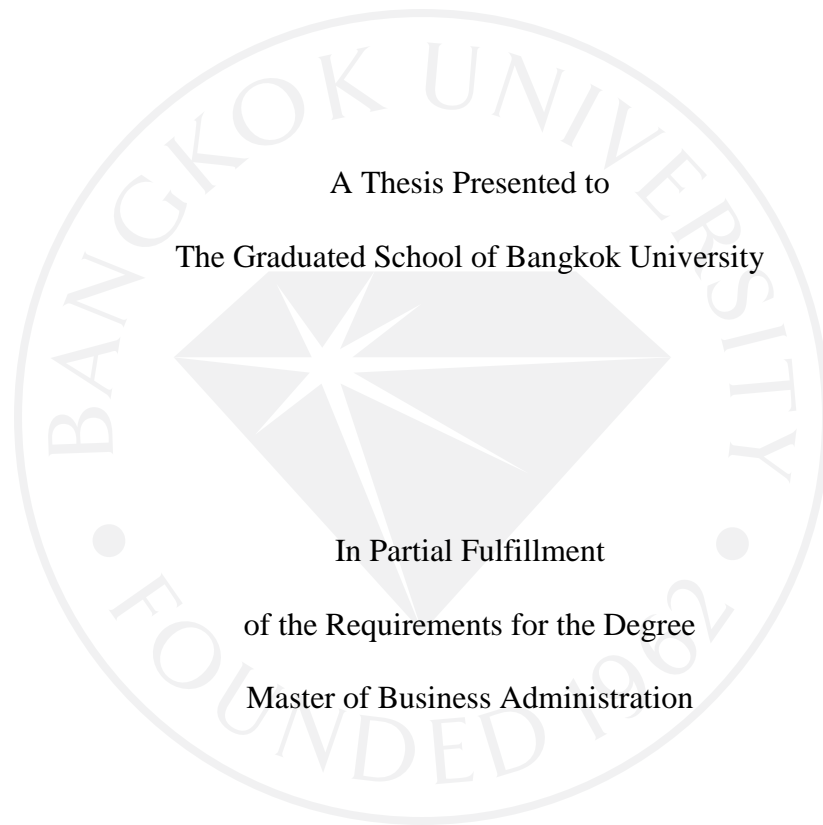FACTORS POSITIVELY AFFECTING CUSTOMER LOYALTY:

A CASE STUDY OF SHINTA MANI HOTELS AT SIEM REAP IN CAMBODIA

FACTORS POSITIVELY AFFECTING CUSTOMER LOYALTY:

A CASE STUDY OF SHINTA MANI HOTELS AT SIEM REAP IN CAMBODIA

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ABSTRACT

This study investigated the positive influence of price, promotion, location, tangible service quality, intangible service quality, brand equity, and satisfaction towards customer loyalty by selecting Shinta Mani Hotels at Siem Reap in Cambodia as a case study. The total of 220 usable survey questionnaires was collected from the repeating customers of Shinta Mani Hotels during August to October 2017. Descriptive statistics including frequency, percentage, mean, standard deviation; and multiple regression analysis were conducted to test the research framework. Remarkable information from the analysis of multiple regression at .01 level of significant revealed that intangible service quality ($\beta = 0.490$) was the most effective factor which had positive impact toward satisfaction than other factors, followed by tangible service quality ($\beta = 0.218$), price ($\beta = 0.212$) and location ($\beta = 0.125$) and promotion ($\beta = -0.053$) respectively. Moreover, satisfaction ($\beta = 0.696$) played an important moderating role on enhance customer loyalty intention. It was found that satisfaction worked better than brand equity ($\beta = 0.192$) to impact positively on customer loyalty. The result also found that price, location, tangible service quality and intangible service quality had positive influence on customer satisfaction. Same way, brand equity and satisfaction certainly had strong

influence on customer loyalty as well according to the equation result. Finally,

managerial implications and suggestions for future researches were also discussed.

Keywords: Satisfaction, Customer loyalty, Shinta Mani Hotels, Cambodia

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Channtreavatey Kean

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CHAPTER 1

INTRODUCTION

This chapter was presented rationale and problem statement, objectives of study, scope of study, research of questions, significance of the study, and definition of terms.

1.1   Rationale and Problem Statement

1.1.1   Background of the Study

Global tourism has reached its rapid growth over the last few decades. Traveling became an integral part of new generation lifestyle. It involved many different kinds of activities include business, leisure, pleasure, and education. Tourism phenomenon referred to the temporary movement of people from their residence to any specific destinations, the activities undertaken while they were making that trip and the facilities provided to them to support their needs during their stay in those destinations (Hall & Boyd, 2005).

According to the report from World Tourism Organization (UNWTO), international tourism marked an impressive increasing rate of international tourist arrivals, by reaching to 1,322 million tourists travelling around the world in 2017, a remarkable 7% increase, following a comparatively 2016 (World Tourism Organization, 2018). This amount was shared by international tourists from Europe 671 million, Asia and the Pacific 324 million, the Americas 207 million, Africa 62 million and the Middle East 58 million (World Tourism Organization, 2018). World Travel & Tourism Council also published in their report that in 2016 travel and tourism have gained its significance in driving economic sector by contributing 10.2% of global GDP (World Travel &

Tourism Council, 2017). It was considered as a very powerful and effective tool for

sustainable development and poverty reduction. The report continued to indicate that

tourism directly contributed for 109 million jobs directly and 292 million jobs indirectly

worldwide or one in every 10 jobs worldwide (World Travel & Tourism Council, 2017).
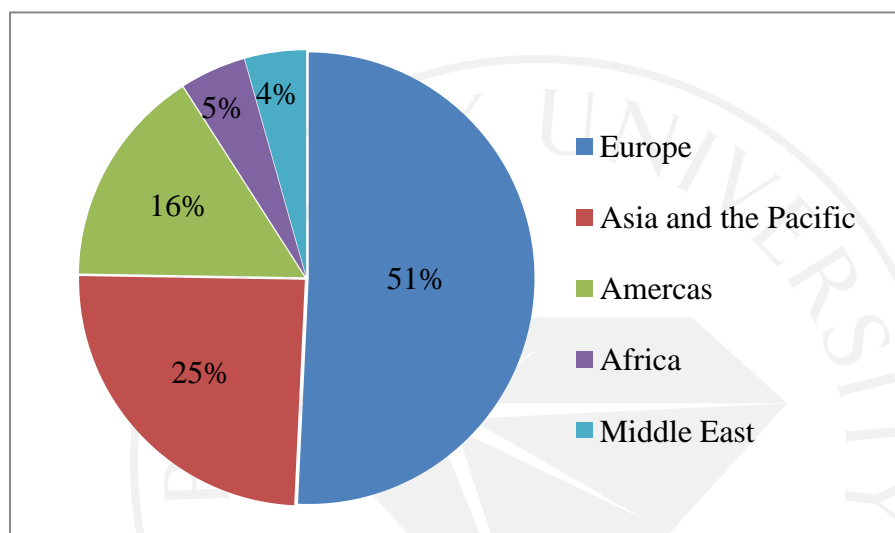
Figure1.1: International tourist arrivals, 2017

Source: World Tourism Organization. (2018). *UNWTO World Tourism Barometer*.

 Retrieved from

 cf.cdn.unwto.org/sites/all/files/pdf/unwto_barom18_01_january_excerpt_hr.pdf

 The Kingdom of Cambodia is situated in South East Asia occupying a total land

area of 181,035 square kilometers and shared international borders with Thailand to the

west and northwest, Lao People's Democratic Republic to the northeast, Social Republic

of Vietnam to the east and gulf of Thailand to the southeast (Ministry of Tourism, n.d.).

Cambodia's total population was estimated by Index Mundi at 16.2 million in 2018, with

annual population growth of 1.52 percent (Index Mundi, 2018).

Figure 1.2: Map of Kingdom of Cambodia

Source: Ministry of Tourism. (2018). *Geography*. Retrieved from

http://www.tourismcambodia.org/contents/about_cambodia/#comp

Cambodia was ranked as one of the world's top tourism landmark in Trip Advisor's Traveler's Choice awards in 2017 (Hul, 2017). And only one year before that, the European Council on Tourism and Trade (EECT) awarded Cambodia with "World's Best Tourism Destination" and the "Favorite Cultural Destination" distinction (Maierbrugger, 2016). It was named as a land of magic – the place where Gods and Kings built the world. Cambodia took the top spot on account of its excellent development and preservation of history and religion which gave tourists the opportunity to explore Cambodia's pristine nature (IANS, 2016). Anton Caragea, president of the Bucharest-based European Council on Tourism and Trade (ECTT), quoted in the Indo-Asian News

Service reported that, "Cambodia is a perfectly safe and outstanding destination that will

forever mark your heart" (IANS, 2016).

Table 1.1: International tourist arrivals to Cambodia 2007-2017

Year	Number	Change (%)
2007	2,015,128	18.5
2008	2,125,465	5.5
2009	2,161,577	1.7
2010	2,508,289	16.0
2011	2,881,862	14.9
2012	3,584,307	24.4
2013	4,210,165	17.5
2014	4,502,775	7.0
2015	4,775,231	6.1
2016	5,011,712	5.0
2017	5,602,157	11.8

Source: Ministry of Tourism. (2017). *Tourism Statistics Report 2017*. Retrieved from

https://www.cambodiahotelassociation.com.kh/.../CAM-Tourism-Statistics-

201712.pdf

In these past ten years the tourism industry in Cambodia has continued to show

high growth rate and readiness to compete regionally. Released by Ministry of Tourism

of Cambodia, in 2017 alone the country welcomed 5,602,157 international visitors. Table

1.1 showed that total number of tourist has increased gradually over 10 years from

2,015,128 in 2007 to 5,602,157 in 2017 (Ministry of Tourism, 2017).

Table 1.2: International tourist arrivals to Cambodia by country of residence 2017

Regions Country of Residents	Purpose of Visit			Total 2017	Total 2016
	Holiday	Business	Others		
Asia and the Pacific	3,832,252	331,360	154,914	4,318,526	3,861,505
Europe	795,568	25,528	34,445	855,541	768,495
Americas	336,245	14,492	44,292	395,029	353,042
Africa	10,367	1,284	1,101	12,752	11,133
Middle East	18,759	559	991	20,309	17,537

Source: Ministry of Tourism. (2017). *Tourism Statistics Report 2017*. Retrieved from

https://www.cambodiahotelassociation.com.kh/.../CAM-Tourism-Statistics-

201712.pdf

By region (Table 1.2), Asia Pacific accounted for 77.0% market share and posted

a slight increase of 11.8% of the year 2017, around 4.3 million visitors of around 3.9

million of year 2016. Europe recorded an increase of 11.3% of the year 2017 with

855,541 visitors in the year 2017 followed by Americas (Ministry of Tourism, 2017).

Table 1.3: Top ten markets arrivals to Cambodia 2016- 2017

Country	2016	2017	Share (%)	Change (%)
China (RPC)	830,003	1,210,782	21.6	45.9
Vietnam	959,663	835,355	14.9	-13.0
Lao PDR	369,335	502,219	9.0	36.0
Thailand	398,081	394,934	7.0	-0.8
Korea (ROK)	357,194	345,081	6.2	-3.4
U.S.A	238,658	256,544	4.6	7.5
Japan	191,577	203,373	3.6	6.2
Malaysia	152,843	179,316	3.2	17.3
U.K	159,489	171,162	3.1	7.3
France	150,294	166,356	3.0	10.7

Source: Ministry of Tourism. (2017). *Tourism Statistics Report 2017*. Retreived from

https://www.cambodiahotelassociation.com.kh/.../CAM-Tourism-Statistics-

201712.pdf

China led the supply markets with 1,210,782 visitors in 2017 compared to

830,003 visits in 2016 (Table 1.3). Other markets in the top five were: Vietnam

(835,355); Laos (502,219); Thailand (394,934); and South Korea (345,081) (Ministry of

Tourism, 2017).

Shinta Mani Hotels were founded in 2003 by Mr. Sokoun Chanpreda, a Cambodian businessman who returned from overseas to invest in the future of his country. Shinta Mani is the most luxurious hotel conveniently located in the center of the historic town of Siem Reap, Cambodia. This Cambodia's leading luxury boutique hotel group has two unique and exquisite properties, Shinta Mani Shark Angkor and Shinta Mani Angkor. The both adjacent properties have received a dramatic design by acclaimed designer and architect, Mr. Bill Bensley (S. Lee, 2017).

Shinta Mani hotels seek to proclaim itself as a leader in responsible tourism and Shinta Mani Foundation is the reflection of this mission. This foundation explores other ways to give back to the community by working to enhance the lives of the individuals in the local communities where the hotels are based. Initially the foundation focused on education to invest human capital to Cambodian young generation by providing them with the skills to obtain meaningful employment to support themselves and their families. It has also launched variety of healthcare, small business start-up and sustainable-farming projects aiming to create long term impact to by providing team the tools to overcome the constraints of poverty (Shinta Mani Foundation, n.d.).

Unique personal touches, first rate customer service and a continuous, deep commitment to the community have earned Shinta Mani the title of one of the best hotels in the world. The Shinta Mani has won numerous awards for its ambiance and staff: CNN Traveler's Choice Award, Conde Nast Traveler Top Hotels in Asia, Travel + Leisure Global Vision Awards. Recently it has been named as the 2018 Travellers' Choice Award Winner by industry giant TripAdvisor after being ranked among the top 25 hotels in the

world. It has also been rated by the site as the second best hotel in Cambodia, with particular highlight being paid to its superb service standards and quirky design. The accolades follow a string of 2017 awards which included Shinta Mani Shack Angkor being ranked #3 in Travel + Leisure's list of The 10 Best City Hotels in Asia. The Shinta Mani Foundation also received recognition at Luxperience 2017 walking away with the highly regarded Meaningful Award thanks to its work to support and empower the local community (Shinta Mani Hotels, 2018).

1.1.2 Statement of Problem

Customer loyalty was the cornerstone of a successful service. Customer loyalty and profitability went hand in hand. As the old verse said, "Make new friends, but keep the old. One is silver, the other is gold." Similarly, in the marketing world, holding on to existing customers cost less than attracting new one since there was always a startup cost associated with most new customers. This cost could be in the form of a reduced price as an incentive to try a service or a cost associated both with learning about the characteristics and wishes of a new customer and acquainting that potential customer with the service (Myler, 2016). According to an article by Harvard Business Review, the cost of attracting a new customer was 5 to 25 times more expensive than that of retaining a loyal customer (Gallo, 2014). Because repeat customers already knew a service, they were less costly to serve. Zhang, Zhao, and Gupta (2018) through their research assumed that when customers exhibited loyalty toward a brand, it could optimize their decision quality and minimize their decision cost incurred in the decision-making process. In the meantime, Reichheld (1996) also supported that brand-loyal consumers were willing to

pay more for that brand (Reichheld, 1996). Additionally, given that customer behavior was quite a complex, challenging and ever changing each single day (Gallo, 2014), understanding deeply about customer behavior particularly related to their loyalty could truly impact business competitive advantage in the hotel industry. Since higher brand loyalty could increase brand performance and improved sales-related outcomes (Chaudhuri & Holbrook, 2001).

1.2   Objectives of Study

        The objectives of this research study were identified as follows:

        1.2.1   To investigate a positive relationship between each of the five factors (price, promotion, location, tangible service quality and intangible service quality) toward satisfaction.

        1.2.2   To discover positive impact between each of the five factors (price, promotion, location, tangible service quality and intangible service quality) toward satisfaction.

        1.2.3   To examine a positive relationship between each of the two factors (satisfaction and brand equity) toward customer loyalty.

        1.2.4   To explore positive impact between each of the two factors (satisfaction and brand equity) toward customer loyalty.

        1.2.5   To examine any specific factor(s) that might have particular positive affect on satisfaction and customer loyalty the most.

1.3   Scope of Study

        1.3.1   Scope of variables: Six independent variables (price, promotion, location, tangible service quality, intangible service quality, and brand equity), one mediating variable (satisfaction) and one dependent variable (customer loyalty) were used in this research.

        1.3.2   Scope of population: This study focused on the responses from a target group of repeating visitors who came to stay at Shinta Mani Hotels between August to October 2017, which was around 220 respondents in total.

        1.3.3   Scope of research timeframe: The data was collected over the cause of three months, spanning between August to October 2017.

1.4   Research Questions

        1.4.1   Is there a positive relationship between each of the five factors (price, promotion, location, tangible service quality and intangible service quality) toward satisfaction?

        1.4.2   Is there a positive impact between each of the five factors (price, promotion, location, tangible service quality and intangible service quality) toward satisfaction?

        1.4.3   Is there a positive relationship between each of the two factors (satisfaction and brand equity) toward customer loyalty?

        1.4.4   Is there a positive impact between each of the two factors (satisfaction and brand equity) toward customer loyalty?

1.4.5   Is there any specific factor(s) that might has (have) particular effect on satisfaction and customer loyalty the most?

