



**A STUDY OF GUEST SATISFACTION TOWARD SERVICE
QUALITY OF HOTEL INDUSTRY IN YANGON, MYANMAR**

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**SUBMITTED IN THE PARTIAL FULLFILMENT OF THE
REQUIREMENT FOR THE DEGREE OF MASTER IN BUSINESS
ADMINISTRATION GRADUATE SCHOOL SIAM UNIVERSITY
BANGKOK, THAILAND**

2016

Independences Study Title: **A Study of Guest Satisfaction Toward Service Quality of Hotel Industry in Yangon, Myanmar**

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ABSTRACT

The review of literature discussed what service means to the hospitality industry. Also it discussed about the importance of training program in hospitality industry and recognition of training that increased a lot of benefits to the organization. In addition, the training motivates employees to have a better attitude toward guest service. Finally it looked into what would be better contents of service quality training program. The purpose of this study was to assess and describe the perception of service quality of the hotel. So a researcher distributed 590 survey questionnaires to a selected hotel and 94 of usable survey questionnaires were collected. Data for this study were applied descriptive statistics (frequency, means, and standard deviations) to all the questions and cross tabulation and ANOVA (Analysis of Variance) to gain an understanding of the nature of responses. As the result of the research from demographic data found that, the majority of the respondents were male 71.3% and 30.9% of the respondents were between the ages of 36 to 45 years old, and 45.7% of them indicated their job was professional while other 25.5% of the results refer to income earning of \$11,001 or higher. The finding indicated that where the training program should focus on and encouraged hotel management in determining whether to develop and improve their guest service training to their employees. Satisfied guests tend to be return customers; guest service training program may impact on that satisfaction. The recommendation has been shown that hospitality industry needs to evaluate the level of their service quality and to improve and develop training program as the result derived by the assessment to give better service to guests and the management team of this hotel needs to focus on training their employees for reliability, responsiveness and empathy and also attitude and assurance to increase guest's satisfaction scores although hospitality industry should invest time to train their employees in order to decrease turnover costs and motivated their employees.

Keywords: hospitality, impact, satisfaction, responsiveness

ACKNOWLEDGEMENT

I would like to show my gratitude to me supervisor, Dr. Vijit Supinit, Dean of MBA at Siam University, for his decisive and courageous comments. Especially he is deep in understanding of Independent Study and he has spent very useful time to give me the valuable ideas and developing ideas to improve my work. This Independent Study would not have been possible to complete unless getting kind advice from him.

Additionally, I would like to thank to all my professors at the Faculty of Master of Business Administration for helping me overcome the hurdle in study. Especially, the close relationships and friends who are my classmates in this course served as a guiding thread to complete and continue as a friendship in the future.

Furthermore, for completing this work would have been all the more difficulty, if it is not the support and friendship which was provided by the classmate who given a much assisted form of escape from my studies.

Finally, my deep appreciation is extended to my family, especially my mother, my sister, and my brother, who unselfishly supported me in no small way as they could and financial support and encouragement throughout the whole process, so that I never felt alone as I followed this path to conclusion. And I also thank to my friends, who helped me finding information for this Independent Study in Yangon, Myanmar.

Naung Ye Aung

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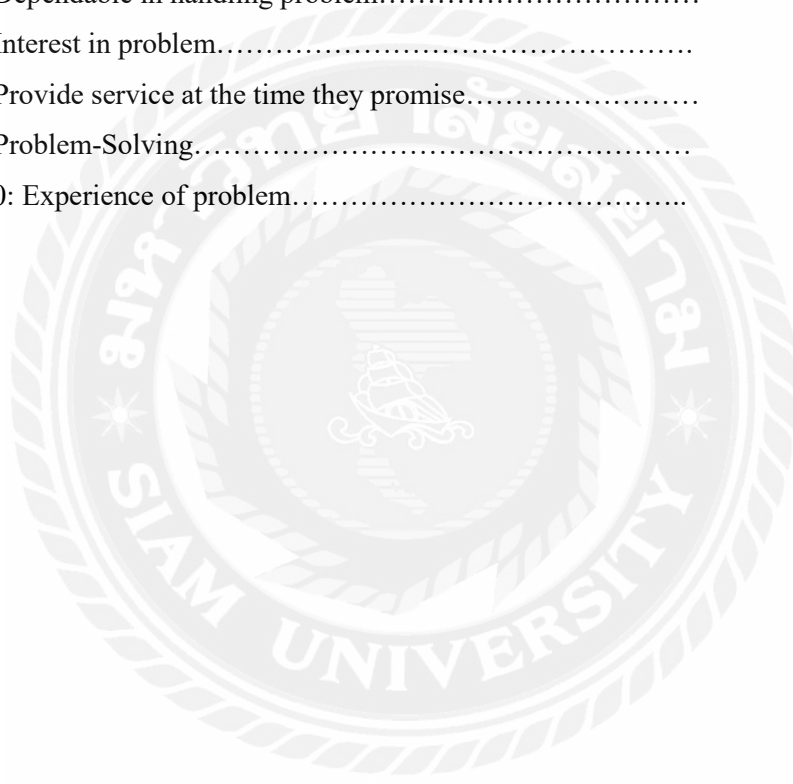
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CHAPTER 1

INTRODUCTION

1.1 Background

The big trend in a business in US during these 40 years has been focused on service provided and relevant industry. Service is not a traditional that everyone will see it as important as production. Although, the serving service is soon be a production of society industrial. Depends on Davidoff, many firms has joint the effort in order to improve the quality of their customer service. However, the correction of service has never cared or satisfied to have to same as the improvement production. This is the fact due to the difficulty in controlling and judging the service. Davidoff said service born from us; if that person is clever they will have better service and independent production service. The effective of working and service mostly require worker to have higher skills and higher training to tell the different of development chance. The intention of service is basically 100% created by guest satisfaction. In US there are more than 48,619 places that provide service such as, hotels, resorts, and guesthouse. Even in Minneapolis, there are 114 of competitors who seek for guest satisfaction 100% and provide high standard of living. Because of hospitality industry is the service oriented of customer service serves to poor people that make lower paid jobs. Normally, customer will remember the negative experience twice like they remember positive experience. So in order to live in this high competitive industry, hotel should consider giving methods of better customer service providing than other competitors. It will help to develop their own employees to improve themselves within this industry.

Evans said that the poor of customer service and worst guest satisfaction in hotel industry. She has mentioned that hotel industry score 71 in 100 depends on the survey of guest satisfaction who know this industry if we compare with the drop from 75 in 1994 when the hotel faced too many problems from escape the economic crisis. The score in 1998 is the lowest since Anderson started customer service index in the last 5 years. Based on the survey, it was found that guests did not believe that the hotel would serve as a demonstration of the rising cost of hotel rooms. The rating out of 73 in this category was the lowest in five years. Almost a quarter of consumers data said that guests staying verbal complained over things such as sloppy room care, time-consuming in-depth checks. Over time, hotel room rate is rising day by day. But customer service is still poor.

The accommodation industry is highly competitive. Every company should think and demonstrate their training program. Training will be essential for both organizations. Training to cut stress and revenue, and increase productivity and quality of service (Chip 1988, Bucket 1990).

Customers will definitely help in developing the find out of result. Many firms are now in the hospital. Training and development of systematic training programs but everyone will see training program is very important for their employees. Many supervisors of small executive fitness trainers are considered ineffective because it would take longer time than it has, employees not long enough for it to pay people not interested in it. Get trained and like. People who are in the service job believe that they would be able to do these jobs by not training. So in real life it is hard to convince these people that training is worth the investment. It is very hard to estimate and train differentiate because there a lot of obstacles in many circumstances. The best that guarantee this training to have better and return to be good is to compare the practice of training worker who should be trained and those who not. The difference is the proof in environment and in smooth practice from guest satisfaction, and improvement of service.

Avidoff (1994) states that when a learner gets to work there is small training program in the service. Although the company provides training services. Mostly training focuses on the technical aspects of the work. They reflected the actual training of essential intangible services. What show the different of a hotel to another is Quality of Service Recognizer.

Davidoff recommends what is used for service success is training and education system. He added that the key factors of poor service so inferior to the lack of education and practicing program related to today. To fix the circumstances to be better most of the enterprise are not equipped well to give a good training when good employees derived from the education system. American firms should remember that. How many days and dollars of practicing will earn more for themselves in the long term. Training and education will be an important part of modern enterprise's efforts to support staffing, contacting clients in the hospitality industry.

Workers have no ability to change with customer. If there is no real training program from company in the process of joining in company from a real product of that firm, the service provider has a good talent in providing more service-oriented in the name of awareness about the standard of service in the increasing of hospitality industry.

Quality of customer service means different way to other people. We cannot estimate of everyone to have the same service of employees to understand about service providing "quality" the customer service is a coach or transaction or HR that want it to be. It is the responsibility from them to teach their front office to give the good standard of customer service, and the high quality of customer service.

It is important to invest in training program in order to improve customer service to have a better quality for everyone. All organization should care about their own employees with a good training program in customer service for every upfront for everyone. Do not give up on training if the customer service is very necessary which leads company to do one or two compete in my market in the future or to compete with other competitors In order to have a good quality that they

required.

In the hospitality industry it has a cute him off customer service, which need to have a long time training program it needs time, ability and money in the development program in order to improve the performance in in this industry. A good customer service should be improved with high skill employees. It needs to have a commitment from the firms with this training program in order to enlarge all the levels of this company. The commitment of this study will be estimated and the widespread of the performance of customer service is the most important point of this commitment.

1.2 Problem Statement

In the intention of this study is to analyze and to look in detail from the understanding of hotel customers about the good quality of customer service and they going to running program which has provided to all employees. This study is also want to demonstrate the advantage of service customer through the customers understanding, who have stayed in the hotel and for who have experience with this service. Questions have delivered to customers and we also got the answers from them to conduct the survey.

1.3 The Significant of the Study

This study is to find the level of guest satisfaction from hotel customer service. This study is very important because it will affect to the training program in the future to improve customer service and service providing to customer in the hotel or in the restaurant. We do not have enough data from customers in order to develop a training program for hotel because we need to improve in order to answer all of the guest satisfaction. So the advantage of this study is enough to develop a program or training program in order to train hotel employees.

1.4 Definition of Term

The below key term is important for this study. These were found from book and internet in order to support this study.

