Analysis of Risk Management, Visitor Satisfaction, and Destination Accessibility on Tourism Industry Reputation in Bali

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ABSTRACT

This study examines the influence of risk management, visitor satisfaction, and destination accessibility on the reputation of Bali's tourism industry. Utilizing a quantitative approach, data were collected from 140 respondents and analyzed using Structural Equation Modeling-Partial Least Squares (SEM-PLS 3). The findings reveal that visitor satisfaction is the most influential factor, followed by destination accessibility and risk management. Visitor satisfaction significantly enhances the reputation by providing high-quality experiences and fostering positive word-of-mouth. Destination accessibility is vital in ensuring seamless travel and inclusivity, while risk management builds trust through effective safety measures. The study underscores the need for an integrated approach that balances these factors to sustain Bali's position as a leading global tourist destination. Recommendations for policymakers and industry stakeholders are provided to enhance reputation through strategic interventions.

Keywords: Tourism Reputation, Visitor Satisfaction, Destination Accessibility, Risk Management, Bali Tourism.

1. INTRODUCTION

Tourism in Bali is a cornerstone of the region's economy, driving economic growth, cultural exchange, and community development. Its success depends on factors like risk management, visitor satisfaction, and destination accessibility, which are crucial for sustaining competitiveness amidst health crises, environmental degradation, and infrastructure constraints. Investments in infrastructure and marketing significantly boost tourist arrivals and foster local economic growth [1]. Tourism's contribution to global GDP and employment highlights its vital role in economic development [2]. However, the industry also poses risks like environmental degradation, necessitating sustainable practices to preserve Bali's natural beauty and cultural heritage [3]. While tourism improves community economic conditions through job creation and increased income, careful management is required to balance economic benefits with environmental and social impacts [4]. Furthermore, the sector's sensitivity to global crises underscores the importance of effective risk management strategies to enhance resilience and ensure sustainability [5].

Risk management is a vital aspect of the tourism industry, addressing uncertainties that impact visitor safety, security, and overall experience. Effective strategies are crucial for maintaining trust, ensuring smooth operations, and enhancing destination reputation, which boosts visitor satisfaction and encourages repeat visits. Tourism enterprises must implement comprehensive risk management systems to adapt to changing conditions, such as those experienced during the COVID-19 pandemic, by identifying and mitigating risks to ensure financial stability and protect reputations [6]. The tourism sector can draw lessons from the banking industry, where structured risk management, analytical tools, and a culture of risk awareness enhance stability [7]. Additionally, effective risk management improves visitor satisfaction by ensuring safety and positive experiences, as evidenced by Bali's car rental industry, which employs risk assessment to enhance service quality

and operational efficiency [8]. Insights from other industries, like the IT sector, underscore the importance of innovation and strategic alignment for resilience [9], while economic security strategies highlight flexibility and adaptability as essential for tourism enterprises facing external and internal threats [10].

Destination accessibility is another critical factor influencing the success and reputation of the tourism industry. Accessibility encompasses the ease with which tourists can reach and navigate a destination, including transportation infrastructure, facilities for people with disabilities, and the availability of clear information. In the context of Bali, a destination known for its rich cultural heritage and natural beauty, ensuring seamless accessibility is vital to accommodating a diverse range of visitors and sustaining its competitive edge in the global tourism market. This study seeks to explore the interplay between risk management, visitor satisfaction, and destination accessibility and their collective impact on the reputation of Bali's tourism industry.

2. LITERATURE REVIEW

2.1 Risk Management in Tourism

Risk management is crucial for sustainable tourism development, particularly in regions like Bali, which are prone to natural hazards. It enhances destination resilience and reputation by demonstrating preparedness and responsibility. Tools like decision matrix risk assessment (DMRA) effectively map and assess risks, as seen in Rembang Regency's tourism supply chain [11]. Proactive risk assessment, flexible policies, and diversified supply chains further improve resilience and the tourist experience [10], [11]. Advanced analytical tools and a culture of risk awareness are also vital for mitigating risks, as evidenced in the banking sector [7]. Embedding risk management into organizational culture, with strong senior management involvement, yields positive outcomes and provides a solid foundation for effective strategies [12], [13]. These systems include emergency response plans, health and safety protocols, and continuous risk assessments. The perception of safety significantly influences tourists' decisions and their likelihood of revisiting or recommending a destination.

