creating the characteristics of

tourism shifts, namely; cleanliness, reducing crowds, reducing mobility, and reducing touch on various components, namely tourist attractions, facilities, and accessibility (Kementerian Pariwisata dan Ekonomi Krearif RI, 2022). Related to this phenomenon, it is appropriate that every tourist destination must pay attention to these shifts and paradigms, including tourist villages (Nel-lo Andreu et al., 2021; Riptiono et al., 2023)

Batulayang village as one of the developing tourism villages in Bogor Regency must also adjust to the shift in tourist motivation by prioritizing the interaction between tourist attractions and tourist activities as well as the criteria for a tourist village (Syaiful Bahri et al., 2023; Winata I Putu Jiwandana & Idajati Hertiari, 2020). However, it still confronts challenges in its development, including a shortage of human resources, inadequate infrastructure and supporting facilities, poorly managed systems, and disorganized internal processes. There will be a number of hazards if this is not stopped. Operational, market, external, regulatory, reputational, business, and financial risks are all present in the tourism sector. The researchers especially look at operational risk management in this study. They contend that because operational risk has a direct impact on the caliber of services offered to visitors, it is particularly important among the different hazards in the tourism industry (Sugiarto et al., 2024; Sugiarto & Herawan, 2023; Bong Soeseno et al., 2019).

As a nature-based tourist village, which has cold weather and is surrounded by hills and is also in a forestry area, the condition of security and safety as well as the comfort of tourists is an aspect that needs to be considered (Ramanpong et al., 2021). Kastenholz et al., (2018), say that aspects of security, safety and comfort have indeed been a major problem in the tourism industry for decades. If these problems are not managed carefully, the impact will be the dissatisfaction of tourists related to the experience of staying in homestays. A risk typology was developed by (Bong Soeseno et al., 2019) and a tourist risk event model by (Sugiarto & Herawan, 2023). (Sugiarto & Herawan, 2023) and (Bong Soeseno et al., 2019) both emphasized the significance of operational risk management in the travel and tourism sector. However, none of them had previously introduced the elements or relevant KPIs of operational risk management. To evaluate the significance of the role that this management plays in the tourism industry, the operational risk dimensions and indicators are necessary. Regarding the control of operational risk, (Sugiarto & Herawan, 2023) has also created a number of tools that are used to identify operational risk events, pinpoint the primary causes of operational risk, pinpoint service areas that need to be improved right away in order to boost visitor satisfaction, and create a memorable tourism experience.

There hasn't been much research done on risk management in tourist villages thus far, particularly when it comes to studies that concentrate on operational risk management in these types of communities. Both the visualization of the mapping results offered by VoS Viewer and the search results of bibliometric analysis acquired with the term "risk management tourism village" using Publish or Perish support this. The visualization's findings clearly demonstrate that no research has been conducted to thoroughly examine risk management in the tourism village, as seen in Figure 2.
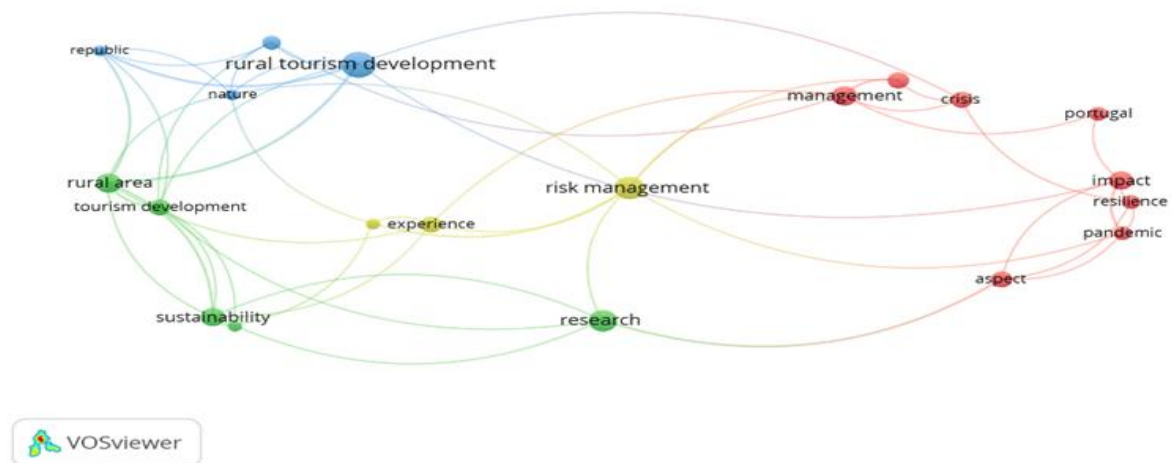
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Figure 2. Tourism Village Risk Management Research Results