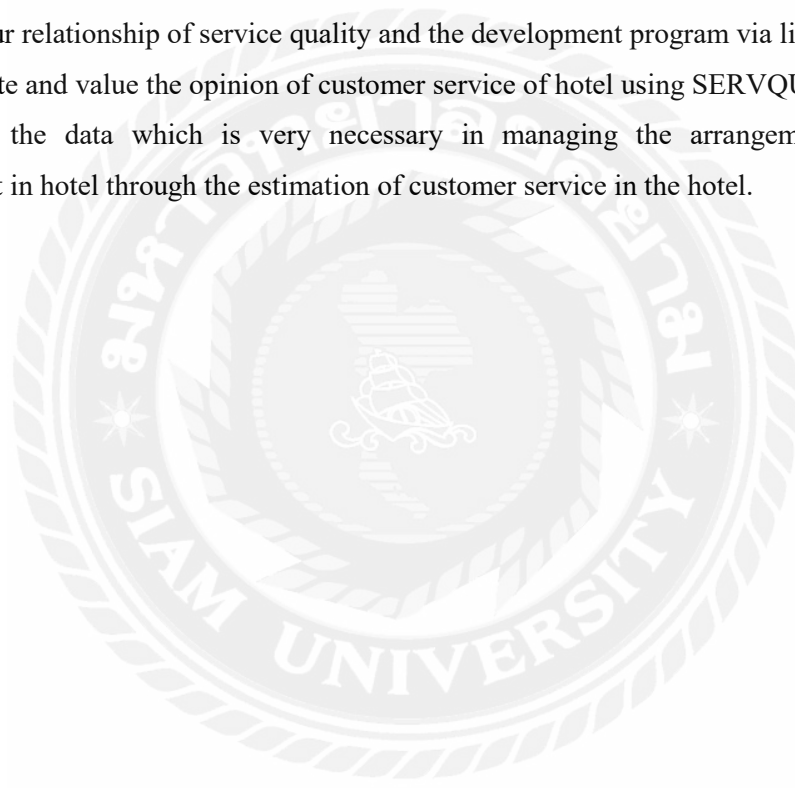
Customer Guest	One that purchases some commodity or service.
Guest	A person who is invited to visit someone's home or attend a social or official function.
Guarantee	A person, who lodges, boards or receives refreshment for pay whether permanently or transiently.
Hospitality	The friendly and generous reception and entertainment of guests or visitors.

Manufacturing	To make from raw materials by hand or by machinery
Quality	The standard of something as measured against other things of a similar kind.
Satisfaction	The state of being satisfied.
Service	The action or process of serving.
Training	The teaching, drill or discipline by which powers of mind or body are developed.

1.5 The Objectives of Study

The 3 main points for this research are:

1. To find our relationship of service quality and the development program via literature review.
2. To estimate and value the opinion of customer service of hotel using SERVQUAL scale
3. To give the data which is very necessary in managing the arrangement and training development in hotel through the estimation of customer service in the hotel.



CHAPTER 2

LITERATURE REVIEW

2.0 Introduction

The purpose of this chapter is to compile and organize information about the variable integral to this research. This includes references that link theory to practice the related operative definitions. In this regard, qualify concepts such as groupthink and turnover as well as the definition of the main operation in order to get better understanding.

2.1 What is Service?

The term of tourism used in this study and their definitions as follows:

- **Tourism** is a tertiary industry providing people with a service away from home. Can take many forms
- **Tourists** people who travel to and stay in places outside their usual environment for more than 24 hours and not more than one consecutive year for leisure or business.
- **Tertiary Industry** an industry that provides a service to people e.g. hotel, restaurant.
- **Standard of living** the wealth and services available to people e.g. hospitals, schools.
- **Ecotourism** a form of tourism that aims for local people to benefit and for the physical environment not to be harmed.
- **Sustainable development** allowing a country to improve the standard of living for their people at a speed that does not affect standard of life for people in the future.
- **Transport** the ways tourists can travel from one place to another e.g. plane, boat, car, taxi, train.
- **Infrastructure** is the basic physical and organizational structures needed for the operation of a society or enterprise, or the services and facilities, e.g. roads, hospitals, schools.
- **Honeypot site** a particularly popular visitor attraction which attracts tourists in large numbers.

- **National Park** an area of natural beauty designed to protect natural heritage and provide a space for leisure. E.g. Lake District, SuanDusit
- **Accommodation** a place for tourists to stay whilst on their visit. E.g. campsite, hostel, hotel.
- **Entertainment** ways tourists keep themselves busy whilst on their trip. Could be playing or watching sport, visiting cultural events or sightseeing.

The term of architecture is both the process and the product of planning, Its works are often perceived as cultural symbols and as works of art. Architecture can mean:

- **A general term** to describe buildings and other physical structures
- **The art and science** of designing buildings and some non-building structures
- **The style of design and method** of construction of buildings and other physical structures
- **Knowledge** of art, science, technology and humanity

2.2 The different between service and manufacturing

The production company has enough point of view and specific goal. The way of enlarge the data. Once service vision the most important person. They represent the big investment not even one company but also their own capital. Worker and the increasing of business is very important to effect the company capital in the extension of the increasing of this company with the big competitors from other company.

From the airport were relieve during 1970 a responsive has been made for achievement to join including drill the good environment and traditional via polices also training. (Lu , 2004, O'Brien, 2008) government has been playing a crucial role in creating lowest requirement of the standard of safety for this industry. In order to achieve with all together, airport and airline think about security service of line calculate to customers are recently serious with it

2.3 Customer Satisfaction

Lu, 2005, airlines and airport in the USA is strongly against MRM training program due to cost, less resource from airline and airport and the FAA combine with airline intentional joining in ATOS. Sweet, 2006, safety practicing was being conducted and noted under TSA wants that have standardized training program at airfield supervisor and manager because 30 percent of

average size airfield employees disable to provided the training program. This data illustrated the lowest specification for security practicing course affect on the method of airfield performs their function. The Government is the only bearers of inspiring the safety culture. Even though, the standard of security for several points stay scarce that stated that it was a big problem because lacking of human resource. Those researchers mentioned that low standard firms or companies are lacking of factors decision. Moreover, we found the problem from the firms impress a immediate problem which helps data for repeatedly found out.

2.4 Service Quality

We opposed this; some investors have accepted that requirements from the country and lead training program to go far. Investors like community lead that training program with runner went frequency like airfield was moving up. A carrier base in British, work in British NSTS program in for getting cabin crew fully remembered nationally for professional ability. With assistant from their country would not just assist to limit flight attendant working operational and it would note it for the employment ability, Learmount, 2008. O'Brien, 2008, some companies and airport allied also IATA to improve their IOSA in 2003 also several other allied were just enhancing IATA's ISAGO. Air runner intends the ISAGO at stereotype the airfield security. Almost around 500 audits were carried out by IOSA as several investors were delivering to ISAGO's improvement and standards, O'Brien, 2008. If we think about airline and airport training program, pilot simulators, so passenger service focus and the operation at the airport come to our mind. During the time these certain categories are truth part of the T&D and function, the airport focuses on service and safety first. We should survey the literature in terms of both service and safety, and it will summarize with how airline or airport culture successfully joint with human resource development function.

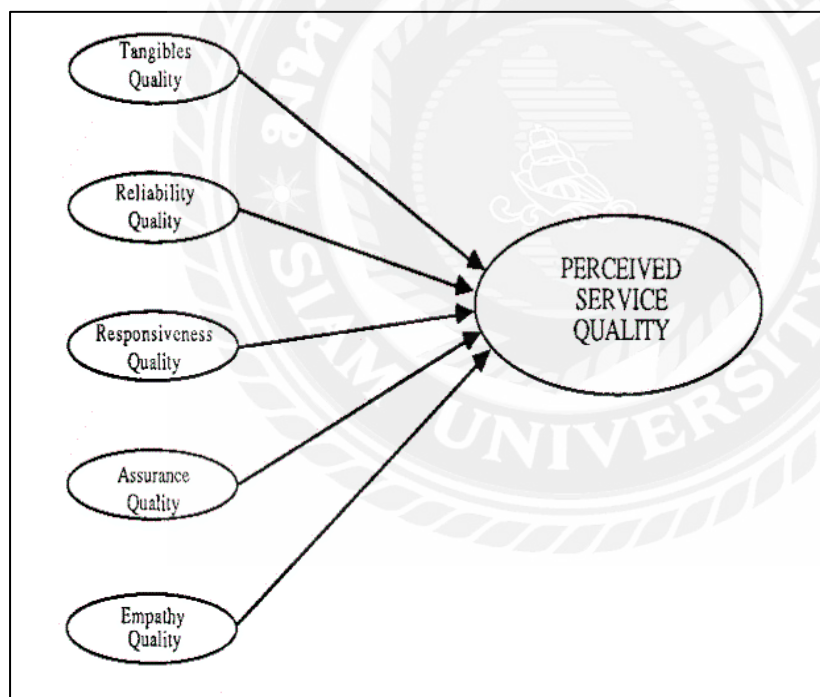
Prather (1999) explored the importance of practical experience, important areas of study and important aviation academic courses for airport managers. He sent out a written mail survey to a random sample of 200 airport managers in the United States. The sample was chosen from American Association of Airport Executive's (AAAE) 1996-97 membership directory. A total of 132 usable surveys were returned. The majority of the participants were greater than 50 years old (39%), whereas only 4% were younger than 30.

2.5 SERVQUAL

SERVQUAL is the material that use to measure and was first created in order to catch the data from customers and the opinion of estimation of a service providing along with the five scale which was believe that to represent the quality of service. SERVQUAL was first build to

demonstrate the sample of hope-disconfirmation, which is in simple word means that the quality of service providing and it was reputed as the size of expectation form guests or customers service of using and declaration or understanding from disconfirmed their experiences. When they ask about SERVQUAL was issued by a group of researchers in 1988 from Parasurman in the purpose of surveying to find out the quality of service. It explodes the no way out in method of measure that can be used for customer service and research. The values of analyze of this material is supported by the model of service quality that is created framework in order to develop the measurement. This example is being used to widely to find the cultural differences and the deadline will be found the strong communication. It became the ruler that stand out in among other areas with this service quality. This is the best method that is being attracted in SERVQUAL and other many programs to set the deadline for allow all customers to complain.

Figure 1. The Paruraman, Zeithaml, and Berry (1988) Theory of the Determination of Perveived Quality



Source: Parasuraman, et al. (1988)

2.6. SERVPERF

The process of this SERVPERF is created by Cronin and Taylor in 1992 under the foundation of criticize from the model of satisfaction for targeting from SERVQUAL. The SERVPERF method determine that the targeting of subject that has been estimated that refers to service provider quality and it can be compared between service and automatically

expectation. The separate observe shows of guest expectation has been regarded and lead foundation for these consideration. So the qualified measurement was not practiced on the foundation of opinion element of SERVQUAL alone. The think plus methods of evaluation of individual for 22 questions in order to provide enough information. These instructions has been reputed as the best option from this researcher SERVQUAL.

There are many researchers were focusing on SERVPERF sample to evaluate the service quality that has supported to different types of economy.

2.7 Evaluation of SERVQUAL and SERVPERF Model

The best quality of SERVQUAL and SERVPERF was practiced in many industrials and also researches in different areas. Cronin in 1992 has mentioned that SERVPERF is more than the trend the SERVQUAL in order to measure the trend of unperceived customer service. The author has determined quality as antecedent of direct satisfying where it as a significant effect by intention on repurchase and consideration on predilection from customers is more important than long term service more than the distance and expectation and practicing.

Some researcher complained about the sample of SERVQUAL depends on problems rooted about methods points a difference estimation and shows, because it can be a problem in the future due to some reasons of the regulation differs from the problems associated with the score the element it mean.

Evaluating other related the example SERVQUAL is presented by Teas (1993) cited in (1999), where the estimation of the gauge expectations can lead to many types of assumption and the response of this study was unable to identify the change among the points to gauge that assumption.

