

Research Article

Operational Risk Management Performance and Eudaimonic Tourist Well-Being: The Mediating Role of Memorable Tourism Experience in Dieng Plateau

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Abstract: Tourism destinations are increasingly expected not only to provide enjoyable experiences but also to contribute to tourists' psychological well-being. However, limited attention has been given to how operational risk management can support eudaimonic tourist well-being through memorable tourism experiences. This study aims to examine the effects of Operational Risk Management Performance (ORMP) on Memorable Tourism Experience (MTE) and Eudaimonic Tourist Well-Being (ETWB), as well as the mediating role of MTE in the relationship between ORMP and ETWB in the Dieng Plateau, Central Java, Indonesia. A quantitative approach was employed using survey data from 334 tourists visiting the destination. Data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) to evaluate the measurement and structural models and test the proposed hypotheses. The results show that ORMP has a positive and significant effect on MTE ($\beta = 0.687$; $t = 24.815$; $p < 0.001$), while MTE positively and significantly affects ETWB ($\beta = 0.454$; $t = 8.573$; $p < 0.001$). ORMP also directly affects ETWB ($\beta = 0.406$; $t = 7.722$; $p < 0.001$). Furthermore, MTE significantly mediates the relationship between ORMP and ETWB (indirect effect = 0.312; $t = 8.086$; $p < 0.001$), indicating complementary mediation. These findings highlight that effective operational risk management can create safe, reliable, and meaningful tourism experiences that contribute to tourists' eudaimonic well-being.

Keywords: Dieng Plateau; Memorable Tourism Experience; Operational Risk Management; Risk Management Performance; Tourist Well-Being.

1. Introduction

Tourism is no longer viewed merely as a recreational activity that generates temporary pleasure, but also as an experience that can contribute to tourists' quality of life and well-being. The concept of tourist well-being broadens the focus of tourism research from travel satisfaction toward more profound psychological benefits, including eudaimonic well-being, which is associated with meaning, personal growth, positive relationships, autonomy, environmental mastery, and purpose in life (Filep & Laing, 2019; Filep et al., 2022). This perspective positions tourism experiences as a means of providing benefits that extend beyond temporary pleasure.

Eudaimonic tourist well-being in this study is grounded in the concept of psychological well-being developed by Ryff (1989), which encompasses self-acceptance, positive relations, autonomy, environmental mastery, purpose in life, and personal growth. In the context of tourism, this approach emphasizes that travel can provide benefits in the form of meaning, learning, social relationships, self-reflection, and personal development. Thus, tourist well-being is not determined solely by feelings of pleasure during a trip but also by the psychological value derived from the experience (Filep et al., 2022).

The achievement of tourist well-being is closely related to a destination's ability to provide a safe, reliable, and risk-responsive operational environment. Operational Risk Management Performance (ORMP) reflects a destination's ability to manage potential disruptions related to processes, systems, human resources, and infrastructure. Effective risk management not only reduces the likelihood of operational disruptions but also supports the delivery of consistent and reliable tourism services and activities (ISO, 2018; Ritchie & Jiang, 2019).

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However, the relationship between ORMP and eudaimonic well-being does not necessarily occur directly. Tourists generally do not evaluate risk management through technical aspects; instead, they perceive its outcomes through safety, service efficiency, quality of interactions, accessibility of facilities, and destination conditions. These conditions can contribute to a Memorable Tourism Experience (MTE), defined as a tourism experience with emotional, cognitive, and meaningful qualities that remain in tourists' memories. The concept of MTE developed by Kim et al. (2012) encompasses hedonism, refreshment, local culture, meaningfulness, knowledge, involvement, and novelty. Therefore, memorable experiences have the potential to serve as a mechanism linking the quality of destination management to tourists' psychological benefits.

Previous studies have demonstrated a relationship between memorable tourism experiences and eudaimonic well-being. For example, Rasoolimanesh et al. (2021) highlighted the importance of tourism experiences and satisfaction in explaining eudaimonic well-being. However, research on operational risk management in tourism has primarily focused on safety, service quality, satisfaction, and destination performance, while studies on tourist well-being have largely emphasized experiences, satisfaction, and tourism activities as factors influencing well-being. Therefore, the integration of Operational Risk Management Performance, Memorable Tourism Experience, and Eudaimonic Tourist Well-Being within a single model requires further empirical investigation.

This research gap is particularly relevant in the context of Dieng Plateau, Central Java, which offers diverse natural and cultural attractions and involves various forms of interaction among tourists, local communities, facilities, and service providers. In this context, effective operational risk management is important not only for maintaining the smoothness of tourism activities but also for potentially creating memorable experiences and generating psychological benefits for tourists.