Figure 2 above illustrates how the past research was limited to discussing rural tourism development, natural risk, sustainability, rural development, and risk management in general. Therefore, motivated from above explanation, the purpose of this study is to explore the role of operational risk management in increasing homestay user loyalty by using satisfaction as a mediating variable.In this study, loyalty will be more detailed in revisit intention and intention to recommend (Jang, 2018; Sugiarto et al., 2024; Sugiarto & Herawan, 2023; Torabi et al., 2023). By identifying elements and/or operational risk management indicators that travelers find important and evaluating the extent to which these indicators accurately reflect the efficacy of operational risk management in promoting visitor loyalty, this study significantly advances the field of tourism science. Stakeholders can utilize the information provided by this research to develop operational processes and empirically based policy. In addition to the indicators developed, this study shows how various detection tools evaluated in this series of studies track various risk events that significantly affect visitor loyalty and how these detection tools cooperate to enhance operational risk management performance.

The operational risks that affect the sustainability and caliber of services offered to visitors provide serious obstacles for the tourism industry. Operational hazards, in particular, like insufficient facilities, subpar service systems, and a lack of safety precautions, negatively impact visitors' overall experiences and influence their propensity to return or promote the location. Furthermore, even though rural tourism is becoming more popular, many tourist villages, like Batulayang, find it difficult to adequately manage these dangers, which could make visitors unhappy. Therefore, it is necessary to comprehend how effectively managed operational risks can enhance tourists' experiences and support their loyalty, including their desire to return and promote the location.

Additionally, little research has been done on operational risk management in the context of tourist villages, particularly those in poor nations. Without shedding light on the direct connection between operational risk management and visitor loyalty, the majority of current research focuses on natural risk management or general tourism management techniques. Closing this gap is essential to developing tactics that guarantee tourists' safety and happiness while also making rural tourist locations more appealing.

Given Indonesia's tourism villages' explosive growth, managers and legislators must act quickly to mitigate operational concerns that could detract from visitors' experiences. If these hazards are not well controlled, they may result in lower levels of satisfaction, fewer rates of visitor retention, and eventually less financial gains for nearby towns. To enhance service

quality and make sure that these communities stay competitive in a developing market, it is essential to comprehend how operational risk management directly affects visitors' unforgettable experiences.

Several studies have examined the relationship between operational risk management and tourist satisfaction in general tourism management but have rarely focused on tourism villages specifically. For example, Sugiarto et al. (2023) explored the significance of operational risk management in traditional tourist destinations but did not address the specific challenges faced by tourism villages. Similarly, research by Bong Soeseno et al. (2019) highlighted the importance of risk management in tourism, but it mostly centered on urban or mainstream destinations rather than rural ones like Batulayang. These studies provide a foundational understanding of operational risks but do not delve deeply into how these risks affect tourist loyalty in tourism villages.

In another relevant study, Sugiarto & Herawan (2023) proposed various tools for identifying operational risks but again, these tools were not applied to rural tourism settings. The lack of specific operational risk management strategies for rural areas underlines the need for more focused research. Moreover, studies on memorable tourism experiences, such as those by Kim (2018) and Sthapit & Coudounaris (2017), have shown how experiences influence revisit intentions, but the direct link to operational risk management has not been sufficiently explored.

Lastly, studies focusing on operational risks in rural tourism, such as those by Jha & Sharma (2022) and Mihalic (2024), have highlighted the growing importance of these risks but largely failed to identify specific indicators of operational risks in tourism villages. This research gap presents an opportunity to explore how operational risk management can improve tourists' overall experiences and loyalty in rural settings, particularly through a structured, evidence-based approach.