2.8 Service Quality and Customer Satisfaction

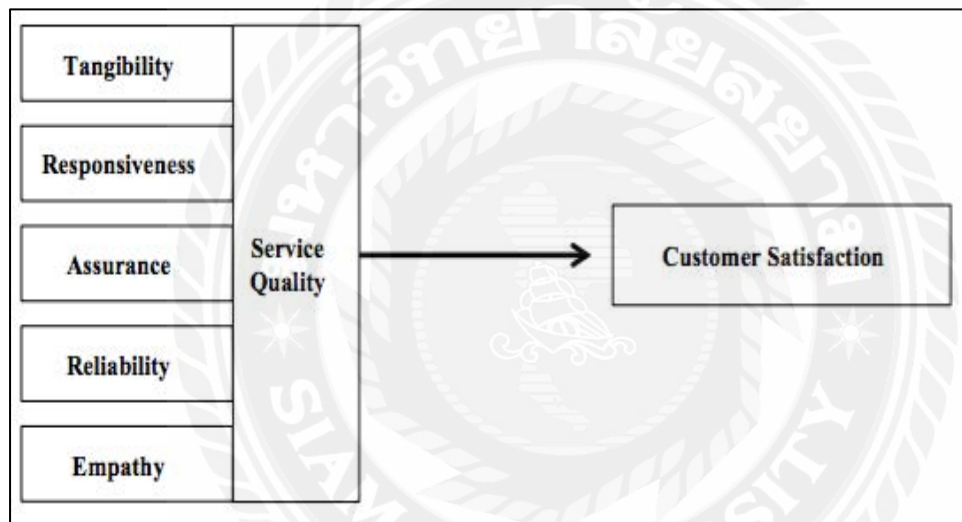
If we think about airline and airport training program, pilot simulators, so passenger service focus and the operation at the airport come to our mind. During the time these certain categories are truth part of the T&D and function, the airport focuses on service and safety first. We should survey the literature in terms of both service and safety, and it will summarize with how airline or airport culture successfully joint with human resource development function.

Relationship between quality of services and satisfaction of customer interest in the literary market

Quality of services and satisfaction of customer appeared in the overall words, such as the construction of the separation together closely (Cronin and Taylor, 1992), became necessary to determine the changes between them. Quality vision needs and wants the experience along the customer service and the size of certain while the conditions recommended requires experience to provide services and may be caused by any dimension, even on quality.

Depending on the relationship between customer service satisfied and the quality of service, the researchers have seeded the proof that satisfaction from customers is the bottom line from the quality service, being antecedent of that (Olive, 1993 Anderson has & Sullivan, 1993).

Figure 2. Service quality and customer satisfaction



In the environment where there are many competitive all industry are confronted with many factors to success, the main factor of success is to offer high quality of the service depending on many elements that can fit customer wants, and on the basis of this association, this issues have been regarded as a foundation area. Support for research and making a decision for various industries (Bolton & Drew, 1991; Cronin & Taylor, 1992).

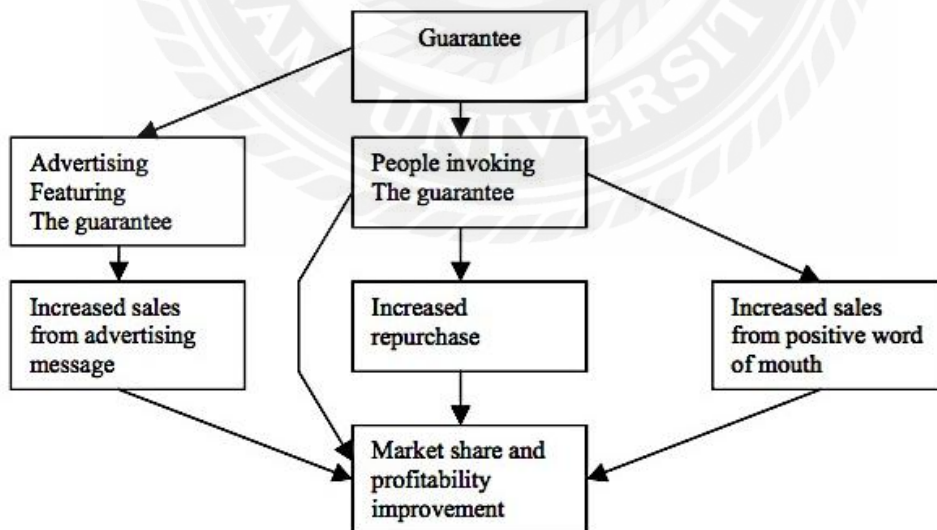
In order to describe the many empirical literature investigating the relationship between the measurement and quality of their service providing (financial adequacy, reliability, responsiveness, assurance and empathy) and to satisfied customer and many more in various industries.

2.9 Financial Impact of A Satisfaction Guarantee

Prather (1999) explored the importance of practical experience, important areas of study and important aviation academic courses for airport managers. He sent out a written mail survey

to a random sample of 200 airport managers in the United States. The sample was chosen from American Association of Airport Executive's (AAAE) 1996-97 membership directory. A total of 132 usable surveys were returned. The majority of the participants were greater than 50 years old (39%), whereas only 4% were younger than 30. The rest of the participants fell within the groups of 30-40 (23%) and 40-50 (34%). Eighty-eight percent of the respondents were males, while only 12% were females. In the first section of the survey, Prather listed 15 adjectives and asked the participants to place a check in the box next to the adjectives that they believed accurately described their airport management career. The top five fields, rated either important or extremely important, were found to be management (100%), aviation management (89%), public administration (86%), marketing (85%), and finance (84%). Further, Prather investigated which academic aviation courses the participants found most important. The six highest ranked courses, combining important and extremely important categories, were airport administration (95%), airport finance (91%), aviation policy and planning (87%), aviation safety (87%), aviation marketing (86%), and aviation law and regulation (84%). In his conclusions, Prather highlighted that airport management is a political, stressful, and not very easy field. One should also be aware that it is not only degrees within aviation management that lead to a career within airport management; fields of study such as management, marketing, finance, public administration, and speech communications were also rated highly as preferred fields.

Figure 3. Direct financial impact of a satisfaction guarantee



Source: From *Service Marketing* (p 224) by Rust, R.T., Zahorik, A.J. & Keiningham, T.L 1996, New York: HarperCollins College Publishers.

2.10 Service Quality and Customer Satisfaction in the Hotel Industry

In the hotel industry, guest satisfaction plays a big factor to improve a to the standard the customer service to find out the recognition from other factors and in order to boost up the performance, and also be able to their revenue.

Hotel industry I facing too many problems which related to improving customer satisfaction and to widespread their service to fit all customer, they would improve to higher standard.

The research study of HRD training and confrontations are the big factors aspect of establishment survey. So, the necessary information from this study maybe indicated from some other beneficiaries view:

- The main idea of the study will assist the policy formulating bodies and decision makers to give due emphasis to HRD and devise different mechanisms in order to scale up and continuously upgrade the employees' expertise to improve organizations' performance.
- The study areas will use it as a guideline to address problems and improve their understanding in the practices of HRD and other organizations, which have similar problems, can also extrapolate its findings.
- Finally, it will be served as a reference for further researchers for those who have an interest in relation to this area and it helps the researcher to acquire knowledge and skills.

2.11 The Necessary of Customer Service

Conversely, results obtained from a sample of 1,388 executives in the United States suggested that age was negatively correlated to career satisfaction (Judge, Cable, Boudreau, & Bretz, 1995). This imply that the older one get, the lower career satisfaction one experience. Moreover, other studies have found no relationship between age and career satisfaction. Baek-Kyoo & Park (2010) investigated various factors influencing career satisfaction. Surveying 241 employees from four Fortune 500 companies in Korea, they found that age could not be used to explain the variance in career satisfaction among the employees.

A restaurant is a business, which prepares and serves food and drinks to customers in exchange for money. Meals are generally served and eaten on the premises, but many restaurants also offer take-out and food delivery services.

The dining scene in these areas has matured and become much more sophisticated in recent years. There are now many excellent dining venues to satisfy all tastes and

budgets. They range from Khmer and French restaurants, to American-style bar and grills to budget noodle shops, to contemporary delis and cafés. There are many restaurants featuring unique design themes and original décor. And yes, fast food is also here. Most types of western food are here, and many American, British, and Irish pubs and bars are also restaurants serving excellent food. Because Cambodia was a French colony, and because of the country's long exposure to French cuisine, it is not surprising that many of these areas' finest restaurants are French.

While the main local cuisines are the Khmer fares which are widely available across the areas; at restaurants and even on the side of some streets in town, Asian and other European restaurants including Italian, Thai, German, Vietnamese, Iranian, Indian, Chinese, Korean, Japanese and others are also well presented in good tasted food with all tourists. Some restaurants offer also Khmer fusion and contemporary restaurants, which are unique to these areas.

2.12 The Failure of Customer Service

Age. Various studies in the past have looked at how age might influence the level of career satisfaction experienced by people in organizations. In a study of 4,501 U.S. woman physicians, the researchers found that older physicians had a greater career satisfaction than younger physicians (Leigh, Kravitz, Schembri, Samuels, & Mobley, 2002). Another study investigated correlates of career satisfaction in Canada. The sample consisted of more than 13,000 employees from 43 organizations in Canada. The results indicated a curvilinear relationship between age and career satisfaction (Yap, Holmes, Charity-Ann, & Cukier, 2014).

Conversely, results obtained from a sample of 1,388 executives in the United States suggested that age was negatively correlated to career satisfaction (Judge, Cable, Boudreau, & Bretz, 1995). This imply that the older one get, the lower career satisfaction one experience. Moreover, other studies have found no relationship between age and career satisfaction. Baek-Kyoo & Park (2010) investigated various factors influencing career satisfaction. Surveying 241 employees from four Fortune 500 companies in Korea, they found that age could not be used to explain the variance in career satisfaction among the employees.

Organization size. A review of past research revealed several studies looking at the relationship between job satisfaction and organization size. However, literature on the relationship between career satisfaction and organization size is somewhat limited. Judge et

al. (1995), though, found in their study of 1,388 executives in the United States that the number of employees in an organization positively predicted career satisfaction. As organization size increased, career satisfaction increased.

Gender. In a study of approximately 26,100 faculty and instructional staff in STEM disciplines in the United States, Martin (2011) found that gender did not have a significant effect on career satisfaction. The finding in his study is consistent with what Payakachat, Ounpraseuth, Ragland, and Murawski (2011) found when examining 363 pharmacy preceptors in the South Central region of the United States. No significant relationship between gender and career satisfaction was found.

In 1981 Bullen and Rockhart also mentioned that many dimensions of CSFs that can be grouped to confirm and concentrate on the organization and how it is placed in the market:

1. Internal – in the domination of a certain manager or supervisor;
2. External – those over which manager or supervisor have little domination;
3. Monitoring – highlight the continued detail of existing circumstances;
4. Adapting – are concentrate on practicing and growing the company to reach its targets.

Grouping a CSF as either internal or external is necessary because it can give the better perception for managers in managing targets.

In 2010 Parmenter calls the CSFs the classic operation management tool consequence out of company's target, vision, values and tactic and that should be asked as the annual planning.

2.13 The Concept of Customer Perception

Prather (1999) explored the importance of practical experience, important areas of study and important aviation academic courses for airport managers. He sent out a written mail survey to a random sample of 200 airport managers in the United States. The sample was chosen from American Association of Airport Executive's (AAAE) 1996-97 membership directory. A total of 132 usable surveys were returned. The majority of the participants were greater than 50 years old (39%), whereas only 4% were younger than 30. The rest of the participants fell within the groups of 30-40 (23%) and 40-50 (34%). Eighty-eight percent of the respondents were males, while only 12% were females. In the first section of the survey, Prather listed 15 adjectives and asked the participants to place a check in the box next to the adjectives that they believed accurately described their airport

management career. The three most frequent listed adjectives were Interesting (91%), Challenging (90%), and Political (70%). Prather also asked the airport managers which fields of study they found most important for airport managers.