Based on this research gap, this study develops the ORMP → MTE → ETWB model, with Memorable Tourism Experience serving as a mediating variable. The study aims to examine the effect of Operational Risk Management Performance on Memorable Tourism Experience and Eudaimonic Tourist Well-Being, as well as to investigate the mediating role of Memorable Tourism Experience in the relationship between Operational Risk Management Performance and Eudaimonic Tourist Well-Being in Dieng Plateau, Central Java.

2. Literature Review

Operational Risk Management Performance

Operational risk management is an important component of organizational management because it addresses potential disruptions that may hinder the achievement of organizational objectives and the continuity of operational activities. In tourism, operational risks can arise from various activities and resources involved in the provision of tourism experiences. Therefore, destination managers need the ability to systematically identify, assess, monitor, and control potential risks.

According to Sugiarto (2023), operational risk management encompasses four main aspects: internal process risk, human resource risk, system risk, and infrastructure and supporting risk. Internal process risk relates to failures or inconsistencies in processes and procedures; human resource risk concerns human errors and competencies; system risk involves disruptions to systems supporting operational activities; while infrastructure and supporting risk relates to disruptions or failures of facilities that support operational activities (Sugiarto, 2023).

In tourism destinations, these four aspects are particularly important because tourists directly interact with service processes, human resources, operational systems, and destination facilities. Sugiarto et al. (2024) explain that tourism operational risk management involves the ability of destination managers to identify, anticipate, control, and respond to risks so that tourism products, services, facilities, and activities can continue to operate safely, consistently, and reliably.

Based on this perspective, Operational Risk Management Performance (ORMP) in this study is defined as the capability of a tourism destination to manage risks related to processes, systems, human resources, infrastructure, and supporting facilities in order to maintain operational continuity and support the quality of tourism activities.

Memorable Tourism Experience

Experience is an essential component of tourism because tourists do not merely consume products or services; they also obtain experiences through interactions with destinations, local communities, cultures, environments, and tourism activities. One of the concepts used to explain the quality of tourism experiences is Memorable Tourism Experience (MTE).

Kim et al. (2012) define memorable tourism experience as a tourism experience that is positively remembered and recalled by tourists after their trip. They identify seven dimensions of MTE: hedonism, refreshment, local culture, meaningfulness, knowledge, involvement, and novelty (Kim et al., 2012). These dimensions demonstrate that memorable experiences are not limited to pleasure but also involve novelty, engagement, learning, cultural interaction, and meaningfulness.

Memorable experiences are important because they become part of tourists' memories and can influence their evaluations of the destination after returning from their trips (Kim et al., 2012). In a destination context, memorable experiences can emerge when tourists experience safe and smooth travel, comfortable conditions, good services, and opportunities to interact with local communities and discover new experiences. Therefore, the quality of destination operational management can become an important condition supporting the creation of memorable tourism experiences.

In this study, Memorable Tourism Experience (MTE) is defined as a tourism experience containing emotional, cognitive, social, and meaningful values that remain in tourists' memories.

Eudaimonic Tourist Well-Being

The concept of eudaimonic well-being is rooted in the view that human well-being is determined not only by pleasure or happiness but also by positive functioning, meaning in life, and personal development. Ryff (1989) developed the concept of psychological well-being, consisting of six dimensions: self-acceptance, positive relations with others, autonomy, environmental mastery, purpose in life, and personal growth.

Unlike the hedonic approach, which emphasizes pleasurable experiences and happiness, the eudaimonic approach emphasizes the process of becoming a fully functioning individual who develops positively (Ryan & Deci, 2001). In tourism, this perspective enables travel to be understood not only as a source of pleasure but also as an activity that can provide meaning, learning, social relationships, self-reflection, and personal growth (Filep & Laing, 2019; Filep et al., 2022).

Accordingly, Eudaimonic Tourist Well-Being (ETWB) in this study refers to a state of psychological well-being experienced by tourists through travel experiences that contribute to self-acceptance, positive relationships, autonomy, environmental mastery, purpose in life, and personal growth (Ryff, 1989).

Operational Risk Management Performance and Memorable Tourism Experience

Operational risk management performance can create conditions that support the formation of positive tourism experiences. Consistent service processes, responsive human resources, functioning systems, and adequate infrastructure can minimize disruptions during travel and provide more favorable conditions for tourists to enjoy and explore destinations (Sugiarto, 2023; Sugiarto et al., 2024).