The dearth of thorough studies that look at the operational risk management procedures in rural tourist communities like Batulayang represents a research gap. Although broad tourist risk management has been the subject of significant research, little is known about the precise factors that affect memorable experiences and the desire to return to or suggest rural tourism sites. There is a substantial gap in the research about how operational risk management directly enhances visitor experiences and builds loyalty in rural destinations because most studies either concentrate on urban tourism or more general risk categories.

By concentrating on how operational risk management contributes to visitors' unforgettable experiences in rural tourism communities, this study presents a fresh perspective. In contrast to earlier research, this study explicitly pinpoints the elements of operational risk management that have a direct impact on travelers' intents to return and refer. This study offers unique insights into how operational risk management can produce more memorable and meaningful travel experiences, which in turn can increase visitor loyalty. It does this by combining both quantitative and qualitative methods. By offering a contextual perspective of risk management in rural settings, the utilization of Batulayang Tourism Village as a case study adds even more originality to this research.

This study's main goal is to find out how operational risk management affects visitors' memorable experiences and, in turn, whether or not they plan to return to and promote Batulayang Tourism Village. The study looks at a number of operational risk management topics, including facilities management, service quality, and safety procedures, in an effort to pinpoint the essential elements that improve visitors' experiences and foster their loyalty. Additionally, the study aims to give policymakers and tourism managers practical advice on how to enhance risk management procedures in rural tourist locations.

By offering empirical proof of the significance of operational risk management in promoting visitor happiness and loyalty, the study's conclusions will be helpful to tourism

stakeholders, especially those in rural areas. The study will provide useful ideas for risk mitigation and assist tourism village administrators in better understanding the specific operational risks that impact visitor experiences. Additionally, by improving the total visitor experience, raising the possibility of good word-of-mouth referrals, and increasing the intention to return, this research will help establish more competitive and sustainable rural tourism practices.

Research Methods

This research was conducted in Batulayang Tourism Village, Bogor Regency, West Java, Indonesia, with a focus on domestic tourists who have visited the village at least once after January 1, 2024. The study used a mixed-methods approach with an explanatory sequential design, beginning with the collection of quantitative data and followed by qualitative data collection to provide deeper insights into the results. A total of 178 respondents participated in the survey, which utilized purposive sampling. Additionally, 15 tourism village managers were interviewed for qualitative insights. The data was analyzed using Structural Equation Modeling (SEM) with SmartPLS 3.0. The primary research variables include the intention to revisit, the intention to recommend, memorable tourism experiences, and operational risk management. These variables were operationalized with multiple indicators, each grounded in previous literature, such as the work of Goffi & Cucculelli (2019) on operational risk management and Kim & Ritchie (2014) on memorable tourism experiences.

The study found that all the independent variables—brand image, company image, and customer satisfaction—positively and significantly influenced the decision to rent sound systems at PT Don Sistem Suara Indonesia. Notably, customer satisfaction had the greatest influence, followed by company image and brand image. The research also revealed that despite the company having a strong corporate image, there is still room for improvement, particularly in terms of innovation in services and strengthening brand awareness to increase market competitiveness. These findings underscore the importance of maintaining high levels of customer satisfaction and leveraging a positive company image to influence rental decisions in a competitive market.

The administration of Batulayang Tourism Village and other comparable tourist attractions will be significantly impacted by the research's conclusions. Tourism managers may improve customer satisfaction and boost visitors' intentions to return and promote the village by strengthening operational risk management, developing memorable tourism experiences, and raising brand awareness. By highlighting the critical roles that memorable experiences and operational hazards play in influencing visitors' pleasure and loyalty, this study adds to the expanding corpus of knowledge in tourism management. Additionally, the study provides insightful information for enhancing tourism procedures and encouraging the growth of sustainable tourism in rural regions.

Results and Discussion

Result

The following is a profile and statistical analysis based on 178 data from tourists who visited tourist villages and have met the research criteria. The analysis of respondent profiles is presented in Table 2.