Expansion in industry and services sustained solid economic growth in Myanmar in 2015. Inflation slowed to its lowest rate since 2009 but picked up at the end of the year. The outlook is for further robust growth led by garment and footwear manufacturing, construction, and services, and for moderate inflation. Rapid growth in credit and a real estate boom have heightened risks in the financial sector. Another challenge is to improve the quality of employment. Myanmar continues to enjoy robust growth, albeit at a slightly slower pace. Real growth in 2015 is estimated to have reached 7 percent, compared to 7.1 percent in 2014. The garment sector, together with construction and services, are the main drivers of the economy. Growth is expected to remain strong in 2016, as recovering internal demand and dynamic garment exports offset stagnation in agriculture and softer growth in tourism.

Burma's economy mostly depends on agriculture. Nevertheless, in recent years the importance of manufacturing has been growing due to establishment of export oriented textile and shoes factories. Cambodia is also taking advantage of fast developing tourism sector. More importantly, oil deposits found beneath Cambodia's territorial waters and the prospective exploration of mineral resources (bauxite, gold, iron and gems) will likely reshape Cambodia's economy. Currently, services are the biggest sector in the economy and account for 41 percent of total GDP. The industry sector accounts for 32 percent of GDP, and agriculture has the lowest share of 27 percent. The average length of stay also increased to 6.80 days up from 6.5 and average hotel occupancy rates in 2015 rose to 70.2 per cent up from 68.49 per cent the previous year. Meanwhile, however, Phnom Penh continues to lag behind the jewel in Cambodia's tourism crown, Siem Reap, home to Angkor Wat, in terms of international arrivals. Therefore, tourism sector contributes budget increase up to USD 3,012 million from USD 2,736 million, last year.

2.14 Advantage of Training Employees

If we think about airline and airport training program, pilot simulators, so passenger service focus and the operation at the airport come to our mind. During the time these certain categories are truth part of the T&D and function, the airport focuses on service and safety first. We should survey the literature in terms of both service and safety, and it will summarize with how airline or airport culture successfully joint with human resource development function. From the airport were relieve during 1970 a

responsive has been made for achievement to join including drill the good environment and traditional via polices also training. (Lu , 2004, O'Brien, 2008) government has been playing a crucial role in creating lowest requirement of the standard of safety for this industry. In order to achieve with all together, airport and airline think about security service of line calculate to customers are recently serious with it.

Appelbaum & Fewster, 2004; Arnoult, 2000; Sweet, 2006, although, safety, would not be serious. During the time protection is the first necessarily, airport and airline will often only perform the lowest legal requirements important. For example, Maintenance Resource Management (MRM) requires having training program in Canada, and also within Europe, and maybe not available within America due to FAA did not want to spend money of that training. Lu, 2005, airlines and airport in the USA is strongly against MRM training program due to cost, less resource from airline and airport and the FAA combine with airline intentional joining in ATOS. Sweet, 2006, safety practicing was being conducted and noted under TSA wants that have standardized training program at airfield supervisor and manager because 30 percent of average size airfield employees disable to provided the training program. This data illustrated the lowest specification for security practicing course affect on the method of airfield performs their function.

The Government is the only bearers of inspiring the safety culture. Even though, the standard of security for several points stay scarce that stated that it was a big problem because lacking of human resource. Those researchers mentioned that low standard firms or companies are lacking of factors decision. Moreover, we found the problem from the firms impress a immediate problem which helps data for repeatedly found out.

The contribution of tourism to GDP reflects the „internal“ spending on tourism (total spending within a particular country on tourism by residents and non-residents for business and leisure purposes) as well as government 'individual' spending - spending by government on tourism services directly linked to visitors, such as cultural. The total contribution of tourism includes its „wider impacts“ on the economy. The „indirect“ contribution includes the GDP and jobs supported by:

1. Tourism investment spending – an important aspect of both current and future activity that includes investment activity such as the purchase of new aircraft and construction of new hotels.

2. Government 'collective' spending, which helps Travel & Tourism activity in many different ways as it is made on behalf of the „community at large“ – eg tourism marketing and

promotion, aviation, administration, security services, resort area security services, resort area sanitation services, etc.

3. Domestic purchases of goods and services by the sectors dealing directly with tourists - including, for example, purchases of food and cleaning services by hotels, of fuel and catering services by Airlines, and IT services by travel agents. The „induced“ contribution measures the GD. This point aims primarily to examine likely binding constraints on Cambodia’s growth by using the growth diagnostic approach developed. Cambodia’s economy will grow by an average of 7 percent in each of the next five years, the World Bank said yesterday in a report on the country’s economic outlook. In its periodic update on economies in the region, the World Bank predicted gross domestic product would grow 6.6 percent this year, a slight dip from the 7.1 percent growth recorded in 2011. The decline in economic growth this year, the report said, is due to a slowdown in demand for garments from markets in the U.S and Europe.

2.14.1 Customer Satisfaction and Training

Incorporate the human resource operation with airport system works perfectly displayed by the tactic of SIA for integrating the 40-30-30 idea referring TCS. The position of SIA is beating in everyway and procuring in its processes, workers, along with service. Their visions depends on Chong (2007) was incorporate that practicing operation is the edge of war with passengers. Wirtz et al. 2008, the seven training schools of SIA, flight operation, flight attendant, commercial training, information technology, security and safety, airport services training program, and engineering – attest to its commitment to HR. Appelbaum notes this and Fewster (2004) is the one that wrote the record means SIA procured training up to 15%, but America carriers just put 1.5% on investment.

Appelbaum and Fewster (2004) request that human resource management genuine the improvement of firms, T&D, diversity were important on heighten the inside the tactic of market and workers dedication. Their requested the airport and airline formula epidemic of the company by ineffectiveness like lack of Crew Resource Management, maximum human nature mistakes the errors of airplane. On the other hand, Appelbaum and Fewster (2004) have, mentioned cheap runners like Southwest Airline is successfully consuming human resource administration because they observe workers performance and find data with workers and procure in the skill and professional ability.

HRD T&D course advantage is famous (Appelbaum & Fewster, 2004). It assists with tactic of company, push workers to appear depending on the vision of company and guarantee submission with service also safety standard point with the companies.

These studies with airport or airline security training courses are enlarge to where the theory of training does not inclusive. Lastly, the study with incorporate training program is a tactic role at an airport is debated at a minor meeting according to SWA and SIA. Moreover, in order to reply on the meaning of theory has said the meaning of place and position of human resource management practicing course in the firms.

It is expected to be able to enhance sustainable tourism, urbanization, resource efficiency, biodiversity and environmental protection. Here below Cambodia Tourism Policy is detail described on October 14 to 16, 2014 in the following mentions:

- Culture and nature-based tourism
- Green Gold contributes to the development of green economy
- To be developed in sustainable and responsible manner
- Diversify destination, reduce poverty, improve livelihood people

Developing Policy

- Manage visitors flow to ensure carrying capacity
- Adapt transportation address vehicle and non-vehicle route
- Promote visitor orientations and behavior communicate values to promote code of conduct
- Develop visitor services improve basic facilities
- Foster guides' training strengthen existing efforts
- Promote public-private consultation: Engage and promote mutual understanding collaboration

The buildings, which is house Croydon airport located near London, UK, was correlate to a stately home and Littorio airport in Rome, Italy to the Renaissance palace, even though, there was accurately friction with both style and functionality. The compactness of these first airports was designed to build faith in air travel although, the Moorish-themed Boeing Airport in Burbank, California is mentioned to have similar to Court of Lions at the Alhambra.

Gordon expresses the necessary of an airport or airline providing a grand entry to a city or country, and indeed those who travelled were the rich people and successful elite of a country. Famous pilots such as Charles Lindbergh was used to upgrade air travel as for safe

after his 1927 solo non-stop flight passed the Atlantic to Le Bourget close by Paris. Aimer, 2013; Gordon, 2008, Amelia Earhart went by his feat in 1932, and in 1934 Jean Batten flew solo from England to Australia and to New Zealand in 1936. These first pioneers were used to make attention away from the data which showed flying is risky with regular fatalities. With expanding numbers of rich business people, famous people and politicians travelling, it tuned important to find the similar to the confidence motivating grand railway stations of the 19th century. Gordon, 2008, p. 47, cities and countries remember that airports must be combined beauty as well as orderliness of technical procedures.

Depends on Brotherton (2004), CSFs are those elements suited of giving the greatest competitive weight on which resources should be concentrated. For instance, Said, Hassabelnaby and Wier (2003) have shown that CSF as a place where the company's pricing is considered to be in the realms of correlative cost and where the company's technical suitable can match or outstrip correlation. While showing a much boarder view Brotherton (2004) supposes CSFs to be a association of progresses and activities that are established intending to support achievement of the needed business results, defined as the company's objectives or target. Then partial observing of those by oversee and ergo perspective overseeing may be achieved.

2.14.2 Employees behavior and Training

According to the press and information unit of royal Embassy of Cambodia (2015) said that Cambodia offers potential investment opportunities in tourism Infrastructure and resorts for any partners who would like to invest in Cambodia the tourism sector. In 2007, an international team of researchers concluded that Angkor Thom had been the largest pre-industrial city in the world with a Population of up one million people; the temple; an extraordinary figure at the Time but about half the number currently living in Cambodia's very modern Capital city Phnom Penh –another “must visit” destination on the tourist trail Phnom Penh set on the banks of the Mekong River and known as “the pearl of Asia “The capital's sightseeing attractions include the stunning Royal Palace where visitors can see The Throne Hall where coronation and official ceremonies take place; the temple of the Emerald Buddha; and the Chan Chhaya pavilion, a French-style building which was a gift from Napoleon III, by Dr. Norngvannak is the minister of Myanmar's tourism ministry tourism of Burma, p53, 2013).

According to the ministry of Burma tourism department, these three destination sites got the number of Tourism arrivals is 3,693,248 visitors in 2015 increased 6.1% if we compare with the number of tourist arrivals in 2014, 3,467,960 Mr. Thong Khun, the minister of ministry of tourism, said.

In order to promote the tourism in Burma, the government of Myanmar leaves some Concepts as:

Enhance the priority of tourism development within the national development plan
Establishment of mechanisms to ensure intersectional cooperation among agencies involved in Tourism development Pursue policies to promote types of tourism which would spread its economic benefits to wide Segments of society Integrate environmental and socio-cultural considerations into tourism planning and development and improvement of air transport and other tourism related infrastructure Strengthen cooperation with various segments of the tourism industry, efforts to facilitate travel and Efforts in tourism education and training Promotion of regional and sub regional cooperation, advisory service, and collaboration with Agencies.

“As Royal Government of Cambodia in the member state of ASEAN and ASEAN Neighboring countries, endorsed the philosophy of development country for tourism industry, we need to encouraging visitors to learn, respect and help preserve the natural, cultural and Historical heritage of member state, in order to strengthening measures to prevent tourism Related threats on, and exploitation of, cultural heritage and natural resources. And we encouraging where appropriate the adoption of environmental management standards and certification programs for sustainable tourism, Prime Minister Hun Sen said.