Good operational conditions can also provide opportunities for tourists to experience pleasure, involvement, novelty, learning, local culture, and meaningfulness, which represent important dimensions of Memorable Tourism Experience (Kim et al., 2012). Therefore, the better the operational risk management performance, the greater the likelihood that tourists will obtain positive and memorable experiences.

H1: Operational Risk Management Performance has a positive effect on Memorable Tourism Experience.

Memorable Tourism Experience and Eudaimonic Tourist Well-Being

Memorable tourism experiences can provide benefits that extend beyond pleasure during a trip. For example, the dimensions of meaningfulness and knowledge enable tourists to gain meaning and learning from their journeys, while local culture and involvement can strengthen tourists' interactions and engagement with the destination environment (Kim et al., 2012). These characteristics are closely related to the concept of eudaimonic well-being, which emphasizes positive relationships, environmental mastery, purpose in life, and personal growth (Ryff, 1989).

Within the tourist well-being literature, tourism experiences are viewed as an important source of psychological benefits that can extend beyond satisfaction and temporary pleasure

(Filep & Laing, 2019). Rasoolimanesh et al. (2021) also demonstrate a relationship between memorable tourism experience and eudaimonic well-being. Therefore, more meaningful and memorable tourism experiences are expected to contribute to higher levels of eudaimonic tourist well-being.

H2: Memorable Tourism Experience has a positive effect on Eudaimonic Tourist Well-Being.

Operational Risk Management Performance and Eudaimonic Tourist Well-Being

Effective operational risk management not only reduces potential disruptions but also creates conditions in which organizational activities can operate safely, consistently, and reliably (Sugiarto, 2023; Sugiarto et al., 2024). In tourism destinations, favorable operational conditions enable tourists to participate in tourism activities more comfortably and provide opportunities to interact with the environment, local communities, culture, and various destination activities.

Such conditions may support dimensions of eudaimonic well-being, including environmental mastery, positive relations, autonomy, and personal growth (Ryff, 1989). Thus, operational risk management performance may have consequences beyond destination operational performance and potentially generate psychological benefits for tourists.

H3: Operational Risk Management Performance has a positive effect on Eudaimonic Tourist Well-Being.

The Mediating Role of Memorable Tourism Experience

The relationship between Operational Risk Management Performance and Eudaimonic Tourist Well-Being can be explained through the experiences perceived and interpreted by tourists. Effective operational risk management creates destination conditions that are safe, smooth, comfortable, and reliable (Sugiarto, 2023; Sugiarto et al., 2024). These conditions subsequently provide opportunities for tourists to experience pleasure, novelty, meaningfulness, involvement, and learning (Kim et al., 2012).

Memorable experiences can then generate deeper psychological benefits, including personal growth, positive relationships, environmental mastery, and purpose in life, which constitute important dimensions of eudaimonic well-being (Ryff, 1989; Filep & Laing, 2019). Therefore, Memorable Tourism Experience can be positioned as a mechanism through which Operational Risk Management Performance is translated into Eudaimonic Tourist Well-Being.

H4: Memorable Tourism Experience mediates the effect of Operational Risk Management Performance on Eudaimonic Tourist Well-Being.

Research Framework

Based on the theoretical review and hypothesis development, this study proposes an integrated model linking Operational Risk Management Performance (ORMP), Memorable Tourism Experience (MTE), and Eudaimonic Tourist Well-Being (ETWB).

The proposed model suggests that operational risk management performance functions as an antecedent of memorable tourism experience, while memorable tourism experience serves as a psychological mechanism linking destination operational management with tourists' eudaimonic well-being. Thus, the model proposes both a direct relationship between ORMP and ETWB and an indirect relationship through MTE.

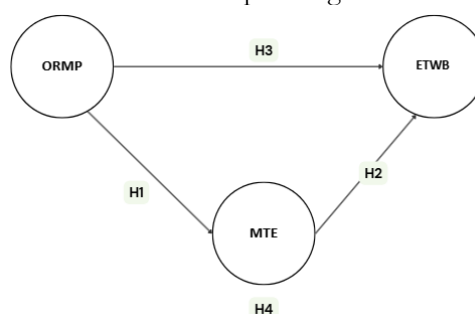


Figure 1. Conceptual Framework.

This framework emphasizes that effective operational risk management can go beyond risk reduction and operational continuity by creating conditions that enable tourists to obtain meaningful and memorable experiences, ultimately contributing to their psychological well-being and personal development.