Table 2. Characteristics Responden

No	Characteristics Responden	Sum	Percentage
1	**Gender**		
	Man	98	55%

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No	Characteristics Responden	Sum	Percentage
	Woman	80	45%
	Total	178	100
2	**Respondent Region**		
	Jakarta Region	43	24%
	Bogor Region	25	14%
	Bekasi Region	21	12%
	Depok Region	13	7%
	Tangerang Region	34	19%
	Cianjur Region	12	7%
	Sukabumi Region	15	9%
	Other	15	8%
	Total	178	100
3	**Age**		
	< 20	39	22%
	20 – 30	57	32%
	30 – 40	29	16%
	40 – 50	25	14%
	50 – 60	15	9%
	> 60	13	7%
	Total	178	100
4	**Education**		
	Junior High School	23	13%
	High school	56	32%
	Diploma	59	33%
	Bachelor	25	14%
	Postgraduate	15	8%
	Total	178	100

Table 2 indicates that 45% of respondents are women and 55% of respondents are men. The Jakarta region accounted for 24% of the respondents' origins, followed by Tangerang (19%), Bogor (14%), and Bekasi (12%). According to the respondents' ages, 32% were between the ages of 20 and 30, 22% were under 22, 16% were between the ages of 30 and 40, and 14% were between the ages of 40 and 50. At the level of education of the respondents, 33% of the respondents had a diploma level of education, 32% of the respondents had a high school level of education, 14% of the respondents had a bachelor's level of education, 13% of the respondents had a junior high school level of education and 8% of the respondents had a postgraduate level of education

Construct Validity

1. Convergent validity

Evaluating the external loading's value. The benchmarking significant outer loading value is 0.708 (Hair Jr et al., 2021). Each research variable's research indicators display an outer loading value greater than 0.708. This shows that the test results that have been carried out have met the convergence validity conditions.

Tabel 3. Measurement model fit of Latent variables
*AVE= Average Variance Extracted

Variable	Indicator	Outer Loading	T Statistics	P Value	AVE	Notes
Pengelolaan Risiko Operasional					0.765	

Variable	Indicator	Outer Loading	T Statistics	P Value	AVE	Notes
	Ro1	0.867	15.588	0.000		Valid
	Ro2	0.925	30.101	0.000		Valid
	Ro2	0.877	13.813	0.000		Valid
	Ro4	0,875	13.757	0.000		Valid
Memorabel Tourism Experience					0.781	
	MTe1	0.860	32.430	0.000		Valid
	MTe2	0.818	18.585	0.000		Valid
	MTe3	0.897	42.063	0.000		Valid
Revisit Intention					0,781	
	Ri1	0.899	44.514	0.000		Valid
	Ri2	0.878	43.708	0.000		Valid
	Ri3	0.857	37.919	0.000		Valid
	Ri4	0.883	46.306	0.000		Valid
Recommend Intention					0,866	
	RoI1	0.747	12.578	12.578		Valid
	RoI2	0.845	23.696	23.698		Valid
	RoI3	0.837	34.307	34.307		Valid
	RoI4	0.856	23.523	23.532		Valid

Next, an extracted mean variance test (AVE) was carried out. The acceptable average variant extract value was 0.50. This is because the latent variable used must be able to account for most of the variance of each indicator by at least 50%. The AVE value in this study is > 0.50, this means that the money variable used has explained at least 50% more than the indicator variant (Hair Jr et al., 2021).

Table 4 shows that all veriables of the study have an AVE greater than 0.6 which means that the validity of the convergence of the research variables is acceptable. This condition indicates that the research variables used in this study have met the criteria for good validity.

Tabel 4. Extracted Average Variance of Research Variables

	Average Variance Extracted (AVE)
Recommend Intention	0.866
Revisit Intention	0.781
Operational Risk	0.765
Memorable Tourism Experience	0.781

Discriminant validity

The cross-loading table compares the association of each indicator with its corresponding variable and other factors. A cross-loading technique is employed to assess the validity of the discrimination in the measurement model by introducing variables into the measurement. If the correlation between the latent variable and its indicator measurement (measurement item) is greater than the size of the other variable, the latent variable outpredicts the block size more accurately than the other.

Table 5 compares the relationship between each indicator in its corresponding variable and other factors. Because each indication has a significant association with its variable in respect to the others, the crossloading findings in the table show that the validity of the discrimination is justified. The relationship between operational risk management variables

and their indicators is stronger than that between operational risk management indicators and other factors. This is also true for the elements of memorable travel experience, recommend intention, and revisit intention. These findings show that the latent variable in this investigation is more accurate than the indicator in other blocks at predicting the blocked indication.