2.2 Visitor Satisfaction

Visitor satisfaction is key to the success and reputation of tourism destinations, influencing positive word-of-mouth, repeat visitation, and loyalty. In Bali, factors such as service quality, cultural experiences, accommodation, and the natural environment significantly shape satisfaction. Service quality and destination image enhance revisit intention through tourist satisfaction as a mediator [14]. In wellness tourism, social and emotional perceived value impacts satisfaction and revisit intention [15]. Memorable experiences and cultural interactions drive satisfaction and loyalty, emphasizing the need for quality services [16]. In national parks, awareness of park status and distance from residential areas influence satisfaction, requiring tailored management [17]. High satisfaction boosts revisit intention and e-word-of-mouth, encouraging recommendations [15], [18].

2.3 Destination Accessibility

Destination accessibility significantly influences Bali's tourism potential, encompassing transportation infrastructure, facilities, and inclusivity for people with

disabilities. Challenges such as traffic congestion, inadequate public transportation, and limited accessibility for disabled individuals persist. However, advancements like digital navigation tools and platforms such as access@tour by action, which integrates accessibility information through user-centered design, are enhancing communication and inclusivity [19]. Information systems further support disabled tourists by providing detailed accessibility conditions [20]. Despite these technological strides, inadequate infrastructure, insufficient regulations, budget constraints, and untrained staff remain barriers [21]. A proposed disability-friendly tourism model emphasizes collaboration among government, industry, and civil society [21]. The capability approach highlights the importance of agency and choice in addressing diverse needs [22]. Post-COVID-19 research underscores planning, development, and management as critical to fostering inclusive tourism [23].

2.4 *Tourism Industry Reputation*

The reputation of a tourism destination is shaped by visitor experiences, risk management, and accessibility, collectively influencing its quality, reliability, and appeal to tourists and investors. Online reviews significantly impact reputation by sharing insights into past visitors' experiences, as seen in the Medina of Fes, where rich history and craftsmanship enhance its appeal, despite issues like guide harassment [24]. Cultural engagement and activities also shape perceptions, with Bandung's local culture positively influencing visitor satisfaction [25]. Effective risk management, including safety measures and regulated practices, is essential for preserving reputation, as demonstrated in the Medina of Fes and Lake Toba studies, which highlight the importance of addressing challenges and building trust through quality information [26], [27]. Accessibility further broadens the tourist base and reinforces inclusivity, indirectly influencing reputation through cultural and social factors [25], [28].

2.5 Conceptual Framework

Building on the existing literature, this study adopts a conceptual framework that integrates risk management, visitor satisfaction, and destination accessibility as independent variables influencing the dependent variable, the reputation of the tourism industry in Bali. The relationships between these variables are examined through quantitative analysis, providing empirical evidence to support theoretical assumptions.
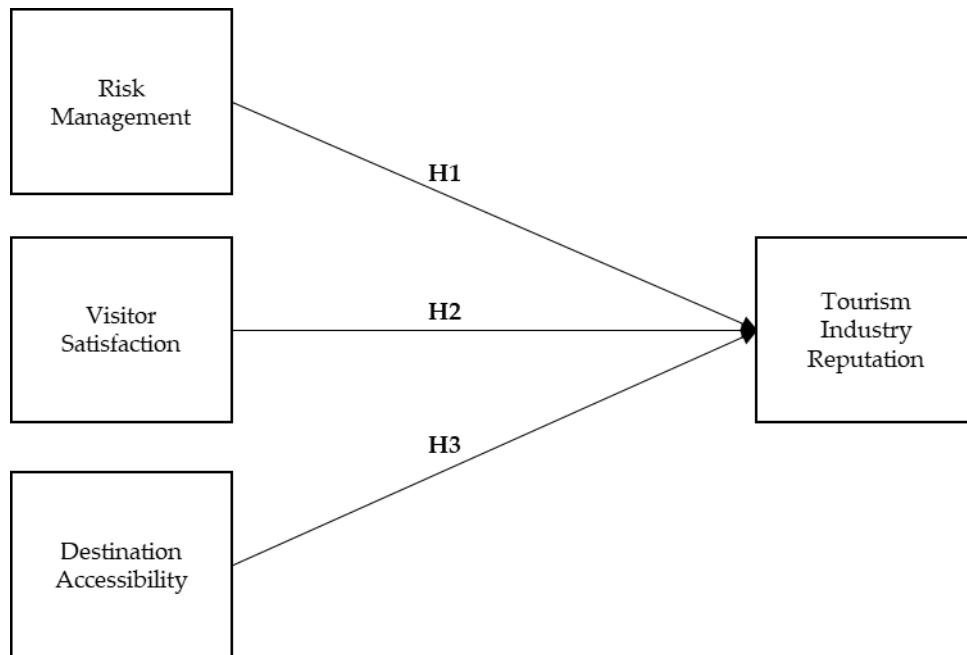
Figure 1. Conceptual Framework