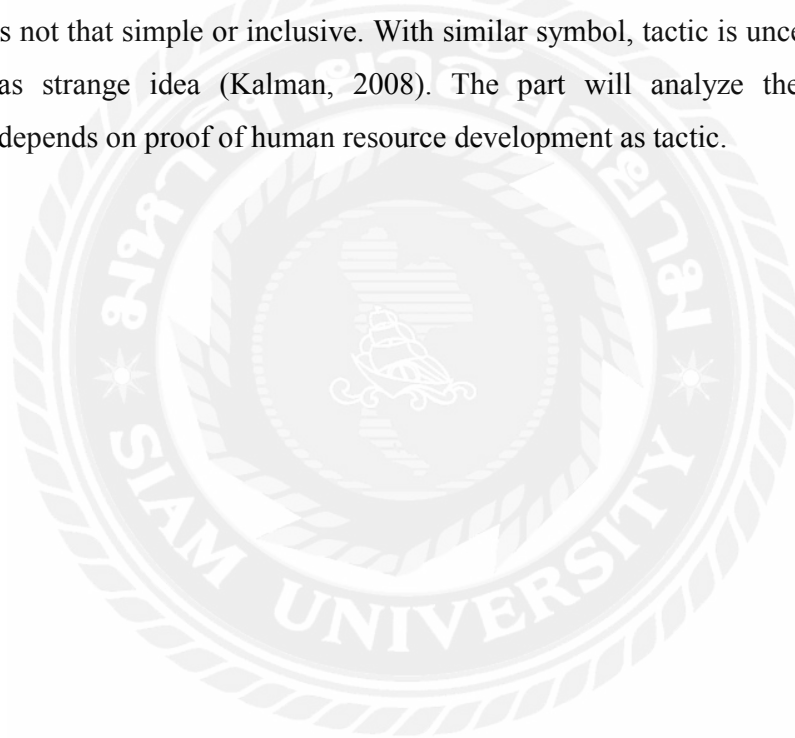
2.14.3 Work in Team and Training

Airline or Airport passenger service training program is not as good as documented in the literature as safety. For some airlines or airport safety is of firstly necessary but their services, although important, is an extra procurement some runners reluctantly invest in.

Appelbaum & Fewster 2004; Wirtz, Heracles, & Pangarkar 2008; In late 2007, the airline and the airport, which is usually identified as an example of a program to train service, Singapore Airlines and the airport. SIA buy a tremendous amount in their front office staff

because they understand it is a strategy and tactics that will affect the passengers. SIA training programs in association with the goal of corporate strategy and international organizations. SIA got the strong background relying normally on employees and on the run. Wirtz et al. , 2008, SIA's TCS, ensuring distribution of refined 40-30-30 resources (40% training, 30% on 30% and more on improving new goods). The training program is the main intersection of strategy and strategic SIA. This program is presented by the basic training aircraft, which will be the longest airline company and last to 4 months.

Human resource development concentrates firstly with improvement on private and company. Auluck, 2009; Nadler, 1981, meaning of human resource changes with career development in the company, to advertising, rules, and training. Describing of Human resource was not that simple or inclusive. With similar symbol, tactic is uncertain that is why everyone has strange idea (Kalman, 2008). The part will analyze the theory of this hypothesis, depends on proof of human resource development as tactic.



CHAPTER 3

METHODOLOGY

This strategy including the topic choosing, design material and procedure and data analysis. The target is being discussed, the intention of this research would be able to look into the purpose of hotel guests and the service quality related to hospitality training program throughout the company. This study has been found out the level of service quality in the hotel or restaurant via surveying with hotel guests who have stayed at the hotel and encouragement to promote the service quality and training program in the hotel. Questions have been delivered to guests in the hotel, those questions focused on 5 dimensions, which was believed that the answers would change in SERVQUAL.

3.1 Subject

The intention of the research is the estimation of service quality via the satisfaction from hotel guests who come and stayed at the hotel. The sample of 100 guests who have stayed during the pervious months has been chosen. The data analyze for this study was practice and permitted in order to describe about the distance and variance to all related questions and ANOVA due to the understanding for the response.

3.2 Research Instrument

Questionnaires: In this study-structured survey form arranged in the formula of Likert scale was to gather the necessary information in connection to instruct, management, and understanding of workers and competition of HRD from the model candidates. Such as information gathering material has been improved in order to collect more information and prevent pressure on interviewees (Creswell, 2003).

Interview: Is the flexible method of seeking everything. People language is very important in running of faking behind people activity (Zikgmund, 1994). Interview permits face to face debating that can support to strengthen perception in to interviewees' ideas, emotion and attitude on essential problems of HRD. Other benefits that could be extract from the questioning are its adaptability in showing various opinions on the objective under research. So, important point was interview method in order to gather depth data during working hours by asking questions. The cooperators were chosen via awareness way due to their nearness to implement the problems.

3.3 Instrumentation Reliability

According to group debating: This was led in such a method that after getting the

important information from the essential tattle via interview, uncertain opinions and data relevant to the topic were considered revised. The surveyors carried out one according to group debating in five isolated subdivisions with cooperators to collect related and latest information through the object of research. As the result, totally five depend on group debating were started in this research. In each study of each subdivision ten candidates were chosen for group debating due to the closeness to the problem by the research. Replying on Krueger and Richard (1994), candidates for group debating are categorized from 8-12. Those candidates whose not combines in survey form and interview were chosen.

The SERVQUAL model use the multiple choice to estimate the level of service quality as answered by hotel guests with 5 scale of dimension that happens to 22 specific transaction ideas. The dimensions are: assurance, empathy, reliability, responsiveness, and tangibles.

3.4 Modifying SERVQUAL Scale

This research focused on assessment of guest's satisfaction of service quality to develop and improve service-training program. Service training program will comprise developing employee's attitude, improving skill of problem-solving and increasing knowledge of hotel area. So, the researcher did not consider tangible service area such as modern-looking equipment and facilities that are not related in service training. The researcher adapted the survey instrument from SERVQUAL scale and eliminated five items (physical facilities are visually appealing, materials associated with the service are visually appealing, modern-looking equipment and error-free records and operating hours) from original items and added several items from DINESERV modified by Vincent C. S. Heung, M.Y. Wong & Hailin Qu (2000). And the researcher modified it to suit the service training content in hotel industry situation. In addition, the researcher added one more dimension named attitude that means happy, eager, willing, positive, enthusiasm and prepared to meet guest's needs to the list.

3.5 Procedure

Succeeding of information gathering information progressing was breakdown via purifying inexactitude, unreliability, rawness and incomprehensibility of the incomplete information to conduct survey easily. In order to deal with this issue edit manually, writing, , and regularity scrutiny finished. To breakdown information both quantitative and qualitative methods were consumed. The information gathering from questionnaire was breakdown through quantitative expressive sampling material like proportion and constancy, mean and standard variation using SPSS version 16.0 software. While qualitative information combined via interviews and according to group debating were broke down effectively. To Sum up, the consequences were talked and translated to catch specific summary, guidance and suggestion.

3.6 Limitation

In the first place, the subdivisions agreed the theory scheme. Moreover, the surveyors go behind valid system in each part of information gathering progresses. Actually, the candidates were told about the aiming of this research then notified approval from all candidates and accountable legal of the subdivisions dominated by this research was included to debated with and examination them about topic. As the result, on the arrangement of these moral rules, achievement were conducted and personally can be guarantee and store right though the progress of this survey.



CHAPTER 4

RESULT AND DISCUSSION

The intention of this research is to evaluate and estimate about the guest satisfaction Guest satisfaction about service quality of the hotel elected to the service-training program to employees. This chapter we are illustrate the questions and answers from survey and also the bottom line of the following just by using the statistic of respondents and percentages. The result has been checked by SPSS so way questions personally it is 590 respondents who was given a change to take the interview in the hotel, they are allowed to Mark on the right answers on the answers that they would like to choose. Overall data that we got are 20.5% out of 590 respondents with 121 returned, another 27 questions were canceled Because they do not mention the right answer or the answer is not very clear so it is hard to estimate the data Whether they would like to talk about the customer service in the hotel or not, they got in complete answers. So they're only 94 answers from respondents that regarded as useful for the study.

4.1 Descriptive Statistics

Table 3. Service quality – Reliability

Item	Mean	1 SD	2	3	4 A	5	6	7 SA	Missing
1. Promise	4.4	3.5%	4.0%	4.2%	30.1%	13.0%	26.1%	13.1%	8.0%
2. Find solution for guests	3.2	1.2%	5.1%	4.1%	22.1%	12.1%	27.7%	17.0%	10.1%
3. Helpful	3.1	3.4%	6.5%	1.1%	26.5%	15.0%	24.6%	12.8%	8.7%
4. Giving service as they promise	5.1	4.5%	6.8%	3.2%	19.9%	11.7%	24.8%	15.1%	5.1%

Note: SD: Strongly Disagree, A: Agree, SA: Strongly Agree

The reliability test is an important instrument to measure the degree of consistency of an attribute which is supposed to be measured. As stated by Mahon and Yarcheski (2002), the less variation of the instruments produces in repeated measurements of an attribute the higher its reliability. Reliability can be equated with the stability, consistency, or dependability of measuring tool. Cronbach's alpha is one of the most commonly accepted measures of reliability. It measures the internal consistency of the items in a scale. It indicates that the extent of which the items in a questionnaire are related to each other. It also indicates that whether a scale is one-dimensional or multidimensional. The normal range of Cronbach's coefficient alpha value ranges between 0-1 and the higher values reflects a higher degree of internal consistency. Different authors accept different values of this test in order to achieve internal reliability, but the most commonly accepted value is 0.70 as it should be equal to or higher than to reach internal