Table 5. The Cross Loading of Research Variables

	Revisit Intention	Recommend Intention	Memorable Tourism Experience	Operational Risk Management
Ri1	0.371	0.868	0.228	0.525
Ri2	0.352	0.808	0.282	0.511
Ri3	0.331	0.838	0.284	0.686
Ri4	0.323	0.818	0.297	0.415
RoI1	0.783	0.260	0.220	0.312
RoI2	0.812	0.219	0.154	0.623
RoI3	0.887	0.378	0.252	0.400
RoI4	0.852	0.247	0.262	0.205
MTe1	0.281	0.214	0.478	0.179
MTe2	0.222	0.297	0.951	0.274
MTe3	0.178	0.643	0.548	0.252
Ro1	0.642	0.409	0.224	0.805
Ro2	0.208	0.545	0.178	0.871
Ro2	0.626	0.504	0.232	0.847
Ro4	0.275	0.512	0.243	0.854

The Fornell-Larcker criteria. The connection between the quadratic variables and the variables' AVE values are contrasted in Fornel and Larcker values, which measure joint variance. According to the Fornell & Larcker table, each latent variable's square root of the AVE must be greater than the correlation between the latent variables in order to prove validity. Because the square root values of the AVE of each latent variable, as shown in the main diagonal of the Fornell and Larcker table, are greater than the correlation between the latent variables, the Fornell and Larcker table, which is shown in Table 10 and was created using the research data, shows that the requirements of discriminant validity (Fornell & Larcker, 1981) have been satisfied.

Table 6. The Fornell and Larcker Table of Research Variables

	Revisit Intention	Recommend Intention	Operational Risk Management	Memorable Tourism Experience
Revisit Intention	0.871			
Recommend Intention	0.326	0.872		
Operational Risk Management	0.244	0.298	0.807	
Memorable Tourism Experience	0.319	0.569	0.285	0.874

Value of Heterotrait-Monotrait (HTMT). The average value of all indicator correlations between various variables (heterotrait) in relation to the average correlation of indicators in a single variable (monotrait) is represented by the heterotrait-monotrait value. According to Hair Jr et al., (2021) there is low discriminant validity if the HTMT ratio value is more than 0.90. The variables are conceptually very close if the HTMT ratio value is more than 0.90, which suggests that there is no discriminant validity between the variables. The variables in the path model are conceptually more diverse, as indicated by a value of 0.85. Table 11 demonstrates

that every variable examined in this study satisfies both benchmarks, confirming that the requirements of discriminant validity are met.

Tabel 7. Heterotrait-Monotrait Value

	Revisit Intention	Recommend Intention	Operational Risk Management	Memorable Tourism Experience
Revisit Intention				
Recommend Intention	0.409			
Operational Risk Management	0.298	0.354		
Memorable Tourism Experience	0.338	0.685	0.312	

Construct Reliability

As seen in Table 12, internal consistency reliability is used to assess whether the Construct Reliability requirements have been met. The Alpha of Cronbach. If the Cronbach's Alpha coefficient is greater than 0.70, the variable is deemed dependable according to the Cronbach's Alpha technique. All research variables have Cronbach's Alpha values better than 0.8, indicating satisfactory to good internal consistency reliability. A more accurate indicator of the variable's reliability is Rho_A, which often lies between Cronbach's Alpha and Composite Reliability (Hair Jr et al., 2021). Internal consistency reliability is excellent to good since the total rho_A value of the research variables is larger than 0.8 and falls between Cronbach's Alpha and Composite Reliability. Combinational Trustworthiness. In exploratory study, levels of Composite Reliability between 0.60 and 0.70 are generally regarded as acceptable, whereas values between 0.70 and 0.90 are satisfactory to good (Hair Jr et al., 2021). Internal consistency reliability is adequate to good when the composite reliability of all the latent variables under study is more than 0.8.

Tabel 8. Internal Consistency Reliability

	Cronbach's Alpha	rho_A	Com Reliability posite
Revisit Intention	0.845	0.884	0.898
Recommend Intention	0.953	0.970	0.935
Memorable Tourism Experience	0.893	0.805	0.930
Operational Risk Management	0.830	0.880	0.848

The reliability increases with the Internal Consistency Reliability rating (Hair Jr et al., 2021). Table 12 displays the findings of the study's internal consistency reliability tests, which suggest that internal consistency reliability is adequate to good.