1.5   Significance of the Study

1.5.1   Benefits for Business

To provide recommendation for the hotel business investors and owners, especially for the Shinta Mani Hotels to better understand of how they could drive more customer satisfaction and loyalty within their operation and ultimately increase sale and profit.

1.5.2   Benefits for Academic

To extend satisfaction and customer loyalty framework with price, promotion, location, tangible service quality, intangible service quality and brand equity. It was likely to be useful for secondary data and research findings for future researchers who wish to do further research about this topic or to fill the limitation gaps of this study.

1.6   Definition of Terms

1.6.1   Price: a value placed on the exchange of good or service, in which the purpose is to provide satisfaction or utility.

1.6.2   Promotion: a persuasively communication to target audiences the components of the marketing program in order to facilitate exchange between the marketer and the consumer.

1.6.3   Location: a physical space where business exists. Location decision can have a big impact on costs and revenues.

1.6.4   Service: any act or performance that one party can offer to another and one that is essentially intangible and does not result in the ownership of anything.

1.6.5   Brand: an establishing name, term, symbol, or design that identifies a product or service and clearly distinguishes that product or service from competitors.

1.6.6   Satisfaction: a consumer's post purchase evaluation of the overall service experience. It is an emotional state or reaction in which the customer's need, desire and expectation during the course of the service experience have been met or exceeded.

1.6.7   Customer loyalty: a situation where a customer develops a long- standing preference toward a particular product, service or brand. Customer loyalty is reflected in the repeated purchases of a particular product or service.
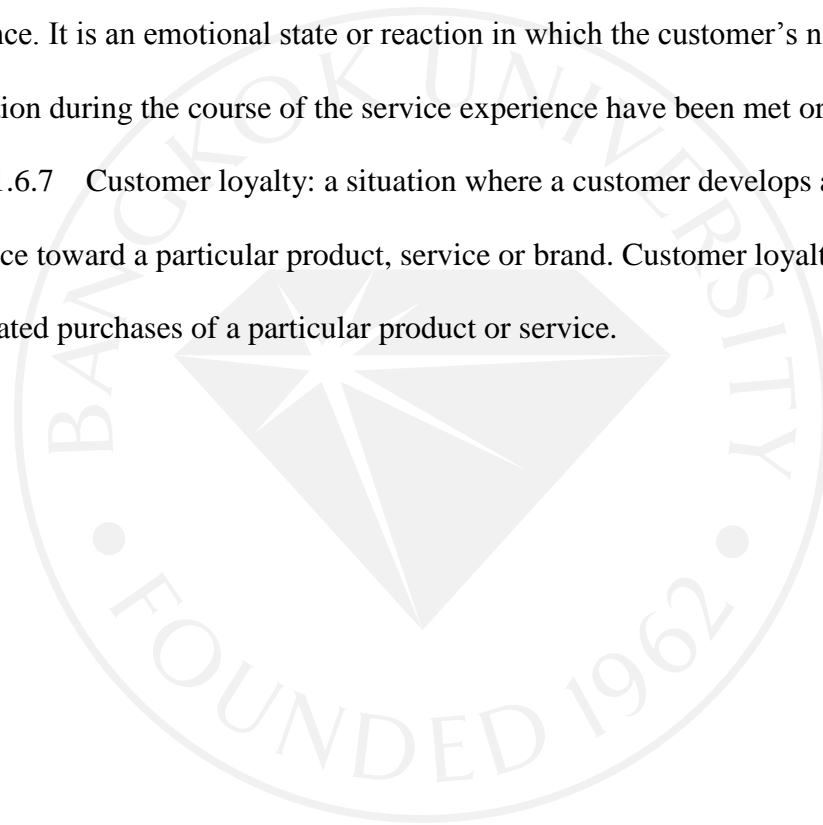
CHAPTER 2

LITERATURE REVIEW

This chapter reviewed related literatures and previous studies, related theories, hypothesis and theoretical framework regarding the positive impact of different variables on customer loyalty.

2.1   Related Theories

2.1.1   Concept Theories of Price

The transaction of exchange good and service between buyer and seller could not possibly happen without presence of price. To a buyer, price did not always concern financial consideration, but it was also related to the expectation and satisfaction associated with the product. However, the capacity to buy a product depended on customer purchasing power, which was relevant to their income, credit or wealth. In general before deciding to purchase a product, customer needed to compare the received benefits and the reduced in their purchasing power, and determined whether it was worth to spend their limited resources on that product. To a marketer, price played a significant role in efficient marketing. Price had a strong impact on sales performance, which eventually determined profit. Price usually had psychological effect on consumers. It was the main reason that every marketer needed to be careful to use price symbolically. By its nature, price adjusted very quickly in response to change in market demand or action of competitors. Logically by raising price, the quality and status associated with owning it should be increase as well. In the same time, by lowering price, it was expected to gain another group of customer who went out of their way to gain a small amount of saving.

The economic role of price, therefore, was to allocate products that matched to market opportunities that developed from increases or decreases in demand (Ferrell & Pride, 1982).

According to previous research by Lockyer (2005) in hotel industry, hotel price was one of the most critical factors that impacted on customer purchasing intention (Lockyer, 2005). Meanwhile, Espinet, Saez, Coenders, and Fluvià (2003) found that pricing strategy was flexible and complicated when compared to other marketing strategies. It was usually sensitive and could easily change by the different marketing environments such as seasonality, price regime and facility (Espinet et al., 2003). Three pricing techniques commonly used in hotel segment nowadays were cost-based pricing, competition-driven pricing, and customer-driven pricing. Cost-based pricing and competition-driven pricing by far became the mainstream pricing techniques (Arnold, Hoffman, & James, 1989). Interestingly each technique had its own considerable weaknesses. The unit costs of cost-based pricing were difficult to access and could lead to over pricing or under-pricing problem (Collins & Parsa, 2006). The main disadvantage of customer-driven pricing was heavily relied on costly market research and it also encountered the problem of consumer unwillingness to reveal their reservation price. Whereas, competition-driven pricing assumed that competitors knew the value customer placed on (Danziger, Israeli, & Bekerman, 2006). As a result, it was directed to inappropriate price cutting because of market share oriented seeking (Danziger et al., 2006). Since there was always uncertain and fluctuating demand, the complexity of

human activities and circumstances, hotels should not make price decisions based on one dimension alone (Steed & Gu, 2005).

In term of price issue in hotel business, Benítez-Aurioles (2018) did his research to find out why flexible booking policies priced were negatively by using data from 497,509 Airbnb listings in 44 cities of the world. Result confirmed a negative relationship in the peer-to-peer tourist accommodation market between flexible cancellation policies and nightly price, as well as between the possibility of instant booking and price. This phenomenon had been hypothesized to be caused by emotional factors that would go in the opposite direction to the monetary incentives (Benítez-Aurioles, 2018).

2.1.2   Concept Theories of Promotion

Any kind of marketing communication aimed to persuade target audiences to embrace a new attitude or to engage in a new behavior, considered as promotion. The ultimate goal of promotion was to stimulate sales force of product or service by mainly focusing on building brand awareness, delivering information, educating and advancing a positive image of product or service to a specific group of customer (Burnett, 1993). With promotion as an effective marketing tool, a firm could commit consumers to its own brands more easily, thereby achieving its ultimate goal, boosting sales (Kang & Kim, 2018).

Literately, promotion was divided into four types, advertising, personal selling, public relation and sale promotion. Advertising was the most common form of promotion. It was recognized as a non-personal communication, which needed to be paid by an identified sponsor. On the other hand, personal selling was related to interpersonal

communication with one or more customers for the sake of making sales. Whereas, public relation promotion was all about building a good brand image among the public by supporting particular activities and programs or publishing commercially significant news in a widely circulated medium or obtaining favorable publicity. The last form was sales promotion, the marketing activities attempting to add to the basic value of the product or service for a limited time and directly led to increase consumer purchasing volume (Burnett, 1993).

According to Chandon, Wansink, and Laurent (2000), promotion contributed two common benefits to customers, which were utilitarian and hedonic benefits (Chandon et al., 2000). Utilitarian benefit provided consumers with a chance to experience high quality products at discount price and also helped consumer saving a searching and decision making cost (Batra & Ahtola, 1991). On the other hand, hedonic benefit was another promotion benefit dealing with emotions, cheerfulness and excitement (Chitturi, Raghunathan, & Mahajan, 2008). Basically, both promotion benefit dimensions enhanced both consumers' delights and functional satisfactions, from which consistently formed brand loyalty in customer mindset (Kang & Kim, 2018)

Kim, Park, and Jeong (2004) and Sun (2005) found in their research that promotion was an effective marketing tool. A firm could not only achieve its goal by retaining existing customers, but also it encouraged consumers to switch brands and made a purchasing decision more easily as well (Kim et al., 2004; Sun, 2005). As a result, a firm could commit to build customer brand loyalty and could boost target sales as planned (Kang & Kim, 2018)

2.1.3   Concept Theories of Location

Selecting a location was one of the crucial cores of business success especially in

hospitality industry (Kimes & Fitzsimmons, 1990). Determining a certain location had to

be analyzed based on the purpose and type of business. Walker (2008) categorized a

location based on the results of six dimensions. Number one was target customer

demographic factor which included age, career, size of family, level of formal education

and level of income per year (Medlik, 1966). Second was the visibility that could be seen

by traveler on the main access routes (Graeme & Ross, 2006). Third was accessible route

around and within the building especially location whether it was easily accessible by

road (Brotherton, 2004; Egan & Nield, 2000). Fourth was the amount of potential target

consumers passing hotel. Fifth was the distance of the location to convenience places

(Medlik, 1966); and sixth was the harmony of the hotels with the surrounding

environment.

Customers travelled to the region to visit some specific points, termed

"attractions", and they chose a hotel according to room price, location and hotel

attractiveness (Godinho, Phillips, & Moutinho, 2018). However, in term of customer

perception, the approach about location might have been different. K.-W. Lee, Kim, Kim,

and Lee (2010) selected FIT guests (Frequent Individual Travellers/Foreign Independent

Travellers) staying at 17 five-star hotels in Korea to evaluate factors in FIT guest's

perception of five-star hotel location and to assess the differences among customer-

satisfaction levels and how those differences impacted guest's satisfaction. Six factors,

tourism attraction, convenience, safety, surrounding environment, traffic and accessibility

were analyzed in the research. The result showed that FIT guests valued safety, ease of access to transportation portals and close connection to area attraction than other factors (Lee, Kim, Kim, & Lee, 2010). Furthermore, past experiences, psychological factors, and the way customers experienced a hotel's location all affected his/her satisfaction and choice of hotel (Chan & Wong, 2006; Rivers, Toh, & Alaoui, 1991). Therefore, a successful hotel began with assessing the value of its location both at its inception and for its future (Pan, 2005).

2.1.4   Concept Theories of Service Quality

Service was defined as a form of intangible activity that was acted by two parties and normally it would not show clear picture of ownership. Logically it could be more challenging to evaluate the quality of service than the quality of good since the nature of service itself were intangibility, inseparability and multifaceted functions. Customers generally perceived service quality by doing a comparison between their expectation toward service provider and the outcome of service delivery (Lovelock, Patterson, & Walker, 1998).

In hospitality industry, service quality was the heart of business strategy (Akbaba, 2006; Getty & Getty, 2003). It significantly effected on customers loyalty (Baker & Crompton, 2000; Caruana, 2002; Cronin & Taylor, 1994) and more than that on employee satisfaction as well, led to increasing in business profit margins. SERVQUAL was the model to measure service quality in hotel industry that was widely recognized and implemented globally (Akbaba, 2006). It was undertaken by Zeithaml, Berry and Parasuraman (Zeithaml, Berry, & Parasuraman, 1996) who identified ten criteria used by

customer to evaluate their expectations and perceptions toward service quality, which were later consolidated these original ten dimensions into only five dimensions as following:

1. Tangible (look sharp) referred to appearance of physical facility, equipment, personnel, and communication material.

2. Reliability (just do it) referred the ability to perform the promised service dependably and accurately.

3. Responsiveness (do it now) referred to willingness to help customers and provide prompt service.

4. Assurance (know what you are doing) referred to knowledge and courtesy of employees and their ability to convey trust and confidence from consumers.

5.   Empathy (care about the customer as much as the service) referred to caring, individualized attention the firm provide its customers

Ju, Back, Choi, and Lee (2018) explored whether service quality really attributed and effected on customer satisfaction or not by delivering 16,430 online surveys to customers who ever used Airbnb website service. Findings suggested that Airbnb had multiple service quality attributes associated with website, host, and facility that produced distinctive effects on customer satisfaction (Ju et al., 2018). And according to Getty and Getty (2003) hotels that implemented successful quality programs not only had greater customer satisfaction but also enjoy greater employee satisfaction and profit margin (Getty & Getty, 2003). Thereby service quality significantly played an important role in business strategies (Yasin & Zimmerer, 1995).

2.1.5   Concept Theories of Brand Equity

Branding was any kind of symbol, name, term, design or sometimes combined all these elements together in order to distinguish one product or service from competitors and also benefited for users and sellers to identify a particular offered product. A distinctive brand name surely could help a company crystallize for consumers the positive goodwill of a product. The brand could become a motivation for customers to decide to repeatedly purchase a specific company's product instead of competitors' product. The more favorable and powerful the positive associations were, the greater sales potential for the product was. A brand name or symbol (along with the logo) provided visible and tangible representation for consumers of their experience with a particular product from a particular manufacturer. Whether the experience was satisfying or dissatisfying, the consumer had an easily identifiable piece of information upon which to rely during the next buying decision process. If there were no name or symbol associated the experience of product, consumer would find it difficult to repeat buying or to avoid the experience (Lovelock et al., 1998).

Empirical research also indicated that customer-company identification increased product utilization (Ahearne, Bhattacharya, & Gruen, 2005) as well as repurchase frequency (Bhattacharya, Rao, & Glynn, 1995). Similarly, research also supported the effect of customer brand identification on brand loyalty measures, including word-of-mouth intentions (Kuenzel & Halliday, 2008; Tuškej, Golob, & Podnar, 2013), purchase intention (Kuenzel & Halliday, 2008), and consumer commitment (Tuškej et al., 2013),

as well as the brand loyalty construct (Hongwei He & Li, 2011; Hongwei He, Li, & Harris, 2012; Homburg, Wieseke, & Hoyer, 2009; Kuenzel & Halliday, 2010).

Chow, Ling, Yen, and Hwang (2017) conducted a study sought to examine customers' perceptions of the value of a branded tourism factory through the concept of brand equity by investigating the relationship between brand equity which was composed of brand awareness, brand associations and perceived quality toward brand loyalty. Both quantitative and qualitative methods were employed through the study and in conclusion researchers suggested that brand associations and perceived quality both positively and significantly contributed to brand loyalty (Chow et al., 2017). Mizik (2014) and Stahl, Heitmann, Lehmann, and Neslin (2012) all agreed that brand equity was an important marketing asset for a company. It created a competitive advantage and boosted financial performance (Mizik, 2014; Stahl et al., 2012). The measurement of powerfulness of one brand basically relied on customer conviction and perception and also depended on their own experience with brand, what they learnt, felt, seen and heard (Keller, 2008). Aaker (1991) in his customer-based brand equity (CBBE) model asserted that brand equity was the combination of certain brand assets and debts that connected brand, name, symbol, and liabilities. The author also noted that sources of brand equity could be divided into brand loyalty, brand awareness, perceived quality, brand association, and other proprietary brand assets (Aaker, 1991). Keller (1993) who found out CBBE customer-based brand equity as well through his research in marketing, described brand equity as the differential effect of customer knowledge of a specific brand responding to marketing activities and programs of that brand. Brand equity generated different values for

different brands (Keller, 1993). It produced different reactions to brand knowledge when customers encountered different brands (Keller, 1993).

2.1.6 Concept Theories of Satisfaction

Satisfaction was preliminary determined as customer personal evaluation based on a comparison between their experiences throughout product or service life cycle and their initial expectations (Usta, Berezina, & Cobanoglu, 2014). Customer post purchase evaluation ranged from dissatisfaction/disgust to satisfaction and up to extreme satisfaction/delight (Lovelock et al., 1998). In tourism, satisfaction referred to the result of the emotions, expectations, attitudes and experiences of the tourist (Bigné, Andreu, & Gnoth, 2005). Various studies supported this assumption as well by claiming that higher level of customer satisfaction effectively enhanced customer loyalty and word of mouth recommendations (Blut, Frennea, Mittal, & Mothersbaugh, 2015; Guo, Xiao, & Tang, 2009; Lai, Griffin, & Babin, 2009; Zeithaml et al., 1996).

According to Oliver (1993) who developed the dominant model in satisfaction called the disconfirmation of expectations paradigm and supported by other studies (King, Pizam, & Milman, 1993; Piercy & Ellinger, 2014) showed that satisfaction was a result of the variations between customer's prior expectations and perceptions of service performance. A gap between expectation and perceived performance was defined as disconfirmation (Oliver, 1993). Therefore, if the percentage of service performance was much bigger than pre-purchase expectation, then it ended up as extreme satisfaction/delight. But in the opposite way, when the performance did not live up to

expectation, dissatisfaction resulted. However, when there was almost no difference

between service experience and expectation, then customer was satisfied (Oliver, 1993).