3. METHODS

3.1 Research Design

The study employs a quantitative research design to investigate the relationships between the independent variables (risk management, visitor satisfaction, and destination accessibility) and the dependent variable (tourism industry reputation). A cross-sectional survey method was adopted to collect data from participants at a single point in time. The research is explanatory in nature, aiming to identify and quantify the causal relationships among the variables.

3.2 Population and Sample

The population of this study consists of tourists and stakeholders in Bali's tourism sector, including local business owners, service providers, and government officials. A total of 140 respondents were selected using a non-probability purposive sampling technique, ensuring that participants had relevant experience or knowledge of Bali's tourism industry. This sample size is deemed sufficient based on guidelines for Structural Equation Modeling (SEM), which recommend a minimum of 10 respondents per indicator.

3.3 Data Collection

Primary data were collected through a structured questionnaire distributed both online and offline to respondents. A Likert scale (1-5) was used to measure responses, where 1 indicated "strongly disagree" and 5 indicated "strongly agree." The questionnaire items were adapted from validated scales in prior tourism research to ensure reliability and validity.

3.4 Data Analysis

The collected data were analyzed using Structural Equation Modeling-Partial Least Squares (SEM-PLS) version 3, a method chosen for its ability to handle complex models with multiple relationships, its robustness against non-normal data, and its capability to estimate latent variables. The measurement model was evaluated for reliability, using Cronbach's alpha and Composite Reliability (CR) with a threshold of 0.7, convergent validity through Average Variance Extracted (AVE) requiring a value of 0.5 or higher, and discriminant validity by examining cross-loadings and the Fornell-Larcker criterion. The structural model was assessed to test the hypothesized

relationships among variables using path coefficients (β) to determine the strength and direction of relationships, R-Squared (R²) to assess explanatory power, effect sizes (f²) to evaluate the impact of individual predictors, and predictive relevance (Q²) to examine the model's predictive capability.

4. RESULTS AND DISCUSSION

4.1 Demographic Profile of Respondents

A total of 140 respondents participated in this study, comprising 55% male and 45% female. Most respondents (60%) were between 25 and 40 years old, with 70% being international tourists and 30% domestic tourists. Additionally, 65% of the respondents had visited Bali more than once. This demographic profile reflects a balanced representation of tourists with diverse backgrounds and experiences, providing a reliable basis for the analysis.

4.2 Measurement Model Assessment

The measurement model evaluates the reliability and validity of the constructs used in the study, ensuring that they adequately represent the latent variables. This section discusses the results of the analysis for each construct: Risk Management, Visitor Satisfaction, Destination Accessibility, and Tourism Industry Reputation, based on the loading factor, Cronbach's alpha, composite reliability (CR), and average variance extracted (AVE).

Table 1. Measurement Model

Variable	Code	Loading Factor	Cronbach's Alpha	Composite Reliability	Average Variant Extracted
Risk Management	RIM.1	0.876	0.905	0.940	0.840
	RIM.2	0.942			
	RIM.3	0.929			
Visitor Satisfaction	VIS.1	0.837	0.846	0.897	0.685
	VIS.2	0.886			
	VIS.3	0.857			
	VIS.4	0.722			
Destination Accessibility	DEA.1	0.839	0.858	0.914	0.780
	DEA.2	0.916			
	DEA.3	0.892			
Tourism Industry Reputation	TIR.1	0.875	0.877	0.915	0.730
	TIR.2	0.863			
	TIR.3	0.849			
	TIR.4	0.839			