Structural Model Evaluation (Inner Model)
Detection Of Possible Collinearity Problems

The researcher must analyze the structural model by making sure that there is no multicollinearity between any study variables, following the evaluation of the measurement model and prior to proceeding with the path analysis of the relationship, which is also the outcome of hypothesis testing. The structural model's evaluation will reveal the research model's level of predictive power and relevance. By examining the VIF score, potential collinearity issues between research variables were found in relation to the structural model between the research components. A possible issue with collinearity between research variables is indicated by a VIF value of 5 (Hair Jr et al., 2021).

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Tabel 9. Collinearity Statistics (VIF)

	VIT
Ri1	2.696
Ri2	2.694
Ri3	2.726
Ri4	2.798
RoI1	1.573
RoI2	1.802
RoI3	2.198
RoI4	1.990
Ro1	2.520
Ro2	2.573
Ro2	1.875
Ro4	1.895
MTe1	1.676
MTe2	1.671
MTe3	1.873

The investigation's findings, which are presented in Table 9, show that each variable looked at in this study meets the requirement of having no potential collinearity problems. Since there is no indicator-to-indicator collinearity and each variable's VIF value is less than 3, the structural model linking the research variables can be used going forward.

Prediction Power

R Square

The predictive power of this study model will be evaluated by additional assessment. The amount that any exogenous variable contributing to an endogenous variable may explain is known as the R^2 value. According to Hair Jr et al., (2021), R^2 values of 0.75, 0.50, and 0.25 are regarded as significant, moderate, and weak, respectively.

Tabel 10. R Square

	R Square	R Square Adjusted
Revisit Intention	0.200	0.195
Recommend Intention	0.434	0.043
Memorable Tourism Experience	0.076	0.072

Table 10 shows that the R^2 of the memorable tourism experience is 0.076. This means that the significance of a memorable tourism experience can be explained by operational risk management. The diversity of revisit intention can be explained by 43.4% by memorable tourism experience and recommend intention can be explained by 20.0% by memorable tourism experience.

f Square

Effect size, or f^2, is the next indicator. This number indicates how much the R^2 will change if the pertinent variable is removed (Hair Jr et al., 2021). The more powerful these variables are in influencing the endogenous variables, the higher the value of f^2. Table 15 illustrates the variables with the largest f^2 values: memorable tourism experience -> Revisit intention, followed by memorable tourism experience -> Recommend Intention. Accordingly, the desire to return and promote anything is significantly influenced by one's level of memorable tourism experience.

Tabel 11. F Square

	β
Risk Operational -> Memmorable Tourism Experience	0,073
Memmorable Tourism Experience -> Intention to Revisit	0.532
Memorable Tourism Experience -> Intention to Recommend	0.121

Q2 value

Next up is Q2's assessment. Predictive relevance of the suggested research model is shown by a Q2 value greater than zero. The thresholds for modest, medium, and substantial predictive importance to the model are represented by the Q2 values with magnitudes of 0.25, and 0.50 (Hair Jr et al., 2021).

Tabel 12. Q2 value

	Q^2
Revisit Intention	0.065
Recommend Intention	0.264
Memorable Tourism Experience	0.035

Table 16's Q2 values are all more than zero, indicating a moderate to significant predictive relevance for this study model. In this instance, the variable predicted by operational risk management is the memorable tourism experience variable, which has the lowest predictive significance.

Model fit

The final indicator is model fit. PLS-SMART3 computes the Standardized root-mean-square residual (SRMR), Chi-Square, and Normed Fit Index (NFI) as indicators of model fit, as indicated in Table 17, despite PLS-SEM's lack of emphasis on model fit analysis. The goal of overall model fit is to assess the general goodness of fit (GOF) between the model and the data. Table 17 displays the fitindices that indicate a satisfactory fit between the measurement model and the data: Standardized RMR = 0.056 (Standardized RMR < 0.08 is a good fit); Normed Fit Index (NFI) = 0.852 (NFI ≥ 0.8 is fulfilling the model fit); $\chi2$ = 228.566 (the less the $\chi2$ value the better). As a result, the research model evaluation satisfies every requirement needed to ascertain the validity, reliability, and relevance of each construct as well as the predictive capacity of the suggested model.