Satisfaction played the pivotal role in company business goal and a competitive

advantage (Lovelock et al., 1998). First of all, customer satisfaction had significant

impact on customer loyalty and relationship commitment (Barsky, 1992; Roger, 1996;

Smith & Bolton, 1998). It was identified that by ensuring loyalty, customer would likely

to make repeat purchasing (Fornell, 1992; Zeithaml et al., 1996) and resulted in financial

performance improvement and higher efficiency (Assaf & Magnini, 2012). It was

observed that normally high satisfied customers mostly likely to promote favorable word-

of-mouth to the public and in effect became a walking, talking advertisement with low

cost for company to attract new customers (Fornell, 1992; Zeithaml et al., 1996). ACSI

(American Customer Satisfaction Index) revealed that when customer satisfaction was

good, consequently customer loyalty increased and customer complaints decreased

(Fornell, 1992) and in long term perspective, satisfaction was like an insurance policy

that company would not feel extremely scare of losing customer when something

occasionally and accidently went wrong (Lovelock et al., 1998). Finally, delighted

consumers were less susceptible to competitor offerings, creating sustainable advantage

for company (Lovelock et al., 1998). And of course customer satisfaction was found to

have a direct positive effect on customer loyalty (El-Adly, 2018).

2.1.7   Concept Theories of Customer Loyalty

Loyalty was defined by Oliver (1997) as a determined attitude toward a particular

product or service through accumulation of a customer's past favorable experiences by

repurchasing consistently in the future despite situational factors that could cause switching behavior (Oliver, 1997). Basically brand loyalty was the attachment that a consumer had toward a brand (Aaker, 1991). Zhang et al. (2018) through their research assumed that when customers exhibited loyalty toward a brand, it could optimize their decision quality and minimize their decision cost incurred in the decision-making process (Zhang et al., 2018).

The concept of brand loyalty was approached from three perspectives. It has been suggested that loyalty may have referred to customers' behavioral consistency, attitudinal predisposition toward purchase a brand or a combination of the two approaches, composite loyalty (Bennett & Rundle-Thiele, 2002; Jacoby & Chestnut, 1978). Researchers holding a behavioral view assumed that repeat transactions represented the loyalty of a consumer toward the brand (Ehrenberg, Uncles, & Goodhardt, 2004). Research into behavioral loyalty typically relied on data from either the actual purchasing behaviors of the consumer (such as scanner panel data) or the customer's self-reported purchasing behavior (Jacoby & Chestnut, 1978). Behavioral approach provided a more realistic picture of how well the brand was performing in relation to its competitors (Malley, 1998), while the behavioral measures as the sole indicator of loyalty was criticized as being unable to distinguish between true loyalty and spurious loyalty (Dick & Basu, 1994). In contrast, attitudinal loyalty was often viewed as comprising stated preference, commitment, or purchase intention of the consumer, thus emphasizing the psychological elements of brand loyalty (Bennett & Rundle-Thiele, 2002). However, the foregoing review implied that neither the behavioral nor attitudinal loyalty approach

alone provided a satisfactory answer to loyalty concept (Li & Petrick, 2010). Day (1969) articulated the composite loyalty approach by arguing that genuine loyalty was consistent purchase behavior rooted in positive attitudes toward the brand. This two-dimensional conceptualization of loyalty suggested a simultaneous consideration of attitudinal loyalty and behavioral loyalty, and has profoundly influenced the direction of subsequent loyalty (Jacoby & Chestnut, 1978; Knox & Walker, 2001).

Keller (1993) found out the theory of consumer purchasing decision process behavior, which indicated the process of a consumer went through in making a purchase decision especially the last stage, post purchase behavior which simply implied brand loyalty. The tendency for a person to go through overall five stages in common as following:

Stage 1 was need identification. At this stage, buyer recognized a problem or unmet need or respond to a marketing stimulus. Part of need recognition was defined the problem in a way that allowed the consumer to take the next step toward finding a solution and it mostly depended on two factors: (1) the magnitude of the difference between what we had and what we needed, and (2) the importance of the problem. If the specific need was strong enough, then an aroused customer would move on to the next step.

Stage 2 was information search. After recognizing a need, customer would seek additional information related to alternative products and services that would meet that need. A customer could obtain information from number of sources such as personal sources (family, friend or neighbor), commercial sources (advertising, salespeople or

point-of-sale display), public sources (newspaper, consumer report or specialist

magazine), experiential sources (examining or using the product) and so forth.

Stage 3 was evaluation of alternative. After information was collected, customer

needed to evaluate those alternatives whether they met their financial and psychological

requirements. One consumer could consider price most important while another put more

weight on quality or convenience. The search for alternatives and the methods used in the

search were influenced by (1) time and money costs (2) how much information the

customer already had (3) the amount of the perceived risk if a wrong selection was made

and (4) the consumer's predisposition toward particular choices as influenced by the

attitude of the individual toward choice behavior.

Stage 4 was purchasing decision. Customer decided whether they were going to

buy that product or service after much searching and did evaluation of information.

Stage 5 was post purchase. It was regarded as the final stage of the customer

journey. This was when the customer evaluated if products and services provided

satisfaction through physical attribute together with high emotional experience and high

perceived value and decided whether or not to stay loyal to the brand in the future.

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┌─────────────────────────────────┐
│        Need Recognition         │
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                 ↓
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│       Information Search         │
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│     Evaluation of Alternative    │
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│        Purchase Decision         │
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│      Post Purchase Behavior      │
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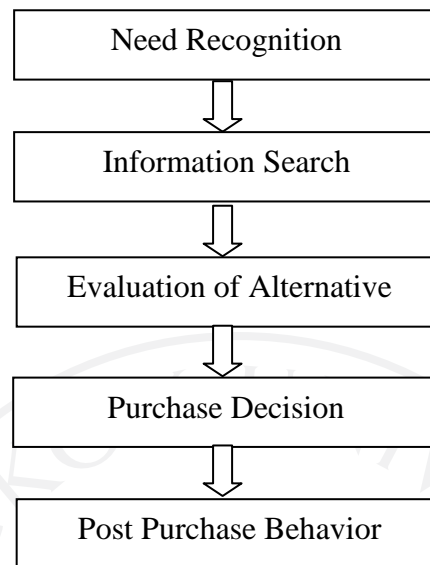
Figure 2.1: Consumer purchase behavior process

2.2   Related Literatures and Previous Studies

Ali, Hussain, and Ragavan (2014) published their study during 5th Asia Europe

Conference 2014 titled, "Memorable customer experience: examining the effects of

customers experience on memories and loyalty in Malaysian resort hotels." The major

objective of this research was to investigate the influence of four facets of customer

experience, education, entertainment, esthetic and escapism on their memories and

loyalty. A quantitative technique was used in this study by selecting data sampling as a

main instrument to collect related information. A total of 600 questionnaires, based on

23-items in total, were distributed face-to-face to guests who stayed at resort hotels in

Malaysia for at least once at two popular tourist spots in Langkawi and Penang. The

authors used Partial Least Squares (PLS) method to do analysis and result from the

finding suggested that all four dimensions of customer experience (4Es) had positive and significant impact on consumer memories and loyalty intention (Ali et al., 2014).

So, King, Sparks, and Wang (2013) studied the influence of customer brand identification on hotel brand evaluation and loyalty development by using quantitative method to test research hypothesis. Researchers developed a survey questionnaire to examine customers brand loyalty. 207 respondents who volunteered to complete the survey were guests from various categories of international hotel brands on the Global Hotel Chain Scales of Smith Travel Research, with 48.79% being luxury or upper upscale hotel brands including Shangri-La, Marriott, Hilton, Sheraton, Sofitel, 33.33% being upscale and upper midscale hotel (e.g., Holiday Inn, Mercure, Rydges), and the remaining 17.87% being midscale and economy hotel (e.g., Best Western, Quality Inn). The result suggested that customer hotel brand identification had a positive association with hotel brand loyalty (So et al., 2013).

Hu, Huang, and Chen (2010) researched whether reward programs truly built loyalty for lodging industry by randomly selecting 209 respondents to complete the survey in Taiwan, which 47% were male and 52.6% were female. The majority of subjects were 21-30 years old (39.7%) with bachelor degree (62.6%) and earned under NT$60-80K per month (35.9%). The result analyzed by ANOVA and SPSS 13.0 methods indicated that immediate rewards such as lotteries or instantly redeemable coupons were more effective in building customer loyalty than delayed rewards such as a mileage program. However, delayed rewards worked better than immediate rewards only if customers were satisfied with hotel experience. In contrast, the immediate rewards in the

dissatisfied experience became effective in their capacity to invoke customer loyalty. The value of loyalty program affected customer loyalty only through program loyalty to the extent that the program provided value to the customer. In other words, customers wanted a long-term relationship as long as the loyalty program was valuable to them. Finally, study result also showed that satisfaction with hotel positively affected customer loyalty (Hu et al., 2010).

Abdul-Rahman and Kamarulzaman (2012) studied investigated factors, quality and switching costs whether they influenced customer loyalty in the Malaysian Hotel Industry. The target audiences of this study were hotel managers in Peninsular Malaysia area ranging from 1 to 5 Star hotel managers. Questionnaires were sent to all 583 hotels in the database obtained from the Ministry of Tourism Malaysia. From the 175 returned questionnaires, 151 were usable. By adopting Partial Least Squares as the data analysis methodology, the research finding indicated that relationship quality had a significantly impacted on customer loyalty (t-value = 0.732). In the meantime, the results gave a t-value of 0.048, which interpreted that switching costs did not have any impact on loyalty. Therefore, it was recommended that in order to maintain customer loyalty, a service provider should pay close attention to relationship quality which were trust, commitment and satisfaction (Abdul-Rahman & Kamarulzaman, 2012).

Kasiri, Guan Cheng, Sambasivan, and Sidin (2017) conducted a research by focusing on integration of standardization and customization in healthcare, hospitality and education industries. The major concern of this study was to investigate the direct and indirect impacts of standardization and customization on customer loyalty through

service quality, technical quality and functional quality. A questionnaires-based survey was used to collect data from 315 customers, which majority of respondents were Malaysians (63%) and the remaining were foreigners who used to have experiences with healthcare (17%), hospitality (33%) and education (49%) industries. The finding implied that: (1) integration of standardization and customization of service offering was critical to improve serviced quality; (2) standardization had higher impact on service quality when compared to customization; (3) functional quality had higher impact on customer satisfaction when compared to technical quality; and (4) customer satisfaction had a significant effect on customer loyalty (Kasiri et al., 2017).

Su, Swanson, Chinchanachokchai, Hsu, and Chen (2016) did the research paper by focusing on the role of customer satisfaction, identification and commitment toward corporate reputation and behavior intention. 416 Chinese guests from six different hotels volunteered to complete survey questionnaires. Amos 22.0 measurement model test was used to assess the data and the final result indicated that all constructs included in the proposed model achieved acceptable levels of reliability based on composite reliability scores exceeded 0.70 and Cronbach's alpha coefficient of the latent constructs ranged from 0.817 to 0.925. Therefore, finding suggested that overall customer satisfaction significantly impacted customer–company identification, customer commitment; repurchase intentions, and word-of-mouth intentions. Customer–company identification had a positive influence on customer commitment and word-of-mouth intention. And customer commitment significantly influenced repurchase intentions (Su et al., 2016).

Rahimi and Kozak (2017) investigated the impact of customer relationship management on customer satisfaction by selecting a Budget Hotel Chain as a case study since they found out that customer relationship management (CRM) could bring many benefits to the hotel business. Rahimi and Kozak used qualitative approaches as a research methodology to study the customer expectations when staying in budget hotels and to examine the overlaps between customer expectations and managers' perceptions of customer relationship management applications. The findings revealed that regardless of all changes, value for money and core products continued to play a critical role in customers' overall satisfaction with budget hotels (Rahimi & Kozak, 2017)

Hasan, Katerina, and Cihan (2018) designed a cross-sectional survey with total 391 usable responses in order to compare customer perceptions of hotel and peer-to-peer accommodation advantages and disadvantages and also to test their influence on customer satisfaction and repurchase intentions. The advantages of each accommodation summarized as conceptualized through perceived travel experience authenticity, whereas the disadvantages are evaluated through the risks associated with staying at each accommodation type, including product performance risk, time/convenience risk and safety and security risk. Model testing revealed a strong positive relationship between satisfaction and repurchase intention. Perceived authenticity was identified as a statistically significant satisfaction predictor for both accommodation types. Time/convenience and product performance risks were found to be insignificant predictors of guest satisfaction, while safety and security risk appeared to be statistically significant only in the Airbnb sample(Hasan et al., 2018).

Shamah, Mason, Moretti, and Raggiotto (2018) developed and empirically

validated a model to examine whether self-congruity drove customer fast-food restaurant

loyalty by selecting 911 North African fast-food customers in Egypt and Morocco as a

sample size. The indirect relationships estimated in the model were mediated by some

key restaurant cues derived from existing literature on fast-food restaurants. Results

indicated that the dominant role of self-congruity was an antecedent of loyalty in fast-

food restaurants and at the same time prominent role of food was a mediator in the

relationship self-congruity/loyalty (Shamah et al., 2018).

Han et al. (2018) developed a model to investigate patrons' loyalty generation

process for a chain coffee shop brand by considering the role of cognitive drivers,

affective drivers, brand satisfaction, and relationship commitment. Participants were

customers in chain coffee shops located in the popular shopping districts of a

metropolitan city in South Korea. Researchers used a survey as a data collection method

and also used a structural equation analysis to evaluate the proposed model. The study

revealed that the efficiency of cognitive, affective and brand satisfaction determined

consumers' loyalty. But among all factors, the brand satisfaction was the most important

contributor to build brand loyalty (Han et al., 2018).

Laowicharath and Kanthawongs (2017) selected budget hotels in Bangkok to

examine factors positively affecting guest's purchasing intention. They tested 8 factors in

total including physical product, staff, service, location, cleanliness, security, facilities,

and tangible-sensorial experience. Quantitative research approach with 328 usable survey

questionnaires, Pearson Correlation, multiple regression analysis, standardized

coefficients beta (β) were the main methods applied in this research. And finally, the empirical result showed that tangible-sensorial experience ($\beta = 0.320$) and facilities ($\beta = 0.147$) were positively affected purchase intention of budget hotels' customer in Bangkok at 0.05 level of significant, explaining 20% of the influence towards purchase intention of the consumers. However, physical product, staff, service, location, cleanliness and security were not found to be significantly affected purchase intention of budget hotels' customers in Bangkok (Laowicharath & Kanthawongs, 2017).

Norkaew and Kanthawongs (2017) studied the influence of quality and preferences, fashion, price, sportswear attributes, sportswear sales people, store atmosphere, role model influence, and credibility consumer satisfaction of sportswear department store's customers in Bangkok, Thailand. Researchers analyzed data based on 310 respondents by using descriptive statistics and multiple regression analysis. The results found that the dimensions of store atmosphere, role model influence and credibility had positive effect on consumer satisfaction at level of 0.01. While quality and preferences, fashion, price, sportswear attributes, and sportswear salespeople had no positive influence on customer satisfaction (Norkaew & Kanthawongs, 2017).

2.3   Hypothesis

The following hypotheses are drawn from this conceptual framework:

H1: Price has a positive relationship with satisfaction.

H2: Promotion has a positive relationship with satisfaction

H3: Location has a positive relationship with satisfaction.

H4: Tangible service quality has a positive relationship with satisfaction.

H5: Intangible service quality has a positive relationship with satisfaction.

H6: Satisfaction has a positive relationship with customer loyalty.

H7: Brand equity has a positive relationship toward customer loyalty.