reliability (Hair et al., 2003).Figure 5. Keep Promises

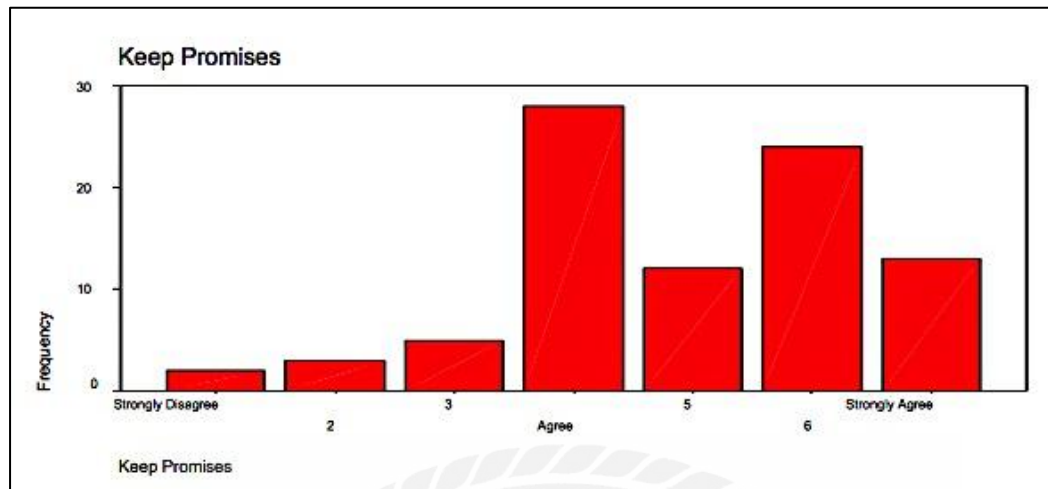


Figure 6. Dependable in handling problem

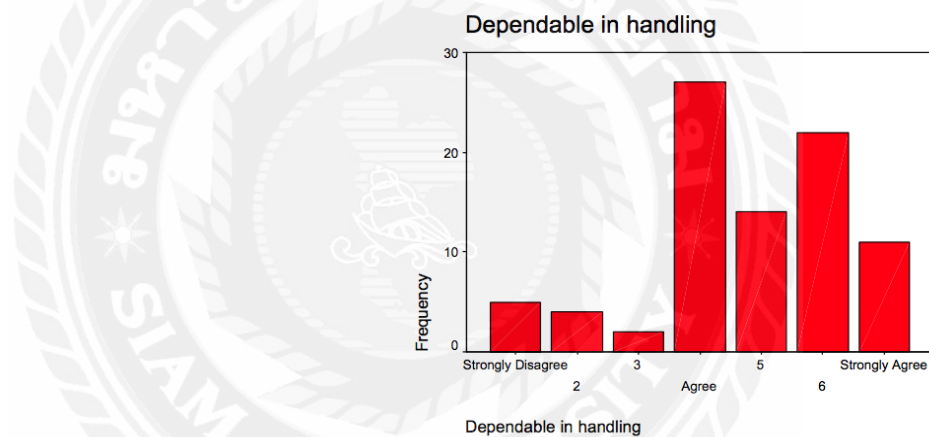


Figure 7. Interest in problem

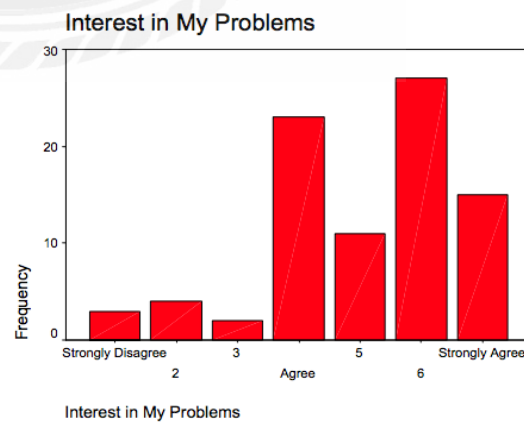


Figure 8. Provide service at the time they promise

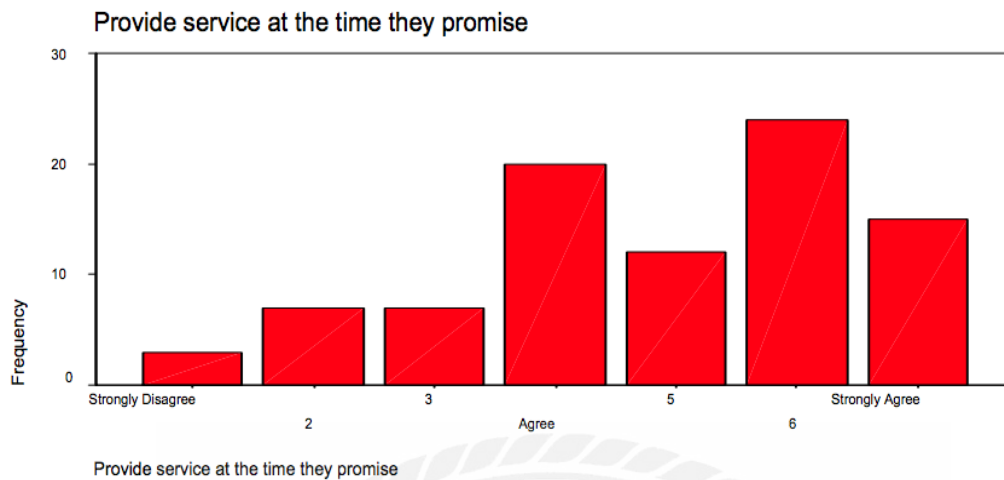


Table 4. Service quality – Responsiveness

Item	Mean	1 SD	2	3	4 A	5	6	7 SA	Missing
5. Inform for the serving	4.4	3.5%	4.0%	4.2%	30.1%	13.0%	26.1%	13.1%	8.0%
6. Quick serving	3.2	1.2%	5.1%	4.1%	22.1%	12.1%	27.7%	17.0%	10.1%
7. Resolve the issue	3.1	3.4%	6.5%	1.1%	26.5%	15.0%	24.6%	12.8%	8.7%
8. Always free to help guest	5.1	4.5%	6.8%	3.2%	19.9%	11.7%	24.8%	15.1%	5.1%

Note: SD: Strongly Disagree, A: Agree, SA: Strongly Agree

The Cronbach's coefficient alpha was calculated for each field of the questionnaire. The table 3 above, depicts that the values of Cronbach's Alpha for each field of the questionnaire and the entire questionnaire. As it can be seen from the Table, for each field value of Cronbach's Alpha is in range between 0.771 – 0.849. This range is considered as high; the result ensures the reliability of each field of the questionnaire. Cronbach's Alpha equals 0.849 for the entire questionnaire, which indicates very good reliability. So, based on the test results are reliable.

Table 5. Service Quality – Assurance

Item	Mean	1 SD	2	3	4 A	5	6	7 SA	Missin g
9. Felling belive	4.4	3.5%	4.0%	4.2%	30.1%	13.0%	26.1%	13.1%	8.0%
10. The safety and security	3.2	1.2%	5.1%	4.1%	22.1%	12.1%	27.7%	17.0%	10.1%
11. Consistently courteous	3.1	3.4%	6.5%	1.1%	26.5%	15.0%	24.6%	12.8%	8.7%
12. Understanding of hotel	5.1	4.5%	6.8%	3.2%	19.9%	11.7%	24.8%	15.1%	5.1%
13. Practice and training	4.4	3.5%	4.0%	4.2 %	30.1%	13.0%	26.1%	13.1%	8.0%
14. Response to questions	3.2	1.2%	5.1%	4.1 %	22.1%	12.1%	27.7%	17.0%	10.1%

Note: SD: Strongly Disagree, A: Agree, SA: Strongly Agree

Educational background of the employees is an important factor in undertaking their respective responsibilities and to make critical decisions in their working departments. Considering the respondents' level of education, 10 (11.7%) of the total respondents were diploma holders. Whereas, the majority 110(64.3%) and 41(24%) were first and second degree holders respectively. This signifies that the majority of respondents were first degree holders in terms of their educational level and the departments should plan for the development of its workers to masters' level so as to increase of their job performance.

Table 6. Service quality – Empathy

Item	Mean	1 SD	2	3	4 A	5	6	7 SA	Missing
15. Helpful and fast response	4.4	3.5%	4.0%	4.2%	30.1%	13.0%	26.1%	13.1%	8.0%
16. Being active with job	3.2	1.2%	5.1%	4.1%	22.1%	12.1%	27.7%	17.0%	10.1%
17. Wifi with high speed	3.1	3.4%	6.5%	1.1%	26.5%	15.0%	24.6%	12.8%	8.7%
18. Could work effectively	5.1	4.5%	6.8%	3.2%	19.9%	11.7%	24.8%	15.1%	5.1%

Note: SD: Strongly Disagree, A: Agree, SA: Strongly Agree

Awareness of the respondents towards human resource development concepts was measured based on questionnaire provided to them which comprise: training and development, career development, organizational development and performance appraisal which are crucial for better performance of every organization. It is possible to say that employees have awareness of human resource development concepts if they recognize all sub-constructs indicated below as part of human resource development. Having this lead, the statistical tools such as: mean and standard

deviation were used to analyze the results for all sub-constructs stated in the following Table.

Table 7. Service quality – Attitude

Item	Mean	1 SD	2	3	4 A	5	6	7 SA	Missing
19. Response in calmly	4.4	3.5%	4.0%	4.2%	30.1%	13.0%	26.1%	13.1%	8.0%
20. Friendly and outgoing	3.2	1.2%	5.1%	4.1%	22.1%	12.1%	27.7%	17.0%	10.1%
21. Helpful during working	3.1	3.4%	6.5%	1.1%	26.5%	15.0%	24.6%	12.8%	8.7%
22. Response without negetive	5.1	4.5%	6.8%	3.2%	19.9%	11.7%	24.8%	15.1%	5.1%

Note: SD: Strongly Disagree, A: Agree, SA: Strongly Agree

Table 4, also depicts that the work experience of the respondents. The majority of 62% of the respondents have relatively longer service times above 11 years. Following 21.6 % of them have 6-10 years work experiences and the rest 13% ranged from 2-6 years. The rest 2.9 of the respondents were new for the institutions with one year and less than work experience. From this we can conclude that most of departments’ staffs have good work experiences which can help them to do their responsibilities effectively and efficiently. In other words, the three departments were in a good track in capturing well-experienced staffs.

Table 8. Overall Satisfaction

Item	Mean	1 SD	2	3	4 A	5	6	7 SA	Missing
23. Service and satisfaction	4.4	3.5%	4.0%	4.2%	30.1%	13.0%	26.1%	13.1%	8.0%
24. Willing to stay longer	3.2	1.2%	5.1%	4.1%	22.1%	12.1%	27.7%	17.0%	10.1%
25. Introduce to friends	3.1	3.4%	6.5%	1.1%	26.5%	15.0%	24.6%	12.8%	8.7%
26. Will come back again	5.1	4.5%	6.8%	3.2%	19.9%	11.7%	24.8%	15.1%	5.1%

Note: SD: Strongly Disagree, A: Agree, SA: Strongly Agree

The Table 10 above, shows that the awareness of the respondents towards HRD concepts. The scored mean value of the employees’ awareness of human resource development from training and development standpoint as indicted in the table above was 4.31 with a standard deviation 0.698. This indicates that the respondents strongly agreed with a relative homogeneity in their responses. We can conclude that the employees of the three departments were aware of training and development as a component of human resource development and they have excellent understanding of human resource development from training and development point of

view. Kebede and Smbasivama (2013), in their study in public sectors found that consistent findings concerning the awareness of the organizations’ staff towards training and development as a critical HRD aspect. The implication is whenever the employees have good understanding about training and development they may update themselves to enhance organizational performance.

Table 9. Experience of problem

Item	Yes	No	Missing
27. Problem stand out	32.4%	62.3%	2.0%
28. Deal with problem effectively	29.7%	30.8%	46.1%

The information gathered through interviews and focus group discussions with key informants and focus group participants concerning their understanding about HRD concepts confirmed that as they have good awareness and understanding. This implies that they were clear with T&D, career development; organizational development and performance appraisal concepts from HRD point of view. Generally, based on the findings one can infer that respondents were acquainted with and have better understanding of HRD concepts that could enable them better functioning of their respective work responsibilities.