3. Research Methods

This study employed a quantitative approach with an explanatory research design to examine the causal relationships among Operational Risk Management Performance (ORMP), Memorable Tourism Experience (MTE), and Eudaimonic Tourist Well-Being (ETWB). ORMP was positioned as the exogenous variable, MTE as the mediating variable, and ETWB as the endogenous variable. The proposed model was developed based on the assumption that effective operational risk management can create favorable destination conditions that facilitate memorable tourism experiences, which may subsequently generate psychological benefits for tourists. Accordingly, the study examined the direct effects of ORMP on MTE, MTE on ETWB, and ORMP on ETWB, as well as the indirect effect of ORMP on ETWB through MTE.

The study was conducted in Dieng Plateau, Central Java, Indonesia, a destination characterized by diverse natural and cultural attractions involving tourism activities, facilities, services, human resources, operational systems, and infrastructure. The population comprised tourists who had visited Dieng Plateau, with 334 respondents meeting the predetermined research criteria. Primary data was collected through a structured questionnaire. The measurement instruments were adapted from established theoretical concepts and previous studies and contextualized to the Dieng Plateau setting. ORMP was operationalized based on Sugiarto's (2023) framework, which identifies four main dimensions: internal processes, human resources, systems, and infrastructure and supporting facilities (Sugiarto, 2023; Sugiarto et al., 2024). MTE was measured based on the framework developed by Kim et al. (2012), encompassing hedonism, refreshment, local culture, meaningfulness, knowledge, involvement, and novelty. ETWB was operationalized based on Ryff's (1989) psychological well-being framework, consisting of self-acceptance, positive relations with others, autonomy, environmental mastery, purpose in life, and personal growth (Ryff, 1989; Ryan & Deci, 2001; Filep & Laing, 2019). All indicators were measured using a Likert scale.

Data were analyzed using Structural Equation Modeling–Partial Least Squares (SEM-PLS) with SmartPLS software. SEM-PLS was selected because the study involves latent constructs measured by multiple indicators and aims to examine both direct and indirect relationships within an integrated structural model (Hair et al., 2022). The analysis consisted of measurement model (outer model) and structural model (inner model) evaluation. The outer model was assessed through outer loadings, convergent validity, discriminant validity, and construct reliability. Convergent validity was evaluated using outer loading and Average Variance Extracted (AVE), while reliability was assessed using Cronbach's Alpha and Composite Reliability (Hair et al., 2022). Discriminant validity was examined using the Heterotrait-Monotrait Ratio (HTMT) (Henseler et al., 2015). The inner model was evaluated through Variance Inflation Factor (VIF), coefficient of determination (R^2), effect size (f^2), predictive relevance (Q^2), and path coefficients (Hair et al., 2022). Hypothesis testing was conducted using bootstrapping to obtain t-statistics and p-values. Finally, the mediating effect of MTE was examined through the indirect effect of ORMP on ETWB. This procedure enabled the study to determine whether MTE serves as an important mechanism through which operational risk management performance contributes to tourists' eudaimonic well-being.

4. Results and Discussion

Convergent Validity and Average Variance Extracted

Convergent validity was assessed to determine whether the indicators adequately represent their respective constructs. In PLS-SEM, convergent validity is evaluated using outer loadings and Average Variance Extracted (AVE). An outer loading value of ≥ 0.70 and an AVE value of ≥ 0.50 indicate satisfactory convergent validity (Hair et al., 2022).

Table 1. Results of Convergent Validity and Average Variance Extracted.

Variable	Indicator	Loading Factor	Average Variance Extracted (AVE)
ORMP	ORMP1	0.802	0.658
	ORMP2	0.823	
	ORMP3	0.78	
	ORMP4	0.839	
MTE	MTE1	0.775	0.612

	MTE2	0.798	
	MTE3	0.759	
	MTE4	0.797	
	MTE5	0.782	
ETWB	ETWB1	0.742	0.591
	ETWB2	0.785	
	ETWB3	0.747	
	ETWB4	0.743	
	ETWB5	0.810	
	ETWB6	0.783	

Source: Primary data processed, 2026.

The results presented in Table 1 show that all indicators have outer loading values above 0.70. The AVE values also meet the recommended threshold, with 0.658 for ORMP, 0.612 for MTE, and 0.591 for ETWB. These results indicate that each construct explains more than 50% of the variance in its respective indicators. Therefore, Operational Risk Management Performance, Memorable Tourism Experience, and Eudaimonic Tourist Well-Being demonstrate satisfactory convergent validity.

Discriminant Validity

Discriminant validity was assessed to ensure that each construct in the research model is empirically distinct from the other constructs. The Heterotrait-Monotrait Ratio (HTMT) was used to evaluate discriminant validity. An HTMT value below 0.90 indicates adequate discriminant validity (Henseler et al., 2015).