H8: Price, promotion, location, tangible service quality, and intangible service quality

have positive influence towards satisfaction

H9: Satisfaction and brand equity have positive influence towards satisfaction

2.4   Theoretical Framework
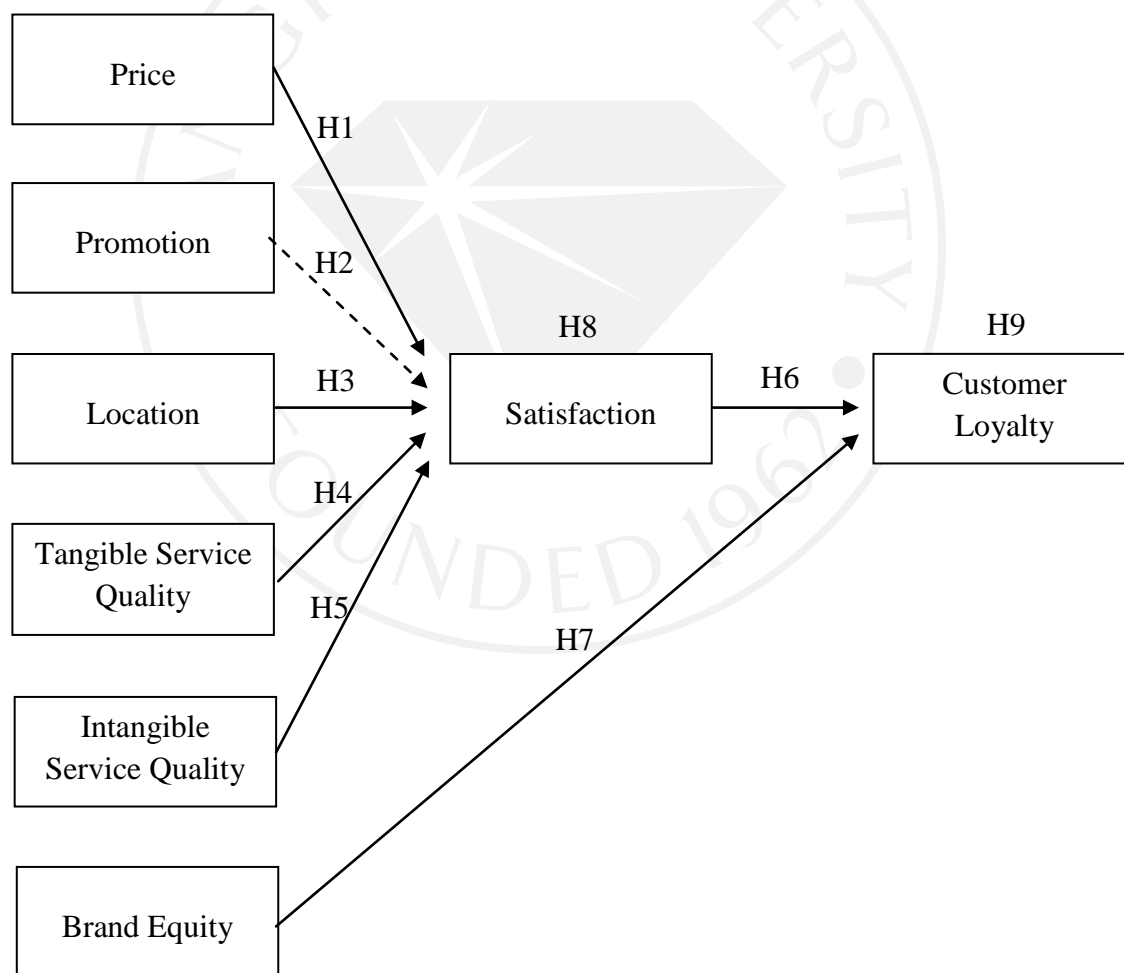
Figure 2.2: Theoretical framework

CHAPTER 3

RESEARCH METHODOLOGY

This chapter demonstrated the research design of the study and consisted of the major sections as following:

3.1   Research Design

3.2   Population and Sample Selection

3.3   Research Instrument

3.4   Instrument Pretest

3.5   Data Collection Procedure

3.1   Research Design

This dissertation was conducted to explore certain factors positively affected related to satisfaction and customer loyalty respectively of the repeating customers of Shinta Mani Hotels at Siem Reap in Cambodia based on quantitative approach. Survey method was chosen in this study and questionnaire was formulated to collect data from respondents. After that the data was analyzed by using statistical methods including frequency, mean and standard deviation, multiple regression, pearson product-moment correlation coefficients, and analysis of variance.

3.2   Population and Sample Selection

3.2.1   Population and Sample Selection in Research

To develop this study, questionnaires were delivered to 40 customers used to stay at Shinta Mani Hotels during August 10 to 20, 2017. To select the respondents for completing the questionnaires, non-probability sampling method called a convenient

sampling method was employed (Saunders, Lewis, & Thornhill, 2006; Trochim, 2006).

Thus, survey questionnaires were delivered face-to-face only to respondents who

intended to cooperate with the researcher.

    3.2.2   Sample Size in Research

    The pilot design was used to determine the sample size of this study. From the

pilot test of forty repeated customers who chose to stay at Shinta Mani Hotels during

their trip at Siem Reap in Cambodia were selected to complete questionnaires. The

sample size was calculated based on Cohen (1988) by using G*power version 3.1.9.2

with the power (1-β) of 0.95, alpha (α) of 0.05, number of test predictor of 7, effect size

of 0.1074593 (calculated by Partial R^2 of 0.09703225), which was approved by several

researchers (Erdfelder, Faul, & Buchner, 1996). Through statistical analysis, the result

showed that the minimum of the total sample size is 211(Cohen, 1988). Thus, a total of

220 usable survey questionnaires were collected from repeating customers staying at

Shinta Mani Hotels more than one time from August to October 2017.

3.3   Research Instrument

    This study used research instruments as in following order:

    3.3.1   Questionnaire was used as a tool to collect data in this study and

researcher constructed a questionnaire from academic research journals related to studied

variables such as price, promotion, location, tangible service quality, intangible service

quality, brand equity, customer satisfaction and customer loyalty in hotel or similar

industries (see Table 3.1), with the approval from an advisor, Dr. Penjira Kanthawongs.

The items could be found in the questionnaires located in Appendix A (English version) and Appendix B (Cambodia version).

      3.3.2   Questionnaire was advised and reviewed by two experts in hotel business, Mr. Indra Budiman, Shinta Mani Hotels general manager and Mr. Saratt Prim, Shinta Mani hotels human resources manager in terms of business views, wordings, and content validities.

      3.3.3   Researchers also asked kind help from two other experts in Cambodia, Mr. BunHeng Kong, Cheathata Angkor hotel founder and Mr.Brad Akins, Shinta Mani foundation director to give further comments on questionnaires as well. Mix method interview was also conducted to test the validity and understandability of questionnaires by delivering questionnaires to other 40 participants who were not guest in Shinta Mani Hotels.

Table 3.1:   Research variables and measurements

Group Type	Source	Items
Price (PRI)	Hiransomboon (2012), Liu, Wu, Yeh, and Chen (2015)	4
Promotion (PRO)	Hiransomboon (2012)	4
Location (LOC)	K.-W. Lee et al. (2010)	4
Tangible Service Quality (TSQ)	Akbaba (2006)	4
Intangible Service Quality (ISQ)	Akbaba (2006)	4
Brand Equity (BE)	Chow, Ling, Yen, and Hwang (2017), Liu et al. (2015)	4
Satisfaction (SAT)	Revilla-Camacho, Cossío-Silva, and Palacios-Florencio (2017), Rivera, Bigne, and Curras-Perez (2016)	4
Customer Loyalty (CL)	Liu et al. (2015), Zhang et al. (2018)	4

        3.3.4   Questionnaire was developed based on six independent variables (price, promotion, location, tangible service quality, intangible service quality and brand equity), one mediating variable (customer satisfaction) and one dependent variable (customer loyalty). The questionnaire was divided into four parts:

        Part1: Demographic questions; this part contained 6 close-ended response questions related to general background of respondents such as gender, age, status, level of education, nationality, and occupation.

Part2: Consumption behavior-oriented questions; this part was also close-ended response questions as well and there are 3 questions in total, which was keen to know the main reasons that respondents stayed in this hotel, sources of hotel information and purchasing intention influencers.

Part3: Investigating factor questions; this part consisted 32 close-ended response questions as following order and the ultimate purpose of this variety questions was to measure the behavior and attitude of customer related to factors affecting on their customer loyalty of this hotel.

Researcher used interval scale by using a five-level Likert Scale to measure level of agreement. The five-level Likert scale was ranked below:

Strongly Agree	5	points
Agree	4	points
Neutral (agree or disagree)	3	points
Disagree	2	points
Strongly Disagree	1	point

Width of the class interval was defined by utilizing formula as follow:

$$\text{Interval Width of each level} = \frac{(\text{The highest score} - \text{The lowest score})}{\text{Interval number}}$$

Table 3.2:   Agree-disagree Likert scale

Scale	Rank Score	Level of Agreement	Interpretation
1	4.21-5.00	Strongly Agree	Participants' acceptance on all variable factors are at the highest level
2	3.41-4.20	Agree	Participants' acceptance on all variable factors are at high level
3	2.61-3.40	Neutral (agree or disagree)	Participants' acceptance on all variable factors are at normal level
4	1.81-2.60	Disagree	Participants' acceptance on all variable factors are at low level
5	1.00-1.80	Strongly Disagree	Participants' acceptance on all variable factors are at the lowest level

Part4: An open-ended response question that allowed participants to give additional advices on others factors positively affecting customer loyalty at hotel, which didn't mention in questionnaires or leave general comments related to hotel.

3.3.4   Cronbach's alpha coefficient was used to do statistical analysis through SPSS program to find the reliability of each variable factor from 40 pilot respondents. Value of Cronbach's alpha must between $0 \leq \alpha \leq 1$, the higher value means higher reliability and closely related to section.

3.3.5   Factor analysis on 40 pilot tests was used to enhance the validity and ensure that the grouping of each factor consisted in research study theory.

3.3.6   Statistical analysis methods consisted as below:

3.3.6.1   The Reliability of the test applied Cronbach's alpha coefficient (Vanichbuncha, 2008)

$$\alpha = \frac{n}{n-1}\left[1 - \frac{\sum S_i^2}{S_t^2}\right]$$

α Reliability value of total questionnaire

n Number of question

$\sum S_i^2$ Total variability of questionnaire

S_t^2 Variability of total questionnaire

3.3.6.2   Descriptive Statistics Analysis

Percentage

$$p = \frac{f}{N} \times 100$$

P Percentage

f Percentage frequency

N Frequency

Mean

$$\bar{x} = \frac{\sum x}{n}$$

$\bar{x}$ Mean

$\sum x$ Total group score

n Number of group score

Standard Deviation

$$S.D. \quad = \quad \sqrt{\frac{\sum(X - \bar{x})^2}{n-1}}$$

S.D.   Standard deviation

X   Score

n   Number of score in each group

$\sum$ Total amount

3.3.6.3   Inferential Statistics

Multiple regression analysis (MRA) was an analysis progress to find

relationship between dependent variable and independent variable (Vanichbuncha, 2008).

$$\acute{Y} = b0+b1X1+b2X2+ \cdots +bkXk$$

$\acute{Y}$ Predicted dependent variable

$b0$ Value of Y when all of the independent variables

        are equal to zero

$b1 ,..., bk$ Estimated regression coefficients

$X0 ,…, Xk$ Predictor variables

ANOVA Analysis had hypothesis that H0: $\beta1 = \beta2 =…= \beta k = 0$ compared to

H1: with at least 1 βi at $\neq 0$ (i=1,…,k)

Table 3.3: ANOVA analysis

Source of Variance	Df	Sum Square: SS	Mean Square: MS	F–Statistics
Regression	K	SSR	MSR = SSR / K	F = MSR / MSE
Error/ Residual	n-k-1	SSE	MSE = SSE / n-k-1	
Total	n-1	SST		

Source: Vanichbuncha, K. (2008). *Multivariate Analysis*. Bangkok: Thammasan.

k	Number of independent variable
n	Number of example
SST	Sum square of total
SSR	Sum square of regression
SSE	Sum square of error/ Sum square of residual
MSR	Mean square of regression
MSE	Mean square of error
F	F-Statistic

Pearson product-moment correlation coefficient

$$r = \frac{n\sum XY - \sum X \sum Y}{\sqrt{\left[N\sum X^2 - \left(\sum X\right)^2 \right]\left[n\sum Y^2 - \left(\sum Y\right)^2 \right]}}$$

R_{xy} Pearson correlation coefficient

x   Values in the first set of data

y   Values in second set of data

n   Total number of value

The value of Pearson correlation coefficient was between $-1 \leq r \leq 1$. The positive and negative value of r determined the direction of relationship.

Positive r showed that 2 variables had same direction of relationship.

Negative r showed that 2 variables had opposite direction of relationship.

The size of the relationship could be determined by value of r

r value greater than 0 indicated a positive association; that is, as the value of one variable increased, so did the value of the other variable.

r value less than 0 indicated a negative association; that is, as the value of one variable increased, the value of the other variable decreased.

r value equaled to 0 indicated that there was no association between 2 variables.

3.4   Instrument Pretest

In order to verify the validity, the questionnaires were verified by the experts using Index of item-objective congruence known as IOC whose score ranged from +1 as comprehensible, 0 as uncertain, or -1 as incomprehensible. Any item which score was

lower than 0.5, was deleted, but the one with higher than or equal 0.5 was used to conduct study. And the result of the IOC evaluation from all experts showed that all questionnaire items were over than 0.5. Therefore, there was no questionnaire items were taken out.

Reliability of questionnaires was measured by using Cronbach's alpha. The overall Cronbach's alpha of individual factor must be above 0.65. But if it happened to be below 0.65, then some questionnaires of that factor needed to erase in order to increase the Cronbach's alpha. However, all questionnaire items should not fewer than 2 items (Craig & Moores, 2006).

Table 3.4: The value of Cronbach's alpha (α) reliability analysis

Item of Factors	Number of Items	Cronbach's Alpha (α) N40 Pilot Test	Cronbach's Alpha (α) N220 Full Scale
Price	4	0.831	0.816
Promotion	4	0.838	0.843
Location	4	0.853	0.893
Tangible service quality	4	0.829	0.826
Intangible service quality	4	0.889	0.850
Brand equity	4	0.897	0.922
Satisfaction	4	0.915	0.935
Customer loyalty	4	0.881	0.919

Based on above table, it showed that the Cronbach's alpha (α) of each factor was from 0.831 to 0.915 for 40 pilot test result and from 0.816 to 0.935 for 220 full-scale surveys. Therefore, the reliability of all the indices in the pilot test and full-scale survey was conducted and was good. Cronbach alpha (α) of all the variables passed the bench mark of 0.65 (Craig & Moores, 2006).

In the meantime, researcher also conducted another analysis called factor analysis which aimed to construct the reliable component of questions of each factor (Allen & Yen, 1979; Straub, 1989). This technique was established to determine about which measures varied in explaining the highest percentage of the variance in the dataset (Straub, 1989).

All of 32 questions were analyzed by using principle component analysis. Setting eigenvalue at 1 is the lowest value. Then, Varimax orthogonal rotation was used to ensure that every set of questions was the most suitable component. The notion of result after 5 axis rotation was that researcher must considered factor loading value of each question and may have been rearranged the component with the condition that each factor loading value exceeded 0.3 (Chen, Srinivasan, Elkasabany, & Berenson, 1999; Chung et al., 2008; Kline, 2014).

The principal components of factor analysis of the same subset of variables (See table 3.5) showed that the loading of all factors are above 0.30 (Chen et al., 1999; Chung et al., 2008; Kline, 2014) and the factors [Location (LOC) Tangible service quality (TSQ), Intangible service quality (ISQ) and Satisfaction (SAT)] all contributed more

heavily than others to "load" on a single factor. The table also demonstrated that the

groupings of the items for each factor in the research have had good groupings.

Table 3.5: Loadings for factor analysis of pilot instrument

	PRI	PRO	LOC	TSQ	ISQ	BE	ST	CL
PRI1	0.558							
PRI2	0.466							
PRI3	0.606							
PRI4	0.604							
PRO1		0.619						
PRO2		0.356						
PRO3		0.634						
PRO4		0.412						
LOC1			0.789					
LOC2			0.687					
LOC3			0.624					
LOC4			0.804					
TSQ1				0.677				
TSQ2				0.847				
TSQ3				0.843				
TSQ4				0.734				

(Continued)

Table 3.5 (Continued): Loadings for factor analysis of pilot instrument

	PRI	PRO	LOC	TSQ	ISQ	BE	ST	CL
ISQ1					0.691			
ISQ2					0.740			
ISQ3					0.798			
ISQ4					0.777			
BE1						0.588		
BE2						0.510		
BE3						0.687		
BE4						0.583		
ST1							0.831	
ST2							0.790	
ST3							0.729	
ST4							0.841	
CL1								0.803
CL2								0.620
CL3								0.672
CL4								0.863

Note: Price (PRI), Promotion (PRO), Location (LOC), Tangible service quality (TSQ),

Intangible service quality (ISQ), Brand equity (BE), Satisfaction (SAT),

Customer loyalty (CL)

3.5   Data Collection Procedure

    3.5.1   The secondary data was readily available data. Researcher distracted data from various sources including text books, academic journals, reports, websites, company profiles and relevant documents that related to research topic.

    3.5.2   The primary data was the direct data that was obtained from respondents. Researcher used questionnaire as the data collection tool. The steps have been described as following:

        3.5.2.1   Researcher studied amount of articles, documents, publications in order to choose the research topic and to conduct questionnaire items. As a result 220 sets of questionnaires were collected from August until October 2017.

        3.5.2.2   Corrected and checked the finished questionnaires along with the advice from the advisor and experts before analyzing the data.

        3.5.2.3   Keyed raw data from completed questionnaires into statistical computer program in order to compute and analyze the data.

        3.5.2.4   Compute, analyze data and summarized result

    3.5.3   Result discussion and recommendation

CHAPTER 4

FINDINGS

In this chapter the researcher presented the empirical study of the research along with an analysis of the empirical study. The data was collected directly from 220 respondents through survey questionnaire, which were multiple questions and Likert scale questions total 32 questions were applied to find the result in form of quantitative research.