Tabel 13. Model Fit Summary

	Saturated Model
SRMR	0.065
Chi-Square	228.566
NFI	0.852

Hypothesis Testing

The findings of hypothesis testing, which are displayed in Table 14, indicate that every study hypothesis is backed by empirical evidence. The visitor experience is greatly enhanced when administrators of tourism villages apply operational risk management. The unforgettable tourist experience is greatly enhanced by revisiting the aim of the tourism village consumers. The wonderful travel experience has a good impact on the tourist village's recommendation.

Tabel 14. Hypothesis Testing

No	Hypothesis	Estimates	T Statistics	P values	Description	Conclusion
1	Risk Operational -> Memmorable Tourism Experience	0.285	3.687	0.000	Significant	Supported
2	Memmorable Tourism Experience -> Revisit Intention	0.589	10.785	0.000	Significant	Supported
3	Memorable Tourism Experience -> Recommend Intention	0.361	4.704	0.000	Significant	Supported

According to Table 19, the test findings indicate that there is a mere 0.167 and 0.82 coefficients for loading operational risk management directly to revisit intention and recommend, respectively, as compared to loading it directly to intention to load. Table 15 data demonstrates that when a memorable tourism experience is included as a mediating variable, the impact of operational risk management on the revisit intention 0.285 and recommend intention 0.254 increases and becomes statistically significant. As a result, contentment is a key mediating factor between operational risk management and the revisit intention and recommend intention.

Table 15. The Direct Effect of Operational Risk Management on the Intention to Revisit and the Intention to Recommend

	Revisit Intention	Recommend Intention
Risk Operational	0.167	0.82

Table 16. Effect of Operational Risk Management on the Intention to Revisit and the Intention to Recommend by Using Memorable Tourism Experience as a Mediating Variable

	Revisit Intention	Recommend Intention
Risk Operational	0.285	0.254

Discussion

The study's findings demonstrate that memorable tourist experiences in tourist towns are significantly enhanced by operational risk management. Managers of tourism villages work to increase the assurance of services and the presence of tourist amenities and attractions in order to give people a sense of security and comfort. Visitors to the tourist village express gratitude for this since they know that the services they receive will keep them secure and comfortable while they are there. Based on the results of interviews conducted with tourism village managers, it is stated that the certainty of services and tourist attractions carried out is the main reflection in improving the sustainability of tourist villages which is also the embodiment of excellent services to maintain the sustainability of safe, comfortable and beautiful tourist villages. In the past, positive visitor reviews have raised awareness and given managers of managed tourism villages the tools they need to enhance operations. The competence to deliver services and the assurance of the offered tourism activities demonstrate this. Regarding the operational side of things, the manager has also focused on the tourist village's system, amenities, and infrastructure in order to get a favorable assessment from visitors regarding the

system, amenities, and infrastructure there. The degree of managers' understanding of tourism village administration is another factor contributing to this scenario.

According to focus groups and interviews with administrators of tourism villages, there have been numerous proactive attempts to give visitors an unforgettable experience by putting comfort and safety first in its execution. This is accomplished by guaranteeing that the services offered range from the design and construction of tourist attractions to the return of visitors to their hometowns. Visitors who have visited Batulayang Tourism Village multiple times attest to the fact that these initiatives have so far had a major positive influence on an unforgettable travel experience. Visitors to Batulayang Tourism Village reported feeling that the management of the Batulayang Tourism Village performed well. The findings of this study are in line with the results of research conducted by (Adira et al., 2023; Maulana & Hermansah, 2021; Syaiful Bahri et al., 2023).

Operational risk management only accounts for 7.6% of a memorable travel experience, despite its substantial beneficial impact, according to R2. Therefore, factors other than operational risk management account for 92.4% of the variance in memorable travel experiences. The results of a thorough information excavation revealed that, in addition to operational risk management, Batulayang Tourism Village's charm—which includes its natural beauty, cultural heritage, gastronomy, and other tourist attractions—contributed to a memorable travel experience (Nathaliu & Rosanto Stephanie, 2024; Syaiful Bahri et al., 2023; Tunisya Ayunda Fitrah et al., 2022). In Batulayang Tourism Village, tourists can enjoy the beautiful natural atmosphere, beautiful landscapes, panoramas of Mount Salak and Mount Gede Pangrango, waterfalls, pine forests and typical food and drinks of the village. There are also special foods that can be enjoyed by tourists such as wedang layang, nasi liwet, and other typical village cuisines. The charm of Batulayang Village's tourist attractions can be used as a competitive advantage for destinations (Lesmana & Sugiarto, 2021; Sutopo, 2024).