Source: Data Processing Results (2025)

The measurement model evaluation confirms that all constructs—Risk Management, Visitor Satisfaction, Destination Accessibility, and Tourism Industry Reputation—meet the criteria for reliability and validity. Risk Management shows high indicator loadings (0.876–0.942), with Cronbach's alpha of 0.905, CR of 0.940, and AVE of 0.840, ensuring strong internal consistency and validity. Visitor Satisfaction demonstrates satisfactory reliability with loadings of 0.722–0.886, Cronbach's alpha of 0.846, CR of 0.897, and AVE of 0.685, despite VIS.4 having a lower loading. Destination Accessibility indicates strong reliability with loadings of 0.839–0.916, Cronbach's alpha of 0.858, CR of 0.914, and AVE of 0.780. Tourism Industry Reputation shows consistent reliability with loadings of 0.839–0.875, Cronbach's alpha of 0.877, CR of 0.915, and AVE of 0.730.

4.3 Discriminant Validity Assessment

Discriminant validity ensures that each construct in the model measures a distinct theoretical concept. In this study, it was assessed using the Fornell-Larcker Criterion and inter-

construct correlations. The Fornell-Larcker Criterion requires that the square root of the Average Variance Extracted (AVE) for each construct (diagonal values) exceeds the correlation values (off-diagonal values) between constructs, confirming that each construct is sufficiently distinct from the others.

Table 2. Discriminant Validity

	DEA	RIM	TIR	VIS
Destination Accessibility	0.823			
Risk Management	0.398	0.816		
Tourism Industry Reputation	0.697	0.376	0.854	
Visitor Satisfaction	0.587	0.323	0.733	0.828

Source: Data Processing Results (2025)

The assessment confirms that all constructs meet the requirements for discriminant validity, as the square root of the AVE for each construct is higher than its correlations with other constructs, satisfying the Fornell-Larcker criterion. Additionally, the inter-construct correlations are moderate to strong, indicating meaningful relationships while preserving the distinctiveness of each construct.
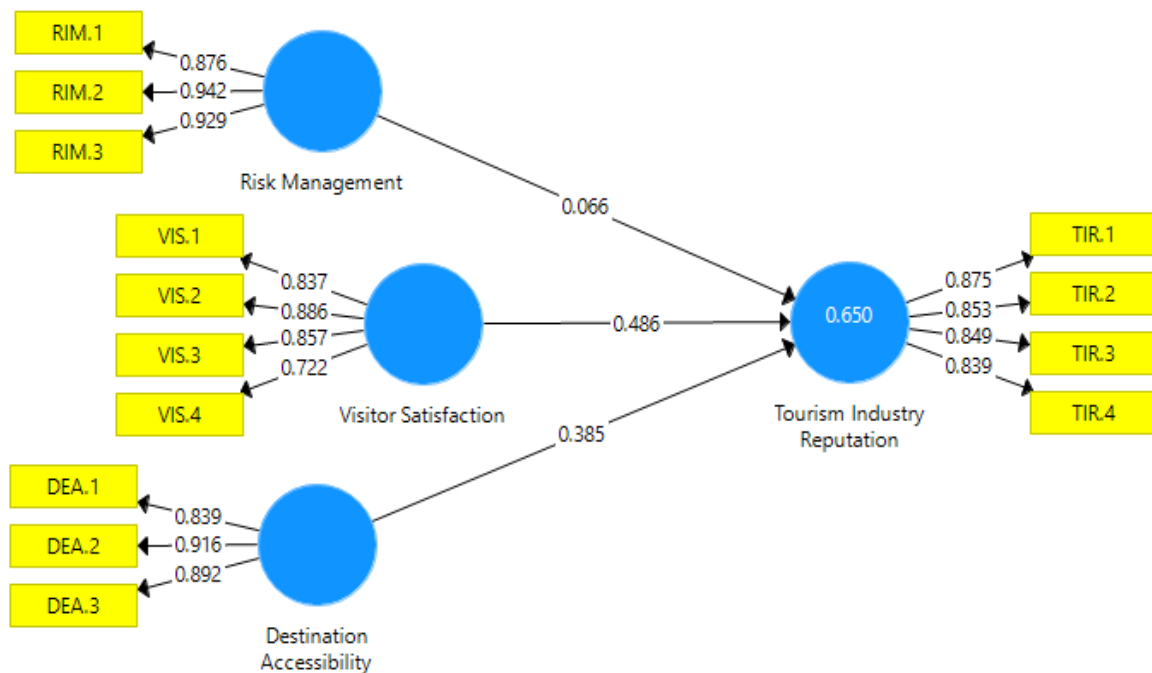