The value of the Cronbach's alpha coefficient of the 7 factors in the study was shown as follows: price 0.816, promotion 0.843, location 0.893, tangible service quality 0.826, intangible service quality 0.850, brand equity 0.922, satisfaction 0.935 and consumer loyalty 0.919. All the factors exceeded the minimum coefficient, 0.65. That was, all alpha coefficients passed the recommended level and had proven to be (Craig & Moores, 2006).

4.1   Findings of the Study

4.1.1   Findings and Analysis of Demographic Information

The descriptive statistics reveal the demographic data of the 220 (N = 220) respondents as shown in Table 4.1.

Table 4.1:   Profile of respondents

Measures	Items	Frequency	Percentage
	Male	90	40.9
Gender	Female	130	59.1
	Missing	0	-

(Continued)

Table 4.1 (Continued): Profile of respondents

Measures	Items	Frequency	Percentage
Age	Below 18 years old	7	3.2
	18-28 years old	17	7.7
	29-39 years old	52	23.6
	40-50 years old	38	17.3
	Over 50 years old	106	48.2
	Missing	0	-
Status	Single	58	26.4
	Married	139	63.2
	Divorced	6	2.7
	Others	17	7.7
	Missing	0	-
Education	Below bachelor degree or equivalence	61	27.7
	Bachelor degree or equivalence	92	41.8
	Master degree or equivalence	47	21.4
	Doctorate degree or equivalence	20	9.1
	Missing	0	-
Nationality	Cambodian	10	4.5
	Australian	75	34.1
	Singaporean	2	9
	American	24	10.9
	Others	109	49.5
	Missing	0	-

(Continued)

Table 4.1 (Continued): Profile of respondents

Measures	Items	Frequency	Percentage
	Government employee	35	15.9
	Private company employee	75	34.1
	Business owner	38	17.3
Occupation	Student	11	5.0
	Retiree	61	27.7
	Others	0	-
	Missing	0	-

Among the respondents, the demographic profiles showed that female respondents (n=130; 59.1%) was more than male (n=90; 40.9%) and most of the participants were over 50 years old (n=106; 48.2%) following by the group range of 29 to 39 years old (n = 52; 23.6 %), 40 to 50 years old (n = 38; 17.3%), and 18 to 28 years old (n = 17; 7.7%) respectively. More than half of respondents were in married status (n = 139; 63.2%). The largest group of respondents had education at the bachelor's degree or equivalence (n = 92; 41.8%). The majority of the participants were in other nationalities which were not included in questionnaires (n = 109; 49.5%) and among that respondents from British were 64 (29.1%). It also shared by participants from Australia (n = 75; 34.1%). Almost one-third of participants worked in private company (n =75; 34.1%).

Table 4.2:   Hotel consumption behavior of respondents

Measures	Items	Frequency	Percentage
Main reasons to stay in hotels	Business trip	14	6.4
	Visiting friends/relatives	8	3.6
	Tourism	200	90.9
	Attending conference	1	0.5
	Study tour	10	4.5
	Others	0	-
	Missing	0	-
Sources of hotels information	Family	10	4.5
	Friends	50	22.7
	Travel agencies	119	54.1
	Travel magazines	5	2.3
	Social media	64	29.1
	Others	0	-
	Missing	0	-
Purchasing decision influencers	Yourself	64	29.1
	Family	43	19.5
	Friends	24	10.9
	Travel agencies	80	36.4
	Company/Organization	28	12.7
	Others	0	-
	Missing	0	-

In term of consumption behavior of customers, the result showed that 90.9% of respondents stayed in hotels in the purpose of tourism (n = 200; 90.9%) whereas business trip was another second range main reason why they came to stay in hotels (n = 14;

6.4%). Majority of participants knew hotels information from travel agencies (n = 119; 54.1%), social media (n = 64; 29.1%) and friends (n = 50; 22.7%). Last thing, travel agencies was the most influencers to make customers choose to stay in this hotels (n=80, 36.4%), followed by respondents themselves (n=64; 29.1%), family (n=43; 19.5%), company/organization (n=28; 12.7%) and friends (n=24; 10.9%) respectively.

4.1.2   Findings and Analysis of the Independent and the Dependent Variables

All the independent variables (price, promotion, location, tangible service quality, intangible service quality, brand equity and satisfaction) were measured on a five point Likert scale ranging from 1 to 5 as the agreeable level.

The means score of the independent variables interpreted level agreement of the customers on the independent variables which was used in determining customer loyalty. The total means scores could be grouped as follows:

1.00 – 1.49 indicated "lowest" agreement level

1.50 – 2.49 indicated "low" agreement level

2.50 – 3.49 indicated "moderate" agreement level

3.50 – 4.49 indicated "high" agreement level

4.50 – 5.00 indicated "highest" agreement level

Table 4.3:   Mean and Standard deviation of price

Group Type	Constructs	Mean	Standard	Interpretation
Price	Shinta Mani otels prices are suitable to my budget.	4.16	0.81	High agreement
	Shinta Mani Hotels price are economical compared to other hotels in the same areas.	3.70	0.95	High agreement
	Shinta Mani Hotels prices are reasonable with regard to its value added.	4.30	0.74	High agreement
	Shinta Mani Hotels products and services are worth for spending.	4.37	0.78	High agreement

Table 4.3 showed the level of agreement of the respondents regarding price evaluated on each item within the factor. The overall average mean score of price was high by ranging from 3.70 (0.95) to 4.37 (0.78) which could be interpreted the high agreement of all items of price. However, among the four items of price, the highest mean score was item 4 with mean 4.37 (0.78) of the item named: "Shinta Mani Hotels products and services are worth for spending" which meant respondents highly agreed and were interested to spend on products and services that Shinta Mani Hotels offered.

Table 4.4:   Mean and Standard deviation of promotion

Group Type	Constructs	Mean	Standard	Interpretation
Promotion	Shinta Mani Hotels have attractive advertisements through social media.	3.88	0.89	High agreement
	Shinta Mani Hotels have positive reputation through word-of-mouth.	4.06	0.91	High agreement
	Shinta Mani Hotels have impressive price promotions.	3.71	0.88	High agreement
	Shinta Mani Hotels have highly recommended by many travel agencies.	4.03	0.96	High agreement

Table 4.4 showed the level of agreement of the respondents regarding promotion factor. The average mean score of promotion of each item was high by ranging from the highest mean score 4.06 (0.91), 4.03 (0.96), 3.88 (0.89) and 3.71 (0.88) respectively, which could be interpreted that all participants highly agreed on all items of promotion. However, among the four items of price, the highest mean score was item 2 with mean 4.06 (0.91) which interpreted that respondents highly agreed that Shinta Mani Hotels had positive reputation through word-of-mouth.

Table 4.5:   Mean and Standard deviation of location

Group Type	Constructs	Mean	Standard	Interpretation
	Shinta Mani Hotels have good location nearby tourism attraction zone.	4.55	0.67	Highest agreement
Location	Shinta Mani Hotels are located in safe area.	4.54	0.67	Highest agreement
	Shinta Mani Hotels have beautiful natural surroundings.	4.42	0.82	High agreement
	Shinta Mani Hotels location is easy to access to other convenience places.	4.51	0.70	Highest agreement

Table 4.5 showed the level of agreement of the respondents regarding location

factor. The average mean score of location of each item was ranged from the highest

mean score 4.55 (0.67), 4.54 (0.67), 4.51 (0.70) and 4.42 (0.82) respectively, which could

be interpreted that all participants strongly agreed on all items of promotion. However,

among the four items of price, the highest mean score was item 2 with mean 4.55 (0.67)

which interpreted that respondents highest agreed that Shinta Mani Hotels had good

location nearby tourism attraction zone.

Table 4.6:   Mean and Standard deviation of tangible service quality

Group Type	Constructs	Mean	Standard	Interpretation
Tangible Service Quality	The overall appearance outside of Shinta Mani Hotels is attractive.	4.39	0.88	High agreement
	Equipment in Shinta Mani Hotels is modern-looking.	4.59	0.67	Highest agreement
	Food and beverages in Shinta Mani Hotels served are hygienic and sufficient.	4.67	0.59	Highest agreement
	Employees of Shinta Mani Hotels appear neatly and tidily (as uniforms and personal grooming).	4.74	0.60	Highest agreement

Table 4.6 showed the level of agreement of the respondents regarding tangible service quality factor. The average mean score of tangible service quality of each item was ranged from the highest mean score 4.74 (0.60), 4.67 (0.59), 4.59 (0.67) and 4.39 (0.88) respectively, which could be interpreted that all participants strongly agreed on all items of tangible service quality. The highest mean score of the four items was item 4 with mean 4.74 (0.60) which interpreted that respondents highest agreed that employees of Shinta Mani Hotels appeared neatly and tidily (as uniforms and personal grooming).

Table 4.7:   Mean and Standard deviation of intangible service quality

Group Type	Constructs	Mean	Standard	Interpretation
Intangible Service Quality	Shinta Mani Hotels provide the services as the hotels promise to do so.	4.68	0.60	Highest agreement
	Employees of Shinta Mani Hotels are always willing to serve customers.	4.83	0.50	Highest agreement
	Employees of Shinta Mani Hotels have in-depth knowledge to answer customer's questions.	4.58	0.68	Highest agreement
	Employees of Shinta Mani Hotels offer guest individual attention that makes them feel special.	4.75	0.61	Highest agreement

Table 4.7 showed the level of agreement of the respondents regarding intangible service quality factor. The average mean score of intangible service quality of each item was highest by ranging from the highest mean score 4.83 (0.50), 4.75 (0.61), 4.68 (0.60) and 4.58 (0.68) respectively, which could be interpreted that all participants highest agreed on all items of intangible service quality. The highest mean score of the four items was item 2 with mean 4.83 (0.50) which interpreted that respondents highest agreed that employees of Shinta Mani Hotels were always willing to serve customers.

Table 4.8:   Mean and Standard deviation of brand equity

Group Type	Constructs	Mean	Standard	Interpretation
Brand Equity	The Shinta Mani Hotels brand has good name and reputation.	4.27	0.84	High agreement
	I can easily recall the brand of Shinta Mani Hotels.	4.23	0.85	High agreement
	The Shinta Mani Hotels brand is trustworthy.	4.31	0.81	High agreement
	The Shinta Mani Hotels brand has unique image from other hotels' brands.	4.22	0.83	High agreement

Table 4.8 showed the level of agreement of the respondents regarding brand equity factor. The average mean score of brand equity of each item was high by ranging from the highest mean score 4.31 (0.81), 4.27 (0.84), 4.23 (0.85) and 4.22 (0.83) respectively, which could be interpreted that all participants high agreed on all items of brand equity. The highest mean score of the four items was item 3 with mean 4.31 (0.81) which interpreted that respondents high agreed that the Shinta Mani Hotels brand was trustworthy.

Table 4.9:   Mean and Standard deviation of satisfaction

Group Type	Constructs	Mean	Standard	Interpretation
Satisfaction	I have made a right decision to choose to stay in Shinta Mani Hotels.	4.72	0.58	Highest agreement
	I am satisfied with services and products offered by Shinta Mani Hotels.	4.71	0.57	Highest agreement
	The services and products offered by Shinta Mani Hotels meet my expectations.	4.68	0.60	Highest agreement
	My experience in Shinta Mani Hotels has been positive in general.	4.72	0.59	Highest agreement

Table 4.9 showed the level of agreement of the respondents regarding satisfaction factor. The average mean score of satisfaction of each item was highest by ranging from the highest mean score 4.72 (0.59), 4.72 (0.58), 4.71 (0.57) and 4.68 (0.60) respectively, which could be interpreted that all participants highest agreed on all items of satisfaction. The highest mean score of the four items was item 1 with mean 4.72 (0.59) and item 4 with mean 4.72 (0.58) which interpreted that respondents highest agreed that they made a right decision to choose to stay in Shinta Mani Hotels and their experience in Shinta Mani Hotels had been positive in general.

Table 4.10:   Mean and Standard deviation of customer loyalty

Group Type	Constructs	Mean	Standard	Interpretation
Customer Loyalty	Shinta Mani Hotels will be my first choice whenever it comes to choose a hotel in this area.	4.41	0.79	High agreement
	I am willing to revisit Shinta Mani Hotels again in the future.	4.60	0.69	Highest agreement
	I would like to recommend Shinta Mani Hotels to other people.	4.69	0.62	Highest agreement
	I would tell other people positive things about Shinta Mani Hotels.	4.69	0.62	Highest agreement

Table 4.10 showed the level of agreement of the respondents regarding customer

loyalty factor. The average mean score of customer loyalty of each item was ranged from

the highest mean score 4.69 (0.62), 4.69 (0.62), 4.60 (0.69) and 4.41 (0.79) respectively,

which could be interpreted that all participants strongly agreed on all items of customer

loyalty. The highest mean score of the four items was item 3 with mean 4.69 (0.62)

which interpreted that participants had highest interest to recommend Shinta Mani Hotels

to other people and item 4 with mean 4.69 (0.62) which interpreted that respondents

highest agreed that they would tell other people positive things about Shinta Mani Hotels.

4.2   Hypothesis Findings

Basically, the first research question of this study was to investigate whether there

was a positive relationship between 5 independent factors [price (PRI), promotion (PRO),

location (LOC), tangible service quality (TSQ), intangible service quality (ISQ)] and one

mediating factor, satisfaction (SAT). And the second research question explored a

positive relationship between 2 independent variables [satisfaction (SAT) and brand equity (BE)] and a dependent variable, customer loyalty (CL).

4.2.1   Pearson Product-Moment Correlation Coefficients

Pearson correlation coefficient measured the strength and direction of linear relationships between pairs of continuous variables. Pearson correlation was commonly used to measure correlation among variables and correlation within and between set of variables. It also indicated the following:

1. The statistically significant linear relationships existed between two continuous variables.

2. The strength of a linear relationship

3. The direction of a linear relationship (increasing and decreasing)

Correlation could take on any value in the range -1 and 1. The sign of correlation coefficient indicated the direction of the relationship, while the magnitude of the correlation that was how close it is to -1 or 1 indicated the strength of the relationship (Cohen, 1988).

-1 = perfectly negative linear relationship meaning as the value of one variable increased the value of the other variable decreased.

1 = perfectly positive linear relationship that was as the value of one variable increased so did the value of the other variable.

0 = no relationship

Researcher used SPSS software to compute the correlation coefficient for this study hence the following guidelines have been proposed.

Table 4.11:   Correlation coefficient guidelines (Cohen, 1988)

Strength of relationship	Positive	Negative
Small	0.10 to 0.29	-0.10 to -0.29
Medium	0.30 to 0.49	-0.30 to -0.49
High	0.50 to 1.00	-0.50 to -1.00

Pearson correlation coefficient was used to test hypothesis 1 (H1) to hypothesis 7 (H7) as it was expected that there was a positive relationship existed between the independent variables and the mediating variable; and the independent variables and the dependent variable. In the meantime Multiple regression analysis could be used to establish the individual influence of a set of independent variables on a dependent variable, which was hypothesis 8 (H8) and hypothesis 9 (H9) (Blaikie, 2003).

Table 4.12:   Hypothesis of research

Hypotheses
H1: Price has positive relationship toward satisfaction.
H2: Promotion has positive relationship toward satisfaction.
H3: Location has positive relationship toward satisfaction.
H4: Tangible service quality has positive relationship toward satisfaction.
H5: Intangible service quality has positive relationship toward satisfaction.
H6: Satisfaction has positive relationship toward customer loyalty.
H7: Brand equity has positive relationship toward customer loyalty.
H8: Price, promotion, location, tangible service quality and intangible service quality have positive influence towards satisfaction
H9: Satisfaction and brand equity have positive influence towards customer loyalty

Table 4.13: Intercorrelations between scales for the 5 predictor variables (PRI, PRO, LOC, TSQ and ISQ) and an outcome variable (SAT) (Pearson's *r*)

Variable	Mean	S.D.	Cronbach's Alpha	PRI	PRO	LOC	TSQ	ISQ	SAT
PRI	4,14	0.66	0.816	1					
PRO	3.92	0.75	0.843	0.556**	1				
LOC	4.49	0.68	0.893	0.481**	0.440**	1			
TSQ	4.60	0.56	0.826	0.533**	0.395**	0.787**	1		
ISQ	4.71	0.50	0.850	0.494**	0.388**	0.702**	0.774**	1	
SAT	4,72	0.53	0.935	0.561**	0.385**	0.705**	0.765**	0.801**	1

** Correlation is significant at the .01 level (2-tailed).

Note: Price (PRI), promotion (PRO), location (LOC), tangible service quality (TSQ), intangible service quality (ISQ) and satisfaction (SAT)

Table 4.14:   Summary of hypothesis testing of H1to H5

	Hypothesis	r and its order	Interpretation	r^2 and its order	Support
H1	Price has positive impact toward satisfaction	0.561** (4)	High	31.47% (4)	Yes
H2	Promotion has positive impact toward satisfaction.	0.385** (5)	Medium	14.82% (5)	Yes
H3	Location has positive impact toward satisfaction.	0.705** (3)	High	49.70% (3)	Yes
H4	Tangible service quality has positive impact toward satisfaction.	0.765** (2)	High	58.52% (2)	Yes
H5	Intangible service quality has positive impact toward satisfaction.	0.801** (1)	High	64.16% (1)	Yes

Note: ** Correlation is significant at the .01 level (2-tailed), n = 220

Pearson product-moment correlation coefficient of each of 5 independent variables (PRI, PRO, LOC, TSQ and ISQ) was linearly related to the mediating variable (SAT) with positive correlation. The asterisks (**) indicated that each of the correlations was significant at the .01 level of significance with a sample size of 220 (n=220); the correlation coefficients of H5 (r=0.801**), H4 (r=0.765**), H3 (r=0.705**) and H1 (r=0.561**) depicted 'High" coefficients respectively and only H2 (R=0.385**) showed "Medium" coefficient. Therefore, H1, H2, H3, H4 and H5 were supported.