Table 2. Results of Discriminant Validity – HTMT.

Variable	ORMP	ETWB	MTE
ORMP			
ETWB	0.849		
MTE	0.819	0.857	

Source: Primary data processed, 2026.

As presented in Table 2, all HTMT values are below the recommended threshold of 0.90. The HTMT value between ORMP and MTE is 0.819, between ORMP and ETWB is 0.849, and between MTE and ETWB is 0.857. Thus, no discriminant validity problems were identified. Although the three constructs are conceptually related, they remain empirically distinguishable within the proposed research model.

Reliability Test

Reliability analysis was conducted to assess the internal consistency of the indicators used to measure each construct. Reliability was evaluated using Cronbach's Alpha, rho_A, and Composite Reliability (CR). Values above 0.70 indicate satisfactory construct reliability (Hair et al., 2022).

Table 3. Results of Reliability Analysis.

Variable	Cronbach's Alpha	Composite Reliability
ORMP	0.827	0.885
ETWB	0.861	0.896
MTE	0.841	0.887

Source: Primary data processed, 2026.

The results in Table 3 indicate that all constructs have Cronbach's Alpha and Composite Reliability values above 0.70. The Composite Reliability values are 0.885 for ORMP, 0.887 for MTE, and 0.896 for ETWB. These findings demonstrate satisfactory internal consistency across the indicators. Therefore, the measurement instruments used to assess ORMP, MTE, and ETWB can be considered reliable.

R-Square

The coefficient of determination (R^2) was used to assess the extent to which the exogenous constructs explain the variance of the endogenous constructs in the structural model.

Table 4. Results of R-Square.

Variable	R-Square (R^2)	Interpretation
MTE	0.472	Moderate
ETWB	0.624	Moderate–substantial

Source: Primary data processed, 2026.

The R^2 value for MTE is 0.472, indicating that ORMP explains 47.2% of the variance in Memorable Tourism Experience, while the remaining 52.8% is explained by factors outside the model. Meanwhile, the R^2 value for ETWB is 0.624, indicating that ORMP and MTE jointly explain 62.4% of the variance in Eudaimonic Tourist Well-Being.

These findings indicate that the model has a relatively stronger explanatory capability for ETWB than for MTE. The combination of operational risk management performance and memorable tourism experience therefore represents an important explanatory factor for eudaimonic tourist well-being.

Q-Square

The Q-Square (Q^2) value was examined to assess the predictive relevance of the structural model. A Q^2 value greater than zero indicates that the model has predictive relevance for the endogenous construct.

Table 5. Results of Q-Square.

Variable	Q^2
MTE	0.285
ETWB	0.362

Source: Primary data processed, 2026.

As shown in Table 5, the Q^2 value for MTE is 0.285, while the Q^2 value for ETWB is 0.362. Both values are greater than zero, indicating that the structural model has predictive relevance for the endogenous constructs. The higher Q^2 value for ETWB suggests that the model has relatively stronger predictive relevance in explaining Eudaimonic Tourist Well-Being.

Hypothesis Testing

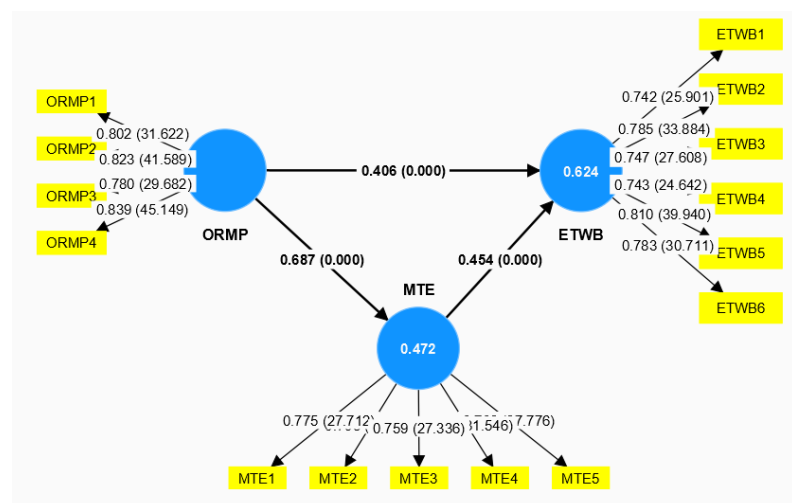


Figure 2. Structural Model (Inner Model).