Figure 2. Model Results
Source: Data Processed by Researchers, 2025

4.4 Model Fit Assessment

Model fit measures evaluate how well the proposed structural model aligns with the data. For this study, several fit indices are used, including the Standardized Root Mean Square Residual (SRMR), d_ULS, d_G, Chi-Square, and Normed Fit Index (NFI). The results for both the Saturated Model and the Estimated Model are identical, suggesting consistency in the fit indices across the models.

Table 3. Model Fit Results Test

	Saturated Model	Estimated Model
SRMR	0.076	0.076

d_ULS	0.601	0.601
d_G	0.313	0.313
Chi-Square	211.853	211.853
NFI	0.820	0.820

Source: Process Data Analysis (2025)

The model fit assessment confirms acceptable results across various indices. The Standardized Root Mean Square Residual (SRMR) value of 0.076 is below the 0.08 threshold, indicating minimal residual differences and a good fit (Hu & Bentler, 1999). The d_ULS (Unweighted Least Squares Discrepancy) value of 0.601 and d_G (Geodesic Discrepancy) value of 0.313 are relatively low, suggesting minimal discrepancies between the observed and model-implied matrices, indicating an acceptable fit. The Chi-Square value of 211.853, while reasonable, requires cautious interpretation due to its sensitivity to sample size; other indices provide a more balanced assessment of fit. Finally, the Normed Fit Index (NFI) value of 0.820 exceeds the 0.80 threshold, explaining 82% of the covariance in the data, reflecting a moderate-to-good fit. Overall, the indices collectively confirm that the model is acceptable for further analysis.

Table 4. Coefficient Model

	R Square	Q2
Tourism Industry Reputation	0.650	0.640

Source: Data Processing Results (2025)

The R-Square (R^2) value of 0.650 indicates that 65% of the variance in Tourism Industry Reputation is explained by the independent variables—Risk Management, Visitor Satisfaction, and Destination Accessibility. According to Chin (1998), this represents a moderate-to-high explanatory power, demonstrating that the model effectively identifies the primary drivers of tourism industry reputation in Bali. However, 35% of the variance remains unexplained, suggesting that additional factors, such as cultural heritage preservation, environmental sustainability, or marketing strategies, may also play significant roles and should be considered in future research.

The Q^2 Predictive Relevance value of 0.640 confirms that the model possesses strong predictive relevance, indicating its ability to make accurate predictions for Tourism Industry Reputation. A Q^2 value greater than zero signifies that the independent variables are not only statistically significant but also practically relevant in predicting outcomes. This strengthens the model's utility for guiding tourism management policies and strategies, emphasizing the critical roles of Risk Management, Visitor Satisfaction, and Destination Accessibility in shaping the reputation of Bali's tourism industry.

4.5 Hypothesis Testing

The hypothesis testing evaluates the relationships between the independent variables (Destination Accessibility, Risk Management, and Visitor Satisfaction) and the dependent variable (Tourism Industry Reputation). The results, including the Original Sample (O), Sample Mean (M), Standard Deviation (STDEV), T Statistics, and P Values, are analyzed below to determine the significance and strength of the relationships.

Table 5. Hypothesis Testing

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics	P Values
Destination Accessibility -> Tourism Industry Reputation	0.385	0.394	0.079	4.902	0.000
Risk Management -> Tourism Industry Reputation	0.266	0.264	0.064	3.030	0.002

Visitor Satisfaction -> Tourism Industry Reputation	0.486	0.481	0.070	6.911	0.000

Source: Process Data Analysis (2025)

The results indicate that all three independent variables significantly and positively influence Tourism Industry Reputation. Destination Accessibility has a moderate positive impact, with a coefficient of 0.385, a T-value of 4.902 greater than the critical value of 1.96, and a p-value of 0.000, indicating that it is statistically significant. In this case, Risk Management has a weaker positive influence, with the coefficient being 0.266, a T-value of 3.030, and the p-value 0.002, hence the probability at a 95% confidence level is significant. Lastly, Visitor Satisfaction appears to be the strongest predictor of the overall experience, with a strong positive relationship as evidenced by the coefficient being 0.486, with a T-value of 6.911 and a p-value of 0.000, indicating a probability that is significant at the 99% confidence level. These findings highlight the importance of enhancing visitor satisfaction, improving accessibility, and implementing effective risk management strategies to strengthen the reputation of Bali's tourism industry.