Table 4.15:   Inercorrelations between scales for the predictor variable (BE), (SAT) and

an outcome variable (CL) (Pearson's *r*)

Variable	Mean	S.D.	Cronbach's Alpha	BE	SAT	CL
BE	4.26	0.75	0.922	1		
SAT	4.72	0.53	0.935	0.522**	1	
CL	4.60	0.61	0.919	0.555**	0.795**	1

** Correlation is significant at the 0.01 level (2-tailed), n=220

Note: Brand equity (BE), satisfaction (SAT) and customer loyalty (CL)

Table 4.15 illustrated a correlation coefficient for an independent variable, brand

equity (BE), satisfaction (SAT) and a dependent variable, customer loyalty (CL) at .01

level of significant with a sample size of 220 (n=220). Brand equity (BE) and satisfaction

(SAT) were positively correlated to customer loyalty (CL).

Table 4.16:   Summary of hypothesis testing of H6 to H7

	Hypothesis	r and its order	Interpretation	r^2 and its order	Support
H6	Satisfaction has positive relationship toward customer loyalty.	0.555** (2)	High	30.80% (2)	Yes
H7	Brand equity has positive relationship toward customer loyalty.	0.795** (1)	High	63.20% (1)	Yes

Note: ** Correlation is significant at the .01 level (2-tailed), n = 220

Pearson product-moment correlation coefficients of both independent variables (BE and SAT) was linearly related to the dependent variable (CL). Additionally, each of the relationships including H6 and H7 indicated positive correlation that as scores on the first variable increase across cases, the scores on the second variable increased precisely at a constant rate. The asterisks (**) indicated of the correlation between BE, SAT and CL was significant at the .01 level of significance with a sample size of 220 (n=220). Both correlation coefficients of H6 and H7 depicted "High" coefficients. The correlation coefficients of 0.555 (r=0.555**) for H6 was 30.80% and the variance (r^2=0.3080) of brand equity (BE) variable was accounted for by its linear relationship with customer loyalty (CL). Put differently, knowing a person's position or score on one variable gave a 30.80% chance of predicting their position or score on the other variable. The correlation coefficients of 0.795 (r=0.795**) for H7 was 63.20% and the variance (r^2=0.6320) of satisfaction (SAT) variable was accounted for by its linear relationship with customer loyalty (CL). Translated, knowing a person's position or score on one variable gave a 63.20% chance of predicting their position or score on the other variable. Therefore, H6 and H7 were supported.

4.2.2 Multiple Regression Analysis

Multiple regression analysis was a tool commonly used to study the correlation between a dependent variable and a number of independent variables (Luo et al., 2017).The multiple regression assumptions were confirmed to be not violated and the assumptions included normal distribution, independence of errors, equality of variance, influential outliers, and multicollinearity. Multiple regression analysis could be used to

establish the individual influence of a set of independent variables on a dependent

variable(Blaikie, 2003). To be able to determine the influence of one independent

variable, the influence of the other independent variables were held constant.

Table 4.17:   Analysis of variance (ANOVA) (Satisfaction)

Model	Sum of Square	Df	Mean Square	F	Sig
Regression	37.372	5	7.474	97.750**	0.000
Residual	14.022	174	0.081		
Total	51.394	179			

Note: $R = 0.853$; $R^2 = 0.727$; **$p < .01$; $n = 220$

Values enclosed in parentheses represent mean square.

Predictor variables: (Constant), price, promotion, location, tangible service

quality, intangible service quality

Dependent variables: Satisfaction

The table 4.17 showed the results from analysis of variance (ANOVA) in the

Multiple regression output for the satisfaction. It yielded a significant result, $F_{(5, 220)} =$

92.750, $p < .01$. In this case together the 5 independent variables explain 72.7% ($R^2 =$

0.727; $R = 0.853$) of the variance in the satisfaction for the sample of 220.

Table 4.18:   Summary of Multiple regression analysis for 5 variables predicting

Satisfaction (n = 220)

Variable	B	Standard Error	Beta (β)	t	Sig.	Tolerance	VIF
(Constant)	0.376	0.207		1.819	0.071		
Price (PRI)	0.168	0.043	0.212	3.900	0.000	0.532	1.879
Promotion (PRO)	-0.037	0.036	-0.053	-1.034	0.302	0.608	1.645
Location (LOC)	0.108	0.059	0.125	1.836	0.006	0.337	2.970
Tangible Service Quality (TSQ)	0.208	0.072	0.218	2.891	0.004	0.276	3.624
Intangible Service Quality (ISQ)	0.494	0.070	0.460	7.095	0.000	0.373	2.679

Note: $R^2 = 0.727$; **$p < .01$; Dependent variable: Satisfaction (SAT)

The Regression coefficients illustrated in Table 4.18 for intangible service quality (ISQ), tangible service quality (TSQ), price (PRI) and location (LOC) were positive and all of them were found to significantly predict satisfaction since the asterisks (**) indicated the significance level at .01. The coefficients (B) predicted how much each of the 5 predictor variables should increase satisfaction (SAT). Additionally, the regression coefficients (β) parameters could be viewed to see which of the predictor variables had the most relative influence on the dependent variable (Miles, 2001). Therefore, the orders of the significant influence predictor variables on satisfaction were intangible service quality (β = 0.460), tangible service quality (β = 0.218), price (β = 0.212) and location (β = 0.125) respectively. For predictor variable, promotion had negative standardized regression. Pedhazur (1997) indicated that this kind of variable shared variance with the

predictor variables (the independent variables) but not with the criterion (dependent variable (Pedhazur, 1997). It meant that when regression was applied, predicted scores for respondents who scored above the mean on the suppressor variables were lowered as a result of multiplying negative regression coefficients by positive scores. Therefore, promotion might have the negative relative influence predictor variable on satisfaction.

In conclusion, each independent factor, price, promotion, location, tangible service quality and intangible service quality, had a positive relationship with satisfaction but promotion is the only one factor which has negative influence towards satisfaction.

Table 4.19:   Analysis of variance (ANOVA) (Customer loyalty)

Model	Sum of Square	Df	Mean Square	F	Sig
Regression	43.811	2	21.905	172.312**	0.000
Residual	22.501	177	0.127		
Total	66.312	179			

Note: R = 0.813; R^2 = 0.661; **$p < .01$; n = 220

Values enclosed in parentheses represent mean square.

Predictor variables: (Constant), brand equity, satisfaction

Dependent variables: Customer loyalty

The results from Analysis of variance (ANOVA) in the Multiple regression output for the satisfaction yielded a significant result, $F_{(2, 220)} = 172.312$, $p < 0.01$. In this case brand equity and satisfaction explained 66.1% ($R^2 = 0.661$; R = 0.813) of the variance in the customer loyalty for the sample of 220.

Table 4.20:   Summary of Multiple regression analysis for brand equity and satisfaction

variables predicting customer loyalty (n = 220)

Variable	B	Standard Error	Beta (β)	T	Sig.	Tolerance	VIF
(Constant)	0.217	0.238		0.911	0.363		
Satisfaction (SAT)	0.790	0.058	0.696	13.555	0.000	0.728	1.375
Brand Equity (BE)	0.156	0.042	0.192	3.744	0.000	0.728	1.375

Note: $R^2 = 0.661$; **p < .01; Dependent variable: Customer loyalty (CL)

The regression coefficients illustrated in Table 4.20 for brand equity (BE) and

satisfaction (SAT) were positive and all of them were found to significantly predict

customer loyalty since the asterisks (**) indicated the significance level at .01. The

coefficients (B) predicted how much each of the predictor variables, brand equity (BE)

and satisfaction (SAT) should increase customer loyalty (CL). To illustrate, the

unstandardized coefficient (B) of brand equity was 0.156. This meant that brand equity

increased customer loyalty by 15.6% (Miles, 2001). Whereas the coefficient (B) of

satisfaction was 0.790, it was indicated that satisfaction would increase customer loyalty,

on average, by 79% (Miles, 2001). Additionally, the regression coefficients (β)

parameters could be viewed to see which of the predictor variables, brand equity (BE)

and satisfaction (SAT) had the most relative influence on the dependent variable,

customer loyalty (CL) (Miles, 2001). Therefore, the most significant influence predictor

variable on customer loyalty was satisfaction (SAT) (β = 0.696) following by brand

equity (BE) ($\beta = 0.192$). This significant value confirmed that there was a significant relationship between brand equity (BE), satisfaction (SAT) toward customer loyalty (CL) in the population (Miles, 2001).

In conclusion, each independent factor, satisfaction and brand equity, has a positive relationship with satisfaction also has positive influence towards customer loyalty as well.

Table 4.21: Summary of significant result (satisfaction as a dependent variable)

Outcome	Predictor	r (and its order)	Interpretation	r^2 (and its order)	Tolerance	VIF	β (and its order)
	PRI	0.561** (4)	High	31.47% (4)	0.532	1.879	0.212
	PRO	0.385** (5)	Medium	14.82% (5)	0.608	1.645	-0.053
SAT	LOC	0.705** (3)	High	49.70% (3)	0.337	2.970	0.125
	TSQ	0.765** (2)	High	58.52% (2)	0.276	3.624	0.218
	ISQ	0.801** (1)	High	64.16% (1)	0.373	2.679	0.460

Note: R = 0.853; R^2 = 0.727; **p < .01; n = 220

Price (PRI), promotion (PRO), location (LOC), tangible service quality (TSQ),

intangible service quality (ISQ), satisfaction (SAT)

Table 4.22: Summary of significant result (customer loyalty as a dependent variable)

Outcome	Predictor	r (and its order)	Interpretation	r^2 (and its order)	Tolerance	VIF	β (and its order)
CL	SAT	0.795** (1)	High	63.20% (1)	0.728	1.375	0.696
	BE	0.555** (2)	High	30.80% (2)	0.728	1.375	0.192

Note: R = 0.813; R^2 = 0.661; **p < .01; n = 220

Brand equity (BE), satisfaction (SAT), customer loyalty

4.3 Results of the Hypothesis Testing

Table 4.23:   Summary of result from hypothesis testing

Hypotheses	Support
H1: Price has positive impact toward satisfaction.	Yes
H2: Promotion has positive impact toward satisfaction.	Yes
H3: Location has positive impact toward satisfaction.	Yes
H4: Tangible service quality has positive impact toward satisfaction.	Yes
H5: Intangible service quality has positive impact toward satisfaction.	Yes
H6: Satisfaction has positive relationship toward customer loyalty.	Yes
H7: Brand equity has positive relationship toward customer loyalty.	Yes
H8: Price, location, tangible service quality and intangible service quality have positive influence towards satisfaction.	Yes
H9: Satisfaction and brand equity have positive influence towards customer loyalty	Yes

4.2.3   Multicollinearity

Multicollinearity generally occurred when there were high correlations between two or more independent variables. Multicollinearity or high correlation between the independent variables in a regression equation could make it difficult to correctly identify the most important contributors to a physical process. Multicollinearity constituted a threat of effective estimation of structural relationship commonly sought through the use of regression techniques (Sarkar, Mukhopadhyay, & Ghosh, 2014). Normally, Multicollinearity was tested by Variance Inflation Factor (VIF) value or Tolerance value. The appropriately value of Variance Inflation Factor (VIF) should not exceed 4 and Tolerance value should exceed 0.2 (Miles, 2001).

Table 4.24:   Collinearity diagnostics for all independent variables (Satisfaction)

Independent Variables	Tolerance	VIF
Price	0.532	1.879
Promotion	0.608	1.645
Location	0.337	2.970
Tangible Service Quality	0.276	3.624
Intangible Service Quality	0.373	2.679

The table 4.24 showed that there had no Multicollinearity among all the independent variables for this study. The Tolerance value of each independent variables exceeded 0.2 and the less tolerance value was 0.276. Likewise, the variance inflation factor (VIF) of each independent variables valued was fewer than 4 and the highest value was 3.624.

Table 4.25:   Collinearity diagnostics for independent variables (Customer loyalty)

Independent Variables	Tolerance	VIF
Brand Equity	0.728	1.375
Satisfaction	0.728	1.375

The table 4.25 showed that there had no Multicollinearity among all the independent variables for this study. The Tolerance value of both independent variables was 0.728 which exceeded 0.2. Likewise, the Variance inflation factor (VIF) of both independent variables valued were 1.375, which were fewer than 4.
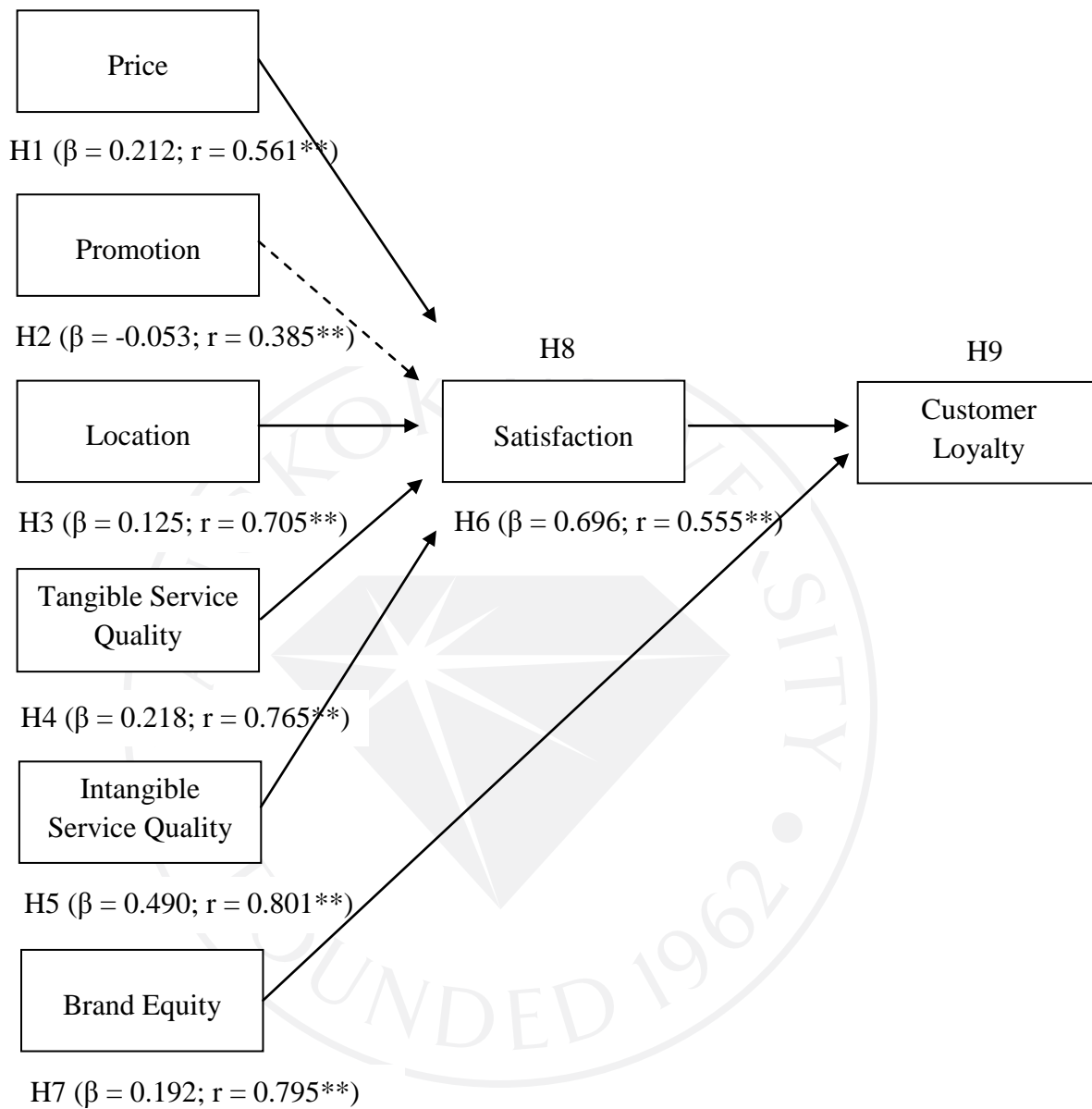
Figure 4.1:   Result of hypothesis testing

CHAPTER 5

DISCUSSION

This chapter summarized and presented the main points from the research analysis. It aimed to answer the assumptions of this study.