Hypothesis testing was conducted using the bootstrapping procedure in PLS-SEM to determine the significance of the relationships among the constructs. The assessment was based on the path coefficient (β), t-statistic, and p-value. A relationship was considered statistically significant when the p-value was below 0.05. The hypothesis testing results based on 334 respondents are presented in Table 7.

Table 6. Results of Hypothesis Testing.

Hypothesis	Relationship	Path Coefficient	T-statistic	P-value	Decision
H1	ORMP → MTE	0.687	24.815	<0.001	Supported
H2	MTE → ETWB	0.454	8.573	<0.001	Supported
H3	ORMP → ETWB	0.406	7.722	<0.001	Supported
H4	ORMP → MTE → ETWB	0.312	8.086	<0.001	Supported

Source: Primary data processed, 2026.

All relationships among the variables in the proposed model demonstrate positive and statistically significant effects. First, Operational Risk Management Performance (ORMP) has a positive and significant effect on Memorable Tourism Experience (MTE), with a path coefficient of 0.687, t-statistic of 24.815, and $p < 0.001$. This finding indicates that better operational risk management performance perceived by tourists is associated with stronger and more memorable tourism experiences.

Second, Memorable Tourism Experience has a positive and significant effect on Eudaimonic Tourist Well-Being (ETWB), with a path coefficient of 0.454, t-statistic of 8.573, and $p < 0.001$. This result suggests that tourism experiences characterized by enjoyment, meaningfulness, involvement, learning, and novelty can contribute to tourists' eudaimonic well-being.

Third, Operational Risk Management Performance has a positive and significant direct effect on Eudaimonic Tourist Well-Being, with a path coefficient of 0.406, t-statistic of 7.722, and $p < 0.001$. This finding indicates that effective management of operational processes, human resources, systems, infrastructure, and supporting facilities not only contributes to safer and smoother tourism activities but also provides psychological benefits to tourists.

Finally, Memorable Tourism Experience significantly mediates the relationship between Operational Risk Management Performance and Eudaimonic Tourist Well-Being, with an indirect effect of 0.312, t-statistic of 8.086, and $p < 0.001$. This finding demonstrates that operational risk management performance contributes to tourists' well-being partly through the creation of memorable tourism experiences. Since the direct effect of ORMP on ETWB remains significant, MTE functions as a complementary mediator, indicating that ORMP influences ETWB both directly and indirectly through memorable tourism experiences.

Discussion

The Effect of Operational Risk Management Performance on Memorable Tourism Experience

Operational Risk Management Performance (ORMP) has a positive and significant effect on Memorable Tourism Experience (MTE). The hypothesis testing results show a path coefficient of 0.687, a p-value of < 0.001 , and a t-statistic of 24.815. Based on these results, Hypothesis 1, which states that Operational Risk Management Performance has a positive effect on Memorable Tourism Experience, is supported. In other words, the better the operational risk management performance perceived by tourists, the greater the likelihood that they will obtain a positive and memorable tourism experience.

In the context of the Dieng Plateau, operational risk management performance is reflected in the destination's ability to maintain service processes, ensure human resource readiness, provide reliable systems, and maintain the availability and functionality of supporting infrastructure. Effective management of these aspects can create a safer, more comfortable, smoother, and more controlled travel environment. Such conditions allow tourists to focus more on enjoying natural and cultural attractions, interacting with local communities, participating in various tourism activities, and gaining new experiences without being significantly disrupted by operational problems.

This finding is consistent with research on tourism operational risk management, which positions the management of processes, human resources, systems, and infrastructure as important components in maintaining the continuity and quality of destination activities (Sugiarto et al., 2024). Effective operational risk management enables destinations to reduce various disruptions that may interfere with tourists' activities. The present finding extends this perspective by demonstrating that the quality of operational risk management can also be translated by tourists into a more memorable tourism experience.

This finding can also be explained through the concept of Memorable Tourism Experience. A memorable tourism experience encompasses the dimensions of hedonism, refreshment, local culture, meaningfulness, knowledge, involvement, and novelty (Kim et al.,

2012). A destination environment that is safe, comfortable, and well managed operationally provides tourists with greater opportunities to enjoy, participate, learn, and gain new experiences. Previous research has likewise demonstrated that memorable tourism experiences are influenced by various conditions associated with tourism experiences and destination contexts (Hosany et al., 2022).

Therefore, Operational Risk Management Performance functions not only as a mechanism for controlling risks but also as a foundation for creating destination conditions that enable memorable tourism experiences. The better the operational management of a destination, the greater the opportunity for tourists to obtain positive, meaningful, and memorable experiences.