Discussion
1. The Role of Visitor Satisfaction

The study revealed that visitor satisfaction has the strongest effect on tourism industry reputation, with a path coefficient of 0.486 (p < 0.001). This underscores the critical importance of providing high-quality experiences that meet or exceed tourist expectations. It is cultural authenticity, personalized services, and exceptional hospitality that play a major role in ensuring satisfied visitors. This finding is supported by previous studies [29]–[31] that highlight satisfaction as a prime driver of positive word-of-mouth, repeat visits, and destination loyalty. The quality of services, conservation of cultural heritage, and ecotourism practices will continue to play an important role in enhancing the level of satisfaction among visitors in Bali. These satisfied tourists serve as ambassadors who spread the word about Bali, which enhances its global reputation and makes it more competitive in the long run in the tourism market.

2. Destination Accessibility Impact

Destination accessibility positively influenced the reputation of the tourism industry, with a path coefficient of 0.385 (p < 0.001). This suggests that smooth transportation networks, ease of navigation, and inclusive facilities play a crucial role in shaping the perceptions of tourists. Destinations that are more accessible will tend to attract a greater diversity of visitors, including those with disabilities or specific travel needs. In this respect, for Bali, some of the measures to be undertaken are developing public transportation, reducing congestion in traffic, and connectivity with the airport. Moreover, the use of digital resources, such as navigation online and in real-time travel information, would add value to the tourists. This finding confirms the studies of [32]–[34] that accessibility is the basis for the development of the destination's attractiveness and brand.

3. The Contribution of Risk Management

The results also indicate that risk management has a significant, albeit smaller, impact on the reputation of Bali's tourism industry, with a path coefficient of 0.266 (p = 0.002). This finding highlights the importance of proactive and effective risk management strategies in building trust and ensuring the safety of tourists. In the case of Bali, which is very prone to natural disasters and health-related risks, comprehensive risk mitigation measures have to be put in place. According to previous literature, [35], [36]have noted that those destinations with a robust risk management framework are perceived as more reliable and trustworthy. Bali's ability to manage crises, such as volcanic eruptions or global pandemics, and communicate these efforts effectively to stakeholders is critical to maintaining its reputation as a safe and secure destination.

4. Future Research Directions

Though rich insights are provided by this study, future studies might extend these findings to other variables that could affect tourism industry reputation and include the impact of digital marketing, cultural preservation, and environmental sustainability. Moreover, the longitudinal approach could provide a better understanding of the interaction between these factors.

CONCLUSION

This study provides empirical evidence on the critical factors influencing the reputation of Bali's tourism industry, with visitor satisfaction emerging as the most significant determinant. Delivering high-quality, culturally authentic, and sustainable tourist experiences is crucial for enhancing satisfaction and loyalty. Destination accessibility also demonstrated a significant positive impact, emphasizing the need for investments in transportation infrastructure, digital navigation, and inclusive facilities to attract a diverse range of visitors. While the impact of risk management was smaller compared to the other two factors, it is still very important in ensuring tourist safety and gaining confidence in Bali as a trustworthy and safe destination.

The interaction between these factors reinforces that an integrated approach is necessary to combine visitor satisfaction, accessibility, and risk management in a coherent strategy for the development and maintenance of Bali as a first-class tourism destination. These areas should, therefore, be prioritized by policymakers and stakeholders in order to realize sustainable growth, maintain a competitive advantage, and build resilience against global tourism challenges. Further research may incorporate other variables, such as digital marketing, environmental sustainability, and cultural preservation, to present a holistic understanding of the factors that influence tourism reputation. Longitudinal studies may also allow for insight into how these relationships develop over time, maintaining Bali as one of the popular tourist destinations globally, meeting standards anticipated by both domestic and international tourists.

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