5.1   Hypothesis Summary

This study investigated positive factors that influenced of satisfaction and customer loyalty of the customers of Shinta Mani Hotels, located in Siem Reap, Cambodia from August to October 2017. Survey method was selected to be a data collection tool with 220 sample sizes. The overall result from the analysis of Pearson product-moment correlation coefficients presented that all factor hypothesizes were supported. The variance Inflation Factors (VIF) of all variables were fewer than 4 and tolerances were more than 0.2; therefore there was no presence of multicollinearity in this study. In other words, there was no close correlation within independent variables. Additional information from the analysis of multiple regression revealed that intangible service quality (ISQ), tangible service quality (TSQ) and location (LOC) were significant predictor variables of satisfaction (SAT) followed by price (PRI) except promotion (PRO). And it was also found that satisfaction (SAT) had strongly positive relationship toward customer loyalty (CL) than another factor, brand equity (BE).

5.2   Discussion

Referring the demographic factors in this study, male and female were not much different in term of number which included 130 (59.1%) females and 90 (40.9%) males. Remarkably, the age of the respondents over 50 years old had the most number which

consisted of 106 (48.2%). Furthermore, among 220 respondents, 139 (63.2%) of the respondents were married. 72 (41.8%) of the respondents hold bachelor degree or equivalence and 75 (34.1%) of them were working in private sector. Regarding nationality, 75 (34.1%) of participants were from Australia followed by 64 (29.1%) respondents were from British. Finally, travel agencies played essential role in respondents' purchase decision.

Research results based on hypothesis concluded that:

Hypothesis 1 determined whether price had positive relationship toward satisfaction or not. At .01 significant levels, Pearson product-moment correlation coefficient of price was linearly related to satisfaction with positive correlation. The asterisks (**) indicated of Hypothesis 1 (r=0.561**) depicted 'High" coefficient. Therefore the hypothesis was accepted. In the meantime, price had positive coefficient (B = 0.168) and also had positive regression coefficient (β = 0.212), which interpreted that price had positive impact on satisfaction. Lockyer (2005) supported this hypothesis result in his research as well by giving a conclusion that hotel price was one of the main influences on accommodation selection decisions (Lockyer, 2005).

Hypothesis 2 was to find out whether promotion had positive relationship toward satisfaction or not. At .01 significant levels, Pearson product-moment correlation coefficient of promotion was linearly related to satisfaction with positive correlation. The asterisks (**) indicated of Hypothesis 2 (r = 0.385**) depicted 'Medium" coefficient. Therefore the hypothesis was accepted. However, promotion had negative coefficient (B = -0.037) and also had negative regression coefficient (β = -0.053), which interpreted that

promotion had negative relative impact on satisfaction. Even though, according to the respondents demographic and consumption behavior background, majority of customers whom their age were over 50 years (Table 4.1) knew Shinta Mani hotels through travel agency and they also agreed that travel agency was the main influencer on their decision to choose these hotels (Table 4.2). Therefore, we could make a conclusion that most customers might not really do much research about hotel promotion. They just followed recommendation from travel agency. That's why the result showed "medium and negative" instead of "high and positive" for hypothesis 2 (H2). In term of academic, many researches rejected this finding by indicating that effect of promotion would not only help a firm to satisfy and retain existing customers through brand loyalty, but also it would encourage consumers to switch brands and make a purchasing decision more easily (Kim et al., 2004; Sun, 2005). With promotion as an effective marketing tool, a firm could commit consumers to its own brands more easily, thereby achieving its ultimate goal, boosting sales (Kang & Kim, 2018).

Hypothesis 3 was formulated to study if location had positive relationship toward satisfaction or not. At .01 significant levels, Pearson product-moment correlation coefficient of location was linearly related to satisfaction with positive correlation. The asterisks (**) indicated of Hypothesis 3 (r = 0.705**) depicted 'High" coefficient. Therefore the hypothesis was accepted. In the meantime, location had positive coefficients (B = 0.108) and also had positive regression coefficients (β = 0.125), which interpreted that location had positive impact on satisfaction. Several scholars also found that when choosing a hotel destination, the way a customer had experienced their visit

influenced consumers behavior. Past experiences, psychological factors, and the way customers experienced a hotel's location all affected his/her satisfaction and choice of hotel (Chan & Wong, 2006; Rivers et al., 1991). Therefore, a successful hotel began with assessing the value of its location both at its inception and for its future (Pan, 2005).

Hypothesis 4 was to study whether tangible service quality had positive relationship toward satisfaction or not. At .01 significant levels, Pearson product-moment correlation coefficient of tangible service quality was linearly related to satisfaction with positive correlation. The asterisks (**) indicated of Hypothesis 4 ($r = 0.765**$) depicted 'High" coefficient. Therefore the hypothesis was accepted. In the meantime, tangible service quality had positive coefficient ($B = 0.208$) and also had positive regression coefficient ($\beta = 0.218$), which interpreted that tangible service quality had positive impact on satisfaction. This was confirmed by researcher Akbaba (2006) who did her research by investigating the service quality expectations of business hotels' consumers in Turkey. She found that among the five dimensions of service quality, "tangible service quality" had emerged as the best predictor of overall service quality, eventually creating customer satisfaction (Akbaba, 2006).

Hypothesis 5 was seeked to find if intangible service quality had positive relationship toward satisfaction or not. At .01 significant levels, Pearson product-moment correlation coefficient of intangible service quality was linearly related to satisfaction with positive correlation. The asterisks (**) indicated of Hypothesis 5 ($r = 0.801**$) depicted 'High" coefficient. Therefore the hypothesis was accepted. Intangible service quality had positive coefficient ($B = 0.494$) and also had positive regression coefficient (β

= 0.460), which interpreted that intangible service quality had positive impact on satisfaction. Numerous marketing practitioners and researchers also agreed this hypothesis conclusion by addressing that effectively managing service quality ultimately leads to tourists' satisfaction and loyalty (Baker & Crompton, 2000; Caruana, 2002; Cronin & Taylor, 1994). Hotels that implemented successful quality programs not only had greater customer satisfaction but also enjoy greater employee satisfaction and profit margin (Getty & Getty, 2003). Thereby service quality significantly played an important role in business strategies (Yasin & Zimmerer, 1995).

Hypothesis 6 was formulated to study whether brand equity had positive relationship toward customer loyalty or not. At .01 significant levels, Pearson product-moment correlation coefficient of brand equity was linearly related to customer loyalty with positive correlation. The asterisks (**) indicated of Hypothesis 6 (r = 0.555**) depicted 'High' coefficient. Therefore the hypothesis was accepted. In the meantime, brand equity had positive coefficient (B = 0.156) and also had positive regression coefficient (β = 0.192), which interpreted that brand equity had positive impact on customer loyalty. Empirical research also indicated that customer-company identification increased product utilization (Ahearne et al., 2005) as well as repurchase frequency (Bhattacharya et al., 1995). Similarly, research also supported the effect of customer brand identification on brand loyalty measures, including word-of-mouth intentions (Kuenzel & Halliday, 2008; Tuškej et al., 2013), purchase intention (Kuenzel & Halliday, 2008), and consumer commitment (Tuškej et al., 2013), as well as the brand loyalty

construct (Hongwei He & Li, 2011; Hongwei He et al., 2012; Homburg et al., 2009; Kuenzel & Halliday, 2010).

Hypothesis 7 determined to find out whether satisfaction had positive relationship toward customer loyalty or not. At .01 significant levels, Pearson product-moment correlation coefficient of satisfaction was linearly related to customer loyalty with positive correlation. The asterisks (**) indicated of Hypothesis 7 (r = 0.795**) depicted 'High" coefficient. Therefore the hypothesis was accepted. Satisfaction had positive coefficient (B = 0.790) and also had positive regression coefficient (β = 0.696), which interpreted that satisfaction had positive impact on customer loyalty. Various studies supported this assumption as well by claiming that higher level of customer satisfaction effectively enhanced customer loyalty and word of mouth recommendations (Blut et al., 2015; Guo et al., 2009; Lai et al., 2009; Zeithaml et al., 1996).

Hypothesis 8 was formed to study whether price, promotion, location, tangible service quality and intangible service quality had positive influence towards satisfaction. The result from multiple regression analysis at .01 significant level showed that all factors, price, location, tangible service quality and intangible service quality had positive influence towards satisfaction except promotion factor.

Hypothesis 9 was created to examine whether price, satisfaction and brand equity had positive influence towards customer loyalty. The result from multiple regression analysis at .01 significant level showed these two ultimate factors, certainly had positive influence towards customer loyalty

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5.3   Recommendations

5.3.1   Recommendations for Businesses

The result of this research titled factors positively affecting on customer loyalty by studying in Shinta Mani hotels located in Siem Reap, Cambodia, can be used by hotel business owners and marketing managers especially Shinta Mani hotels as an added value development to the business and marketing strategies.

Hotel business owners and marketing managers especially Shinta Mani Hotels should special focus more on customer satisfaction by giving high attention to intangible service quality because intangible service quality had most influence on customer satisfaction according to the equation result, which strongly contributed to customer loyalty of hotel. Moreover, customers seemed satisfy and impress in tangible service quality and location or other word, physical evidence of Shinta Mani Hotels as well according to the equation result. Customer would keep repurchase if the hotel had a good and safe location plus beautiful, clean and comfortable physical evidence. However, in order to generate repurchase behavior, hotel should create impression to get purchasing intention from customer first since customer might be able to experience intangible service quality until they decided to stay in hotel. But customers might easily evaluate they should stay in the hotel or not by just searching hotel location or tangible service quality from website or social media or passing by hotel itself. Price is also another factor that Shinta Mani Hotels cannot ignore in order to attract either new customer or to satisfaction customer. Reasonable price comparing to high quality product and service

provided will be a strong stand point for hotel to stand firm and can compete with the competitors in the hotel industry.

Similarity, brand equity was another important factor that influenced customer loyalty. Branding generally created the meaning of brand in customer's mind; gave customer trustworthiness to the brand especially it could reflect customer's individual identity through brand image. But it still cannot compare to customer satisfaction. Through research result, we need to admit that it truly strongly influenced on customer loyalty in both short term and long term as in term of theory and practicing satisfaction is the core of every business especially service business likes hotel.

From open question in survey paper and face-to-face short interview with participants, most people gave a compliment to the best intangible service quality of Shinta Mani Hotel and would like to introduce to their friends if they had chance to do so and interestingly most participants said they would like to stay in this hotel and wanted to come back sometime because of the social corporate responsibility in this hotel. Shinta Mani Hotels had a nice reputation as a leader in responsible tourism through Shinta Mani Foundation. The goal of this foundation was to enhance the lives of the individuals in the local communities where hotel operated in the three core areas of education, healthcare and direct assistance. According to a new international study recently found that a third of consumers (33%) now decided to buy a product or service from brands that they believe were doing social environmental good (Unilever, 2017). It was one of the powerful ways to maximize customer value by moving beyond mere customer satisfaction and connect with customers at an emotional level. Emotionally connected

customers were more than twice as valuable as highly satisfied customers. These emotionally connected customers bought more of your products and services, visited you more often; exhibited less price sensitivity and were willing to recommend brand more to others (Zorfas & Leemon, 2016). Therefore, by implementing an emotional-connection-based strategy across the entire customer experience while they were staying in hotel, it would increase the rate of customer loyalty in long term perspective.

5.3.2   Recommendations for Future Research

The following issues are worth considering for future study by a would-be researcher on this topic.

Thoeries and knowledge on price, promotion, location, tangible service quality, intangible service quality, brand equity, satisfaction and customer loyalty are more likely to be expanded. Reseacher also highly recommend future reseachers to include social coporate responsibility varible in their study as well to observe the intensity of this factor positively affecting on customer loyalty in hotel. Further more, future research should do data collection in other hotels at Siem Reap in Cambodia to compare the results. Also, data can be collected, compared, and analyzed between hotel in Siem Reap province and other cities in Cambodia or hotel in other foriegn countries such as Thailand. Additionally, the methods and the findings of this study may be applied to not only hotel business but other business in hospitality industry as well.

Respondents of this research were group of people who came to stay in hotel during August to October 2017 and majority of respondents are Australia and British citizens, aged over 50 years old. As a result, researcher recommends future researcher to

collect data from the respondents from different verity of background, nationality and age in other period of time with bigger sample size to compare a result and as a further findings.

The result of this empirical work was quite surprising that promotion was less impact on customer satisfaction. Then, future research should be considered on whether promotion might be determinant of customer satisfaction that leads to customer loyalty. Logically promotion has stronger impact on customer before purchasing than after purchasing service or product.
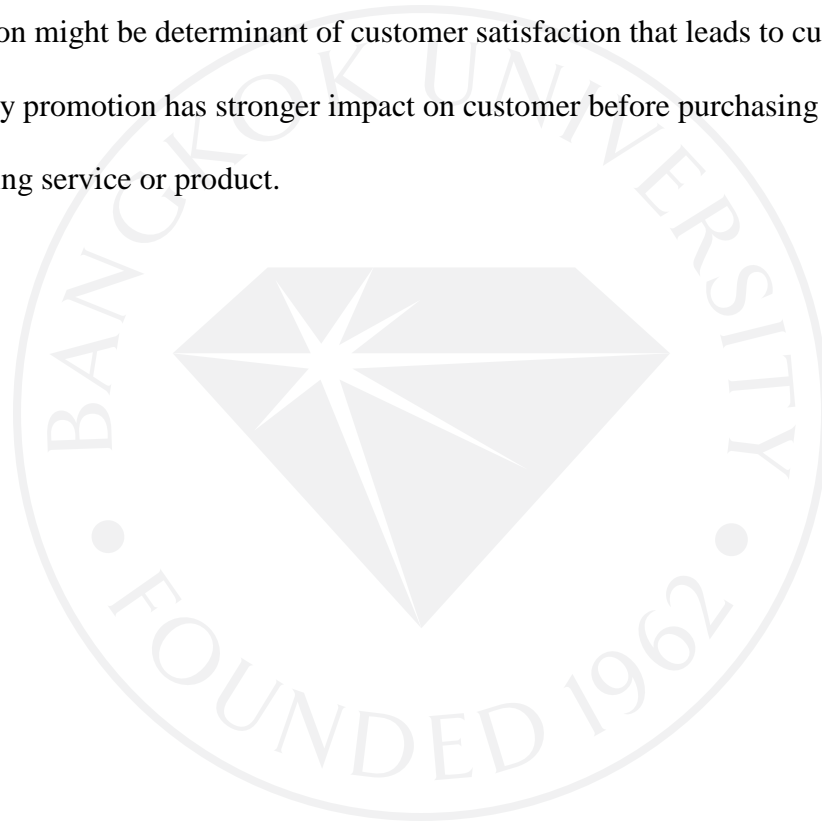
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APPENDICES

APPENDIX A

Survey Question (English Version)
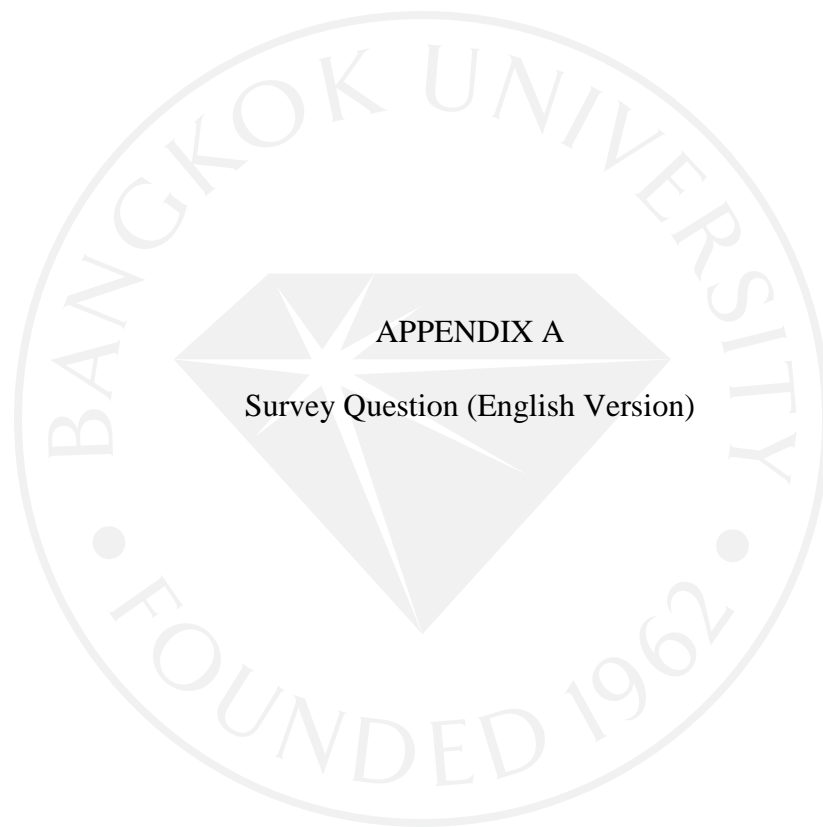
มหาวิทยาลัยกรุงเทพ
BANGKOK UNIVERSITY

Questionnaire in English Version   NO..........