The Effect of Memorable Tourism Experience on Eudaimonic Tourist Well-Being

Memorable Tourism Experience (MTE) has a positive and significant effect on Eudaimonic Tourist Well-Being (ETWB). The hypothesis testing results show a path coefficient of 0.454, a p-value of < 0.001 , and a t-statistic of 8.573. Based on these findings, Hypothesis 2, which states that Memorable Tourism Experience has a positive effect on Eudaimonic Tourist Well-Being, is supported. This means that the stronger the memorable tourism experience, the higher the level of eudaimonic well-being perceived by tourists.

A memorable tourism experience in the Dieng Plateau is not limited to enjoyment during the trip but can also provide experiences that hold personal meaning for tourists. Interactions with local communities, experiencing distinctive local culture, gaining new knowledge, enjoying the natural environment, and participating in activities that differ from everyday routines can generate deeper psychological experiences. Such experiences may encourage self-reflection, learning, social relationships, and personal development.

This finding is consistent with previous research demonstrating a relationship between Memorable Tourism Experience and tourist well-being. Memorable tourism experiences can provide benefits that are not merely hedonic but also eudaimonic because they provide meaning, learning, and personal development (Vada et al., 2019). Other research has also demonstrated that experience dimensions such as hedonism and meaningfulness contribute to improving tourist well-being (Sthapit & Coudounaris, 2018).

The finding is further supported by research showing that Memorable Tourism Experience has a positive effect on tourist well-being. Memorable experiences can serve as a source of psychological benefits that subsequently strengthen tourists' attachment to destinations (Kim & Kim, 2023). More recent research also indicates that the dimensions of hedonism, novelty, involvement, local culture, knowledge, and meaningfulness in memorable tourism experiences contribute to tourists' eudaimonic well-being (Shao et al., 2025).

Theoretically, this finding is consistent with Ryff's (1989) concept of psychological well-being, which encompasses self-acceptance, positive relations with others, autonomy, environmental mastery, purpose in life, and personal growth. In the tourism context, travel experiences can contribute to well-being when they provide deeper meaning and psychological benefits beyond temporary enjoyment (Filep & Laing, 2019).

Based on these findings, it can be concluded that Memorable Tourism Experience is an important factor in shaping Eudaimonic Tourist Well-Being. The more meaningful, engaging, enjoyable, and novel the tourism experience, the greater the likelihood that the experience will generate psychological benefits that extend beyond temporary pleasure.

The Effect of Operational Risk Management Performance on Eudaimonic Tourist Well-Being

Operational Risk Management Performance (ORMP) has a positive and significant effect on Eudaimonic Tourist Well-Being (ETWB). The hypothesis testing results show a path coefficient of 0.406, a p-value of < 0.001 , and a t-statistic of 7.722. Therefore, Hypothesis 3, which states that Operational Risk Management Performance has a positive effect on Eudaimonic Tourist Well-Being, is supported.

This finding indicates that effective operational risk management not only functions to prevent disruptions to tourism activities but also creates an environment that supports tourists' well-being. When service processes operate effectively, human resources provide appropriate services, systems function efficiently, and infrastructure is properly maintained, tourists experience a safer, more comfortable, and supportive tourism environment. Such conditions provide tourists with greater opportunities to engage in meaningful activities and obtain positive psychological benefits from their travel experiences.

This finding is consistent with research emphasizing the importance of tourism operational risk management in strengthening destination resilience and generating positive consequences for tourists (Sugiarto et al., 2024). However, previous research has tended to

associate operational risk management primarily with outcomes such as satisfaction and loyalty. The present study extends this perspective by demonstrating that the impact of ORMP can also reach a deeper dimension, namely tourists' eudaimonic well-being.

Theoretically, this finding is consistent with the tourist well-being perspective, which views tourism as an activity capable of contributing to tourists' quality of life. Well-being in tourism is not limited to pleasure but may also encompass psychological benefits, meaning, social relationships, and personal development (Filep & Laing, 2019). This perspective is consistent with the concept of psychological well-being developed by Ryff (1989), which incorporates personal growth, positive relationships, autonomy, environmental mastery, purpose in life, and self-acceptance as dimensions of well-being.

Therefore, Operational Risk Management Performance should not be viewed merely as a technical aspect of destination management but also as an important component in creating a tourism environment that supports human well-being. This finding extends the consequences of ORMP from operational security, satisfaction, and loyalty toward the broader dimension of eudaimonic tourist well-being.