Figure 9. Problem-Solving

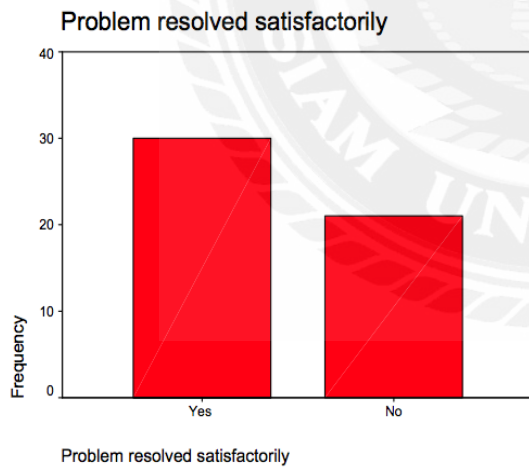


Figure 10. Experience of problem

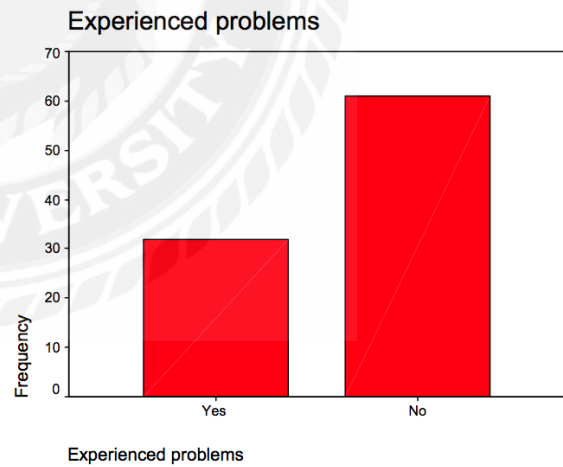


Table 10. Comparison of mean, median and mode scores between dimensions

Dimension	Item	Mean	Median	Mode	Std. Deviation
Reliability	1. Promise	3.97	6.00	6	1.17
	2. Find solution for guests	6.01	6.00	4	1.78
	3. Helpful	5.84	5.00	6	1.43
	4. Giving service as they promise	3.98	6.00	4	1.99
Responsiveness	5. Inform for the serving	3.87	5.00	4	1.21
	6. Quick serving	5.01	6.00	4	1.34
	7. Resolve the issue	5.04	6.00	6	1.45
	8. Always free to help guest	5.09	5.00	6	1.43
Assurance	9. Felling believe	5.02	5.00	6	1.22
	10. The safety and security	6.01	5.00	4	1.90
	11. Consistently courteous	4.50	5.00	6	1.42
	12. Understanding of hotel	4.90	5.50	7	1.67
	13. Practice and training	5.12	6.00	6	1.89
	14. Response to questions	4.99	5.00	7	1.12
Empathy	15. Helpful and fast response	4.98	6.00	6	1.77
	16. Being active with job	5.11	6.00	7	1.54
	17. Wifi with high speed	6.80	5.00	4	1.78
Attitude	18. Could work effectively	4.91	5.00	4	1.77
	19. Response in calmly	4.67	5.00	6	1.34
	20. Friendly and outgoing	3.99	5.00	7	1.57
	21. Helpful during working	6.12	5.00	7	1.66

As it is shown in the Table 6 above, the scored mean value of the major construct i.e. employees' awareness of HRD concepts in the three departments was 4.16 which is the average scored mean value of each sub-construct means. The scored mean value shows that the respondents of the three departments were well equipped with the concepts of HRD i.e. training and development, organizational development, career development and performance appraisal and the standard deviation was 0.735. The standard deviation was relatively low indicating that the relative homogeneity of the respondents in their responses. Based on this finding one can deduce that employees have good awareness of human resource development from its components perspective. Sheikh (2009) found that the employees' awareness of training and development, career development, organizational development and performance appraisal in

Yangon International Airport supports this research finding. This could make HRD conducive for both enhancement of the capacity of employees and achievement of organizational goals.

Table 11. Demographic information

	Frequency (N=94)	Percentage
<i><u>Gender</u></i>		
Male	49	69.1%
Female	45	30.2%
Missing	6	12.0%
<i><u>Age</u></i>		
18-25	13	12.1%
26-35	33	28.8%
36-45	12	11.8%
46-55	20	23.7%
56-65	19	21.5%
Missing	8	7.4%
<i><u>Occupation</u></i>		
Professional	12	12.1%
Manager/Administration	8	28.8%
Professor/Teacher/Researcher	7	11.8%
Self-employed	7	23.7%
Student	10	21.5%
Technician/Engineer	5	7.4%
Private Businessperson	6	9.0%
Other	20	30.4%
Missing	9	11.4%
<i><u>Personal Income (Annually)</u></i>		
Below \$5,000	14	12.1%
\$5,001 to \$6,500	10	28.8%
\$6,501 to \$8,000	20	11.8%
\$8,001 to \$9,500	12	23.7%
\$9,501 to \$11,000	3	21.5%
\$11,001 or higher	1	7.4%
Missing	4	5.5%
<i><u>Frequency of the stay</u></i>		
Once/Twice	40	28.8%
Three/Five	33	11.8%
Five/Ten	12	23.7%
More than 10 times	1	21.5%
Missing	3	7.4%
<i><u>The purpose of travel</u></i>		
Business travel	51	12.1%
Family matters	32	28.8%
Game in town	2	11.8%
Entertainment	1	23.7%
Others	5	21.5%
Missing	2	7.4%
<i><u>The reason to choose the hotel</u></i>		
Convenient location	40	12.1%
Company contract	21	28.8%
Reasonable price	10	11.8%
Excellent service	5	23.7%

Others	12	21.5%
Missing	6	7.4%

As Table 4.7 above depicts that, the scored mean value of the major construct i.e. the practice of training and development in the organizations was relatively low 2.22 with the average standard deviation 0.718 which represents that the mean of each sub-construct means. This indicates that, training and development as an important factor for building continuous human resource development. However, due emphasis was not given by the three departments towards the issue. On the other hand, as the study findings revealed that the training conducted by three departments were not sufficient and satisfactory. From this fact it is possible to infer that the three departments were not in a good track in practicing training and development. This finding is similar with that of Abebe's (2008), finding as he confirmed that training and development is very low in the public three departments while he has conducted the study concerning human resource management decentralization because of lack of commitment, lack of managerial capacity, inappropriate selection criteria and insufficient budget at SNNP. Srimannarayana (2006) also found that consistent results that the organizations in public sector have not been doing better with respect to training due to ineffective training need assessment

The information gathered through interviews and focus group discussions with key informants and focus group participants concerning their understanding about HRD concepts confirmed that as they have good awareness and understanding. This implies that they were clear with T&D, career development; organizational development and performance appraisal concepts from HRD point of view. Generally, based on the findings one can infer that respondents were acquainted with and have better understanding of HRD concepts that could enable them better functioning of their respective work responsibilities.

4.2 Cross Tabulation and ANOVA Statistics

Table 12. Experience of Problem and Problem solving satisfactorily

		Experienced problems (N=51)		
		Yes	No	Total
Solve the problem affectively	Yes	9	11	23
	No	20	11	28
Total		29	22	51

As the information gathered through interview and as per review of relevant reports pertaining performance appraisal in the three departments they have used methods like: BSC

(Balanced Scorecard) and ROPA (Result Oriented Performance Appraisal) and attempts have been made to assess the scientific nature of the process and its implications on the performance and behavior of the employees.

Table 13. Experience of problem and expectation of hotel service

		Hotel service meets expectation						Total
		1(SD)	4	2	6(A)	6	7	
Experienced issues	Yes (30)	1	3	1	6	9	1	1
	No (59)	1	5	4	4	15	4	21
Chi. Sq.		19.213		Sig.	.006			

Note: An alpha level of 0.5 was used for all statistical tests.

As it can be clearly understood in the above Table 4.9, the average scored mean value of the major construct i.e. employees' perception towards performance appraisal in their respective working in three departments was 2.41 which was the scored mean value of each sub-construct means and the standard deviation was .006. This scored mean value displays that respondents were not satisfied with the appraisal systems which include the measurements: the existence of good performance appraisal,

Table 14. Experience of problem and recommendation

		Recommendation						Total
		1(SD)	1	1	5(A)	7	3	
Experienced issues	Yes (30)	3	3	4	8	11	3	2
	No (59)	2	7	1	3	3	22	190
Chi. Sq.		23.475		Sig.	.000			

Note: An alpha level of 0.5 was used for all statistical tests.

The second procedure was to identify the level of difference between experience of problem and recommendation of hotel. As shown in table 15, the level of significant p was .000 that was lower than $\alpha = .005$. So, there was statistically significant difference between the respondents who had experienced and did not have experience of problem in level of hotel recommendation to friends or associates. Generally speaking, the respondents identified when they had experienced problem, they tended not to recommend hotel to their friends or associates.

From the Table 10 above it is possible to draw the following facts. As it is clearly illustrated in the Table, the scored mean value of the sub-constructs i.e. management with

required profession, credibility and fairness of top management, defining personnel policies and using personal. This shows that the majority of the respondents agreed with the statements given to them. However, the above results imply that the three departments were lagging behind to do much on these variables to improve the effectiveness and efficiency.

The scored mean value for the third sub-construct i.e. employees' awareness of human resource development from organizational development standpoint was 4.15 indicating that the respondents like the above sub-constructs agreed on this sub-construct. The sub-construct's standard deviation was 0.745, which is low conveying that the relative similarity of the respondents' responses. This implies that staffs of the three departments have recognized organizational development as a component of human resource development. From this description one can clearly conclude that the respondents were familiar with and have good understanding about human resource development concept from organizational development point of view

Table 15. Gender and level of overall satisfaction

		Mean	F	Significance
The expectation from guests	Female	5.03	.123	.901
	Male	5.15		
Give an ideas to friends and famliy	Female	5.53	.447	.450
	Male	4.50		
Willing to stay more	Female	5.22	.128	.776
	Male	4.95		
Come back next time	Female	5.10	.511	.499
	Male	5.07		

Note: An alpha level of 0.5 was used for all statistical tests.

To sum up, there is no relevant something in common with these the respondents' overall satisfaction levels and age, income, occupation, or frequency of stay.

CHAPTER 5

SUMMARY, CONCLUSION AND RECOMMENDATION

5.1 Summary

This study is to find the level of guest satisfaction from hotel customer service. This study is very important because it will affect to the training program in the future to improve customer service and service providing to customer in the hotel or in the restaurant. We do not have enough data from customers in order to develop a training program for hotel because we need to improve in order to answer all of the guest satisfaction. So the advantage of this study is enough to develop a program or training program in order to train hotel employees.

The 3 main points for this research are:

1. To find out the relationship of service quality and the development program via literature review.
2. To estimate and value the opinion of customer service of hotel using SERVQUAL scale
3. To give the data which is very necessary in managing the arrangement and training development in hotel through the estimation of customer service in the hotel.

In the intention of this study is to analyze and to look in detail from the understanding of hotel customers about the good quality of customer service and they going to running program which has provided to all employees. This study is also want to demonstrate the advantage of service customer through the customers understanding, who have stayed in the hotel and for who have experience with this service. Questions have delivered to customers and we also got the answers from them to conduct the survey.

Evans said that the poor of customer service and worst guest satisfaction in hotel industry. She has mentioned that hotel industry score 71 in 100 depends on the survey of guest satisfaction who know this industry if we compare with the drop from 75 in 1994 when the hotel faced too many problems from escape the economic crisis. The score in 1998 is the lowest since Anderson started customer service index in the last 5 years. Based on the survey, it was found that guests did not believe that the hotel would serve as a demonstration of the rising cost of hotel rooms. The rating out of 73 in this category was the lowest in five years. Almost a quarter of consumers data said that guests staying verbal complained over things such as sloppy room care, time-consuming in-depth checks. Over time, hotel room rate is rising day by day. But customer service is still poor. Davidoff recommends what is used for service success is training and education system. He added that the key factors of poor service so inferior to the lack of education and practicing program related to today. To fix the circumstances to be better most of the enterprise are not equipped well to give a good training when good employees derived from the education system.