A memorable travel experience has a significant positive impact on the intention to visit again. Tourists who visit feel satisfied when doing various kinds of activities in Batulayang Tourism Village. Tourists feel that activities in Batulayang Tourism Village with various kinds of tourist attractions have provided a memorable experience while tourists are in the village, in line with previous research (H. Kim et al., 2015; Pambudi et al., 2018; Ye et al., 2021). The existence of tourist attractions, the services provided, the diversity of tourist attractions, the rural atmosphere, the hospitality of the village community, local wisdom and the charm of the tourist village can provide a memorable tourist experience that will encourage tourists to visit again. This is in line with previous research (Hua Chin, 2018; Rahmawati et al., 2021; Rohmah Nurazizah & Marhanah, 2020; Rommy Suleman et al., n.d.; Torabi et al., 2023; Zhang et al., 2018).

Memorable tousrism experinces has a significant positive impact on the intention to recommend. This means that the higher the tourist experience that is memorably felt and found by tourists, it will provide a stimulus for tourists to recommend the tourist village to other parties to visit. The findings of this study are in line with previous researchers related to tourist destinations (Cevdet Altunel & Erkut, 2015; Djakasaputra et al., 2024; Eid et al., 2019; Kamenidou & Stavrianea, 2022; Ozturk & Gogtas, 2016; Prayag et al., 2017; Zeng & Li, 2021). Visitors to the tourist village will provide positive information and share interesting experiences with other parties and encourage them to come to Batulayang Tourism Village. In line with the research conducted by (Hosany & Prayag, 2013; Seran et al., 2021; Singh, 2018). The positive experiences experienced by tourists who visit tourist villages can be used as a reliable source of information to persuade and invite others to visit. The results of the analysis of the direct relationship between the level of memorable tourism experiences with the desire to visit and the desire to recommend show that tourists who have experienced tourist activities on previous visits have a tendency to visit again and at the same time provide positive

information and share memorable experiences and recommend to others. The results of the study also found that the desire to visit the tourist village was stronger when compared to recommending to others. This indicates that, when the tourism village manager has been able to prepare and manage operational risks well, it will provide comfort, safety and certainty of services for tourists, so that tourists get a memorable tourism experience. In the end, tourist loyalty is manifested in the form of a desire to revisit and a desire to recommend. This is in line with the research conducted by (Anggraini Vini et al., 2023; M. Lin, 2024; Rifaatulloh et al., 2019).

Conclusion

Tourists' unforgettable travel experiences in tourist villages are greatly enhanced by operational risk management. The inclination to return to the tourist town is significantly enhanced by a great visitor experience. The goal to re-educate others about the tourist town is significantly positively impacted by a great visitor experience. Operational risk management has less of a direct effect on visitors' intentions to return and suggest a tourist town than it does on creating a memorable travel experience. This suggests that having a wonderful vacation experience in a tourist village is crucial to fulfilling the desire to return and to recommend. Research finds that when tourism village managers are able to prepare and implement good operational risk management, it will have an impact on a memorable tourism experience and in the end tourists will show their loyalty as evidenced by returning and recommending.

Only visitors to Batulayang Tourism Village, which is one of Indonesia's developed tourism villages and offers intriguing potential for ecological, cultural, and culinary tourism, were the subject of the data search for this study. Information from visitors to other tourist villages that might differ from Batulayang Tourism Village in terms of uniqueness and distinctiveness has not been investigated in this study. The capabilities of buildings, infrastructure, and human resources, as well as the service systems offered, are the only operational risk management indicators used in this study. There are chances to investigate the other risk management indicators in more detail. According to the study's findings, the natural state of the village, its refreshing atmosphere, the friendliness of the locals, its cuisine, its tourist attractions, and its culture are the main reasons why visitors return time and time again to Batulayang Tourism Village. Operational risk management can be employed as a moderating factor to give travelers security and comfort while fostering an unforgettable travel experience. In order to create a more memorable travel experience, operational risk management indicators might be linked to tourist components for future research.

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