The Effect of Operational Risk Management Performance on Eudaimonic Tourist Well-Being through Memorable Tourism Experience

Memorable Tourism Experience (MTE) was found to mediate the effect of Operational Risk Management Performance (ORMP) on Eudaimonic Tourist Well-Being (ETWB). The indirect effect testing shows an indirect effect of 0.312, a p-value of < 0.001 , and a t-statistic of 8.086. Therefore, Hypothesis 4, which states that Memorable Tourism Experience mediates the effect of Operational Risk Management Performance on Eudaimonic Tourist Well-Being, is supported.

This finding demonstrates that the effect of ORMP on ETWB does not occur solely through a direct pathway but also through the experiences developed during tourists' visits to the destination. Effective operational risk management creates travel conditions that are safe, smooth, comfortable, and supportive of tourism activities. These conditions provide opportunities for tourists to obtain experiences that are enjoyable, meaningful, engaging, informative, and characterized by novelty. Such experiences can subsequently generate deeper psychological benefits for tourists.

This finding is consistent with research demonstrating the relationship between Memorable Tourism Experience and both hedonic and eudaimonic well-being (Vada et al., 2019). Other research has also shown that memorable tourism experiences can enhance tourist well-being through experiences involving meaning, novelty, involvement, knowledge, and interaction with local culture (Shao et al., 2025). Thus, the MTE → ETWB relationship identified in this study is supported by previous empirical evidence.

From the perspective of operational risk management, previous research indicates that destinations' ability to manage operational risks is an important factor in creating conditions that support tourists' experiences (Sugiarto et al., 2024). The present study integrates these two perspectives by positioning Memorable Tourism Experience as the mechanism through which ORMP contributes to ETWB.

Importantly, the direct effect of ORMP on ETWB remains significant, with a path coefficient of 0.406, while the indirect effect through MTE is 0.312. This indicates that Memorable Tourism Experience functions as a complementary mediator. In other words, ORMP affects ETWB through two pathways: a direct pathway and an indirect pathway through MTE.

Conceptually, these findings illustrate the following mechanism: effective operational risk management creates supportive destination conditions → these conditions generate memorable tourism experiences → memorable experiences provide deeper psychological benefits → eudaimonic tourist well-being is enhanced. Thus, this study extends previous research, which has generally examined the relationship between risk management and satisfaction/loyalty or the relationship between tourism experiences and well-being separately.

Based on these findings, it can be concluded that Memorable Tourism Experience is an important mechanism through which the quality of Operational Risk Management Performance is translated into Eudaimonic Tourist Well-Being. This finding provides a theoretical contribution by integrating the perspectives of operational risk management, memorable tourism experience, and eudaimonic tourist well-being into a single empirical model.

5. Conclusion

This study demonstrates that Operational Risk Management Performance (ORMP) plays an important role in shaping memorable tourism experiences and eudaimonic tourist well-being in the Dieng Plateau. The results show that ORMP has a positive and significant effect on Memorable Tourism Experience (MTE), with a path coefficient of 0.687, t-statistic of 24.815, and p-value < 0.001. Furthermore, MTE has a positive and significant effect on Eudaimonic Tourist Well-Being (ETWB), with a path coefficient of 0.454, t-statistic of 8.573, and p-value < 0.001. ORMP also has a direct positive and significant effect on ETWB, with a path coefficient of 0.406, t-statistic of 7.722, and p-value < 0.001.

The findings further demonstrate that Memorable Tourism Experience mediates the effect of Operational Risk Management Performance on Eudaimonic Tourist Well-Being, with an indirect effect of 0.312, t-statistic of 8.086, and p-value < 0.001. Because the direct effect of ORMP on ETWB remains significant, MTE functions as a complementary mediator. This finding indicates that effective operational risk management not only creates a safer, more comfortable, and smoother destination environment but also facilitates memorable and meaningful tourism experiences that contribute to tourists' eudaimonic well-being.

Theoretically, this study contributes by integrating the perspectives of operational risk management, Memorable Tourism Experience, and eudaimonic tourist well-being into a single empirical model. The findings extend the understanding that destination management should not be evaluated solely in terms of risk reduction, tourist satisfaction, or loyalty, but also in terms of its ability to create meaningful experiences that support personal growth, positive relationships, and broader psychological benefits for tourists.

From a practical perspective, destination managers in the Dieng Plateau should treat operational risk management as an integral part of tourism experience and well-being strategies. Improvements in service processes, human-resource competence, system reliability, and infrastructure quality should be implemented in an integrated manner so that they not only minimize operational disruptions but also strengthen tourism experiences that are safe, enjoyable, meaningful, and memorable. Accordingly, destination management can move beyond a risk-avoidance orientation toward value creation and tourist well-being.

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