American firms should remember that. How many days and dollars of practicing will earn more for themselves in the long term? Training and education will be an important part of modern enterprise's efforts to support staffing, contacting clients in the hospitality industry.

Workers have no ability to change with customer. If there is no real training program from company in the process of joining in company from a real product of that firm, the service provider has a good talent in providing more service-oriented in the name of awareness about the standard of service in the increasing of hospitality industry.

5.2 Conclusion

The intention of this research is to evaluate and estimate about the guest satisfaction. Guest satisfaction about service quality of the hotel elected to the service-training program to employees. These chapters we are illustrate the questions and answers from survey and also the bottom line of the following just by using the statistic of respondents and percentages. The result has been checked by SPSS so way questions personally it is 590 respondents who was given a change to take the interview in the hotel, they are allowed to Mark on the right answers on the answers that they would like to choose. Overall data that we got are 20.5% out of 590 respondents with 121 returned, another 27 questions were canceled Because they do not mention the right answer or the answer is not very clear so it is hard to estimate the data Whether they would like to talk about the customer service in the hotel or not, they got in complete answers. So they're only As it is shown in the Table 6 above, the scored mean value of the major construct i.e. employees' awareness of HRD concepts in the three departments was 4.16 which is the average scored mean value of each sub-construct means. The scored mean value shows that the respondents of the three departments were well equipped with the concepts of HRD i.e. training and development, organizational development, career development and performance appraisal and the standard deviation was 0.735. The standard deviation was relatively low indicating that the relative homogeneity of the respondents in their responses. Based on this finding one can deduce that employees have good awareness of human resource development from its components perspective. Sheikh (2009) found that the employees' awareness of training and development, career development, organizational development and performance appraisal in Yangon International Airport supports this research finding. This could make HRD conducive for both enhancement of the capacity of employees and achievement of organizational goals he practice of training and development in the organizations was relatively low 2.22 with the average standard deviation 0.718 which represents that the mean of each sub-construct means. This indicates that, training and development as an important factor for building continuous human resource development. However, due emphasis was not given by the three departments towards

the issue. On the other hand, as the study findings revealed that the training conducted by three departments was not sufficient and satisfactory. From this fact it is possible to infer that the three departments were not in a good track in practicing training and development. This finding is similar with that of Abebi's (2008), finding as he confirmed that training and development is very low in the public three departments while he has conducted the study concerning human resource management decentralization because of lack of commitment, lack of managerial capacity, inappropriate selection criteria and insufficient budget at SNNP. Srimannarayana (2006) also found that consistent results that the organizations in public sector have not been doing better with respect to training due to ineffective training need assessment.

The information gathered through interviews and focus group discussions with key informants and focus group participants concerning their understanding about HRD concepts confirmed that as they have good awareness and understanding. This implies that they were clear with T&D, career development; organizational development and performance appraisal concepts from HRD point of view. Generally, based on the findings one can infer that respondents were acquainted with and have better understanding of HRD concepts that could enable them better functioning of their respective work responsibilities.

The scored mean value for the third sub-construct i.e. employees' awareness of human resource development from organizational development standpoint was 4.15 indicating that the respondents like the above sub-constructs agreed on this sub-construct. The sub-construct's standard deviation was 0.745, which is low conveying that the relative similarity of the respondents' responses. This implies that staffs of the three departments have recognized organizational development as a component of human resource development. From this description one can clearly conclude that the respondents were familiar with and have good understanding about human resource development concept from organizational development point of view

5.3 Recommendation

Based on the findings of the study the following recommendations are forwarded:

- First and foremost, HR of in the airport should get greatest emphasis since they are the main assets and resource such as financial resource, physical resource, and information resource. Recently, we are living in a continuously changing and dynamic environment that directly or indirectly affects us. Particularly, public sectors are affected by the rapidly changing information technology. Thus, HRD in the airport needs to update its employees' skills and knowledge through training and education to cope with technological advancement and competitive environment and to achieve its pre stated short and long term goals.

- Beyond meeting the airport' HR requirements, the HRD may also rely on individuals and satisfying their needs for career development. At the first place, HRD is not all about providing training rather than it should aimed at matching the organizational need for HR with the individual needs for career development. Secondly, HRD must necessarily focus on individuals since all the strength of teams and in the airport must first embed into individual employee. For this purpose:



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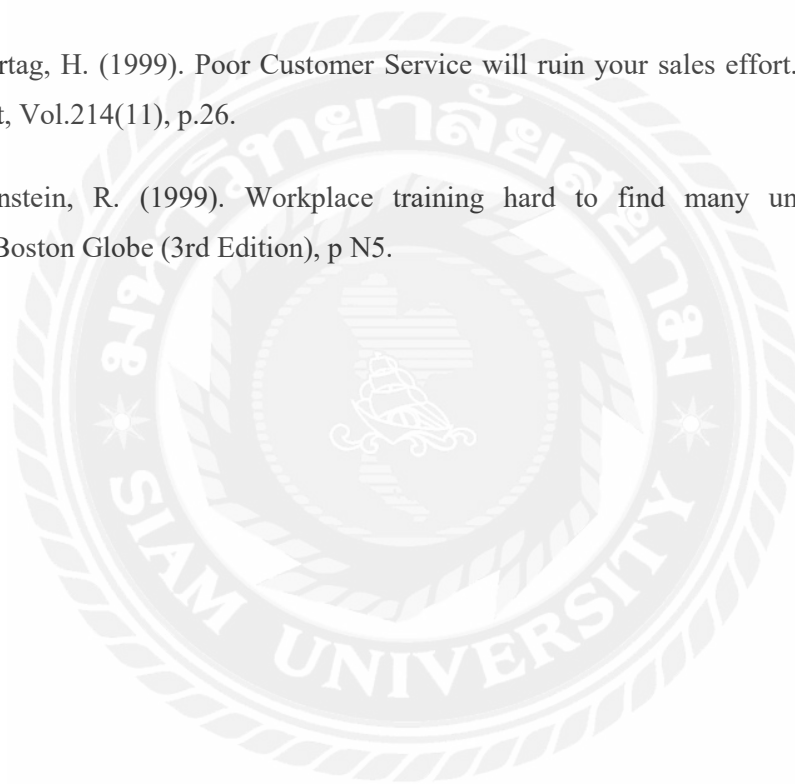
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Appendix



Service Quality Survey

Please help us to help you by completing this survey. The purpose of the survey is to improve the level of service in hotel industry in Yangon, Myanmar.

Section 1

- Please indicate the extent to which you agree or disagree with the following statement about the service you received from the hotel staff during your stay at this hotel
- If you strongly disagree, please circle the number 1.
- If you strongly agree, please circle the number 7
- If you feelings are not strong, please circle one of the the numbers in the middle number 2, 3, 4, 5, or 6:

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Agr
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Stro
ngly
Agr
ee

1. When they promise to do something by certain time, they do so	1	2	3	4	5	6	7
2. When I have a problem, they show a sincere interest in solving it	1	2	3	4	5	6	7
3. They are dependable in handling service problems	1	2	3	4	5	6	7
4. They provide their services at the time they promise to do so	1	2	3	4	5	6	7
5. They tell me exactly when services will be performed	1	2	3	4	5	6	7
6. They give me prompt service	1	2	3	4	5	6	7
7. They quickly correct mistakes	1	2	3	4	5	6	7
8. They are never too busy to respond to my requests	1	2	3	4	5	6	7
9. They are confident, so I can trust them	1	2	3	4	5	6	7
10. I feel safe during the stay	1	2	3	4	5	6	7
11. They are consistently courteous with me	1	2	3	4	5	6	7
12. They have the knowledge about hotel area to answer my questions	1	2	3	4	5	6	7
13. They are well trained and experienced	1	2	3	4	5	6	7
14. They can answer my questions completely	1	2	3	4	5	6	7
15. They are willing to handle special requests	1	2	3	4	5	6	7
16. They give me personal attention	1	2	3	4	5	6	7
17. They have my best interest at heart	1	2	3	4	5	6	7
18. They understand my specific needs	1	2	3	4	5	6	7
19. They talk to me in a pleasant way	1	2	3	4	5	6	7
20. Whenever they see me, they smile and greet me	1	2	3	4	5	6	7
21. They are willing to help me	1	2	3	4	5	6	7
22. Their answer is positive	1	2	3	4	5	6	7

Section 2: Overall Satisfaction

23. Hotel service meets my expectation	1	2	3	4	5	6	7
24. I am satisfied with staying at this hotel	1	2	3	4	5	6	7
25. I will recommend this hotel to my friends an/or associates	1	2	3	4	5	6	7

26. I am willing to stay at this hotel again 1 2 3 4 5 6 7
27. I experienced problems with this hotel Yes No
28. My problem resolved satisfactorily Yes No

Section 3

Please circle the check ✓ on the most appropriate answer.

29. Gender Female Male
30. Age range: 18-25 26-35 36-44 45-54 55-66 66 or older
31. Occupation:
- | | |
|---|---|
| <input type="checkbox"/> Professional | <input type="checkbox"/> Student |
| <input type="checkbox"/> Manager/Administrator | <input type="checkbox"/> Technician/Engineer |
| <input type="checkbox"/> Professor/Teacher/Researcher | <input type="checkbox"/> Private Businessperson |
| <input type="checkbox"/> Proprietor | <input type="checkbox"/> Factory worker |
| <input type="checkbox"/> Self-employed | |
32. Personal Income (USD Annually)
- | | |
|---|--|
| <input type="checkbox"/> Below \$5,000 | <input type="checkbox"/> \$8,001 to \$9,500 |
| <input type="checkbox"/> \$5,001 to \$6,500 | <input type="checkbox"/> \$9,501 to \$11,000 |
| <input type="checkbox"/> \$6,501 to \$8000 | <input type="checkbox"/> \$11,001 or higher |
33. How many times have you stayed at this hotel in the past year including this stay?
- | | |
|-------------------------------------|---|
| <input type="checkbox"/> Once/Twice | <input type="checkbox"/> Five/Ten |
| <input type="checkbox"/> Three/Five | <input type="checkbox"/> More than 10 times |
34. What is the purpose of this trip during your current stay?
- | | |
|--|---|
| <input type="checkbox"/> Business travel | <input type="checkbox"/> Entertainment – concert, theater, etc. |
| <input type="checkbox"/> Family matters-wedding, anniversary, etc. | <input type="checkbox"/> Other:..... |
| <input type="checkbox"/> Game in town-football, basketball, volleyball | |
35. What is the reason to choose this hotel?
- | | |
|--|--|
| <input type="checkbox"/> Convenient location | <input type="checkbox"/> Excellent service |
| <input type="checkbox"/> Company contract with hotel | <input type="checkbox"/> Other:..... |
| <input type="checkbox"/> Reasonable room rate | |

Thank you for your cooperation!

My name is Naung Ye Aung, I understand that by returning these questionnaires, I am giving my informed consent as a researcher in my Independent Study at Siam University, Bangkok, Thailand. My project is A Study of Guest Satisfaction Toward Service Quality in Hotel Industry in Yangon, Myanmar. I am not selling anything or raising money. The survey is completely confidential. As the users, your opinions are very valuable for this project. The information that you provide in the questionnaire will be compiled into a report that be presented to that project of Independent Study. These data and research project will identify the priorities for action based on the information you have raised in the questionnaire and these will be published in a final report.