Factors Positively Affecting Customer Loyalty:

A Case Study of Shinta Mani Hotels at Siem Reap in Cambodia

Notification: This survey is conducted to collect data to support a thesis research. In this

regard, I, Channtreavatey Kean, a MBA student at Bangkok University, Thailand, would

like to ask for your kind cooperation in spending your value time to complete this

questionnaire. I hereby affirm that your information will be confidentially used for

academic purpose only.

Part I: Demographic Information

1. Gender

☐ 1) Male   ☐ 2) Female

2. Age

☐ 1) Below 18 years old   ☐ 2) 18–28 years old

☐ 3) 29–39 years old   ☐ 4) 40–50 years old

☐ 5) Over 50 years old

3. Status

☐ 1) Single   ☐ 2) Married

☐ 3) Divorced   ☐ 4) Others, please specify.........................

4. Level of education

☐ 1) Below bachelor degree or equivalence

☐ 2) Bachelor degree or equivalence

☐ 3) Master degree or equivalence

☐ 4) Doctorate degree or equivalence

☐ 5) Others, please specify..........................

5. Nationality

☐ 1) Cambodian   ☐ 2) Australian

☐ 3) Singaporean   ☐ 4) American

☐ 5) Japanese   ☐ 6) Others, please specify..........................

6. Occupation

☐ 1) Government employee   ☐ 2) Private company employee

☐ 3) Business-owner   ☐ 4) Student

☐ 5) Retiree   ☐ 6) Others, please specify..........................

Part II: Behavior of participant in selecting hotel

7. What is (are) the main reason for your stay in this hotel?

(You can choose more than one option)

☐ 1) Business trip   ☐ 2) Visiting friends/relatives

☐ 3) Tourism   ☐ 4) Attending conference

☐ 5) Study tour   ☐ 6) Others, please specify..........................

8. How do you get hotel's information? *(You can choose more than one option)*

☐ 1) Family   ☐ 2) Friends

☐ 3) Travel agencies　　　　　☐ 4) Travel magazines

☐ 5) Social media (Website, Facebook, Youtube, etc.)

☐ 6) Others, please specify...........................

9. Who has the most influence on you in selecting this hotel?

(You can choose more than one option)

☐ 1) Yourself　　　　　☐ 2) Family

☐ 3) Friends　　　　　☐ 4) Traveling agencies

☐ 5) Company/Organization　　　　　☐ 6) please specify..........................

Part III:　　　　Factors affecting the accommodation service purchasing intention

Please circle ○ with only one number that most corresponds to your comments.

Agreeable Level				
1	2	3	4	5
Strongly Disagree	Slightly Disagree	Moderate	Slightly Agree	Strongly Agree

	Agreeable Level				
Price					
1	Shita Mani Hotels prices are suitable to my budget.	1	2	3	4	5
2	Shita Mani Hotels prices are economical compared to other hotels in the same areas.	1	2	3	4	5

| 3	Shita Mani Hotels prices are reasonable with regards to its value added.	1	2	3	4	5
4	Shinta Mani Hotels products and services are worth for spending.	1	2	3	4	5
Promotion						
1	Shinta Mani Hotels have attractive advertisements through social media.	1	2	3	4	5
2	Shinta Mani Hotels have positive reputation through word-of-mouth.	1	2	3	4	5
3	Shinta Mani Hotels have impressive price promotions.	1	2	3	4	5
4	Shinta Mani Hotels are highly recommended by many travel agencies.	1	2	3	4	5
Location						
1	Shinta Mani Hotels have good location nearby tourism attraction zone.	1	2	3	4	5
2	Shinta Mani Hotels are located in safe area.	1	2	3	4	5
3	Shinta Mani Hotels have beautiful natural surroundings.	1	2	3	4	5
4	Shinta Mani Hotels location is easy to access to other convenience places.	1	2	3	4	5
Tangible Service Quality						
1	The overall appearance outside of Shinta Mani Hotels is attractive.	1	2	3	4	5
2	Equipment in Shinta Mani Hotels is modern-looking.	1	2	3	4	5

3	Food and beverages in Shinta Mani Hotels served are hygienic and sufficient.	1	2	3	4	5
4	Employees of Shinta Mani Hotels appear neatly and tidily (as uniforms and personal grooming).	1	2	3	4	5
Intangible Service Quality						
1	Shinta Mani Hotels provide the services as the hotel promises to do so.	1	2	3	4	5
2	Employees of Shinta Mani Hotels are always willing to serve customers.	1	2	3	4	5
3	Employees of Shinta Mani Hotels have in-depth knowledge to answer customer's questions.	1	2	3	4	5
4	Employees of Shinta Mani Hotels offer guest individual attention that makes them feel special.	1	2	3	4	5
Brand Equity						
1	The Shinta Mani Hotels brand has good name and reputation.	1	2	3	4	5
2	I can easily recall the brand of Shinta Mani Hotels.	1	2	3	4	5
3	The Shinta Mani Hotels brand is trustworthy.	1	2	3	4	5
4	The Shinta Mani Hotels brand has unique image from other hotels' brands.	1	2	3	4	5
Satisfaction						
1	I have made a right decision to choose to stay in Shinta Mani	1	2	3	4	5

	Hotels.					
2	I am satisfied with services and products offered by Shinta Mani Hotels.	1	2	3	4	5
3	The services and products offered by Shinta Mani Hotels meet my expectations.	1	2	3	4	5
4	My experience in Shinta Mani Hotels has been positive in general.	1	2	3	4	5
Customer Loyalty						
1	Shinta Mani Hotels will be my first choice whenever it comes to choose a hotel in this area.	1	2	3	4	5
2	I am willing to revisit Shinta Mani Hotels again in the future.	1	2	3	4	5
3	I would like to recommend Shinta Mani Hotels to other people.	1	2	3	4	5
4	I would tell other people positive things about Shinta Mani Hotels.	1	2	3	4	5

What may be other factors positively affecting customer loyalty of Shinta Mani Hotels?

_____

_____

_____

_____

_____

Thank you for your cooperation!

Your time and information are greatly appreciated.

APPENDIX B

Survey Question (Cambodia Version)

មហาវិทยាល័យกรุงเทพ
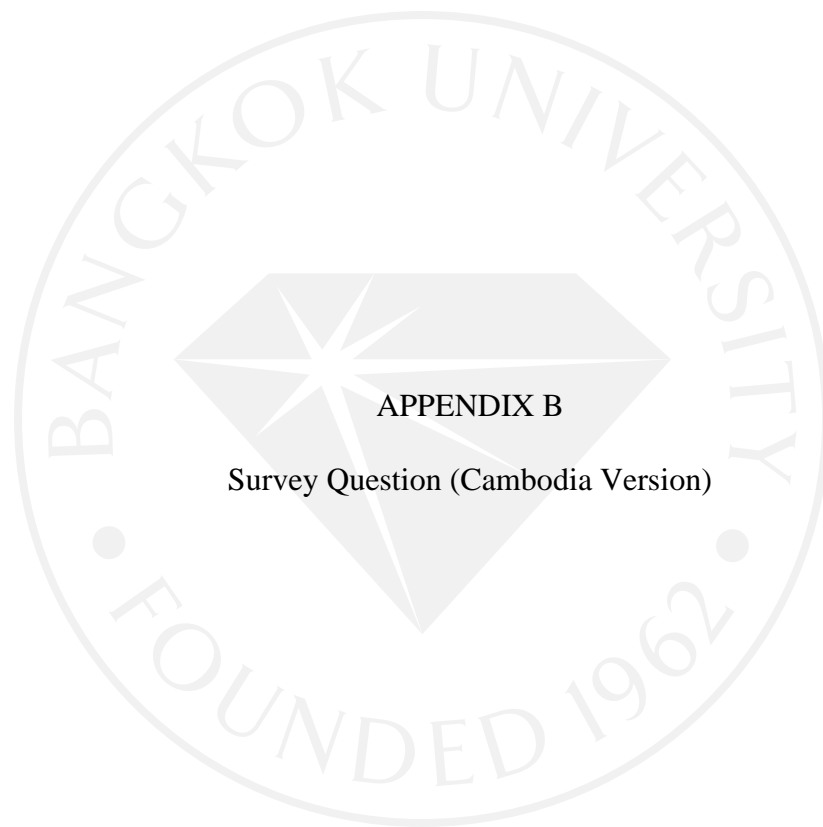
BANGKOK UNIVERSITY

<div align="center">

កម្រងសំណួរជាភាសាខ្មែរ   លេខរៀង...................

កត្តាដែលជះឥទ្ធិពលលើភាពស្មោះស្ម័គ្ររបស់អតិថិជន

ករណីសិក្សាសណ្ឋាគារ សិន្ទា មុន្ទី ក្នុងខេត្តសៀមរាប ប្រទេសកម្ពុជា

</div>

សំគាល់៖ កម្រងសំណួរនេះត្រូវបានរៀបចំឡើង ក្នុងគោលបំណងប្រមូលទិន្នន័យដើម្បីគាំទ្រដល់ការធ្វើ សារណាបញ្ចប់ថ្នាក់អនុបណ្ឌិតផ្នែកពាណិជ្ជកម្ម នៅសកលវិទ្យាល័យ បាងកក ប្រទេសថៃ ។ នាងខ្ញុំ គា ន ចន្ទ្រាវត្តី សូមថ្លែងអំណរគុណយ៉ាងជ្រាលជ្រៅ ចំពោះការចំណាយពេលវេលាដ៏មានតម្លៃរបស់ លោកអ្នក ក្នុងការបំពេញចម្លើយនូវសំណួរខាងក្រោមនេះ។ នាងខ្ញុំសូមធានាអះអាងថា ព័ត៌មានរបស់ លោកអ្នកនឹងត្រូវបានប្រើប្រាស់ក្នុងគោលបំណងសិក្សាស្រាវជ្រាវតែប៉ុណ្ណោះ ហើយនឹងត្រូវបានរក្សាជា ការសំងាត់ ។

ផ្នែកទី១: ព័ត៌មានទូទៅ

1. ភេទ

    □ 1) ប្រុស   □ 2) ស្រី

2. អាយុ

    □ 1) ក្រោម 18 ឆ្នាំ   □ 2) ចន្លោះ 18–28 ឆ្នាំ

    □ 3) ចន្លោះ 29–39 ឆ្នាំ   □ 4) ចន្លោះ 40–50 ឆ្នាំ

☐ 5) លើស 50 ឆ្នាំ

3. ស្ថានភាពគ្រួសារ

☐ 1) នៅលីវ ☐ 2) រៀបការ

☐ 3) លែងលះ ☐ 4) ផ្សេងៗ, សូមបញ្ជាក់.........................

4. កំរិតវប្បធម៌

☐ 1) ក្រោមកម្រិតបរិញ្ញាប័ត្រ ឬ សញ្ញាប័ត្រផ្សេងទៀតដែលមានកំរិតស្មើ

☐ 2) កម្រិតបរិញ្ញាប័ត្រ ឬ សញ្ញាប័ត្រផ្សេងទៀតដែលមានកំរិតស្មើ

☐ 3) កម្រិតអនុបណ្ឌិត ឬ សញ្ញាប័ត្រផ្សេងទៀតដែលមានកំរិតស្មើ

☐ 4) បណ្ឌិតជាន់ខ្ពស់ ឬ សញ្ញាប័ត្រផ្សេងទៀតដែលមានកំរិតស្មើ

☐ 5) ផ្សេងៗ, សូមបញ្ជាក់.........................

5. សញ្ជាតិ

☐ 1) ខ្មែរ ☐ 2) អូស្ត្រាលី

☐ 3) សិង្ហបុរី ☐ 4) អាមេរិក

☐ 5) ជប៉ុន ☐ 6) ផ្សេងៗ, សូមបញ្ជាក់.........................

6. មុខរបរ

☐ 1) មន្ត្រីរាជការ ☐ 2) បុគ្គលិកក្រុមហ៊ុនឯកជន

☐ 3) មានជំនួញផ្ទាល់ខ្លួន ☐ 4) សិស្ស

☐ 5) ចូលនិវត្តន៍ ☐ 6) ផ្សេងៗ, សូមបញ្ជាក់........................

ផ្នែកទី២: តរិយាបថរបស់អតិថិជនក្នុងការជ្រើសរើសសណ្ឋាគារ

7. តើអ្វីជាគោលបំណងនៃការមកស្នាក់នៅរបស់អ្នកនៅសណ្ឋាគារនេះ?

(អ្នកអាចជ្រើសរើសលើសពីមួយ)

☐ 1) ទស្សនកិច្ចទាក់ទងជំនួញ ☐ 2) មកលេងមិត្តភិក្តិ រឺ សាច់ញ្ញាតិ

☐ 3) ទេសចរណ៍ ☐ 4) ចូលរួមព្រឹត្តិការណ៍ រឺ សន្និបាត

☐ 5) ដំណើរទស្សនកិច្ចសិក្សា ☐ 6) ផ្សេងៗ, សូមបញ្ជាក់........................

8. តើអ្នកទទួលបានព័ត៌មានពីសណ្ឋាគារនេះដោយរបៀបណា? (អ្នកអាចជ្រើសរើសលើសពីមួយ)

☐ 1) សាច់ញ្ញាតិ ☐ 2) មិត្តភិក្តិ

☐ 3) ភ្នាក់ងារក្រុមហ៊ុនទេសចរណ៍ ☐ 4) សៀវភៅមគ្គុទេសក៍ទេសចរណ៍

☐ 5) បណ្ដាញសង្គមរបស់សណ្ឋាគារ (ហ្វេសប៉ុក, យ៉ូធូប, ល-)

☐ 6) ផ្សេងៗ, សូមបញ្ជាក់........................

9. តើនរណាជះឥទ្ធិពលខ្លាំងក្នុងការសម្រេចចិត្តរបស់អ្នកក្នុងការស្នាក់នៅ? (អ្នកអាចជ្រើសរើសលើសពី

មួយ)

☐ 1) ផ្ទាល់ខ្លួន ☐ 2) ក្រុមគ្រួសារ

☐ 3) មិត្តភិក្តិ ☐ 4) មគ្គុទេសក៍

☐ 5) ក្រុមហ៊ុន រឺ អង្គការ ☐ 6) ផ្សេងៗ, សូមបញ្ជាក់........................

ផ្នែកទី៣៖ កត្តាដែលជះឥទ្ធិពលលើភាពស្មោះស្ម័គ្រ្របស់អតិថិជន

សូមជ្រើសរើសកម្រិតនៃការយល់ស្របរបស់អ្នក ទៅតាមកត្តានីមួយៗដោយគូសរង្វង់ ○ តែមួយ

ប៉ុណ្ណោះក្នុងក្រឡាដែលឆ្លើយតបនឹង ឥរិយាបថ ការយល់ឃើញរបស់អ្នក ។

កម្រិតនៃការយល់ស្រប				
1	2	3	4	5
មិនយល់ស្រប ទាំងស្រុង	មិនយល់ស្រប	មិនប្រាកដក្នុងចិត្ត	យល់ស្រប	យល់ស្រប ទាំងស្រុង

		កម្រិតនៃការយល់ ស្រប				
តម្លៃ						
1	តម្លៃសេវាកម្ម និង ផលិតផលសណ្ឋាគារសិន្ធ្រា មុន្នី សមរម្យឆ្លើយតបទៅនឹង គម្រោងថវិការបស់ខ្ញុំ ។	1	2	3	4	5
2	តម្លៃសេវាកម្ម និង ផលិតផល សណ្ឋាគារសិន្ធ្រា មុន្នី សមស្រប ប្រៀបធៀប នឹងសណ្ឋាគារដទៃ ។	1	2	3	4	5
3	តម្លៃសេវាកម្មនិងផលិតផលរបស់សណ្ឋាគារសិន្ធ្រា មុន្នី អាចទទួលយកបានបើ ប្រៀបធៀបនឹងសេវាកម្មផ្សេងៗដែលសណ្ឋាគារផ្តល់ជូន ។	1	2	3	4	5

4	តម្លៃសេវាកម្មនិងផលិតផលផ្សេងៗនៅសណ្ឋាគារសិន្ត្រា មុន្នី មានភាពសមរម្យល្មមក្នុងការចំណាយ ។	1	2	3	4	5
ប្រម៉ូសុិន						
1	ខ្ញុំការផ្សាយពាណិជ្ជកម្មរបស់សណ្ឋាគារសិន្ត្រា មុន្នី លើបណ្ដាញប្រព័ន្ធផ្សព្វផ្សាយសង្គមគួរអោយចាប់អារម្មណ៍ ។	1	2	3	4	5
2	គ្រប់គ្នានិយាយតៗគ្នាពីកេរ្ត៍ឈ្មោះល្អរបស់សណ្ឋាគារសិន្ត្រា មុន្នី ។	1	2	3	4	5
3	សណ្ឋាគារសិន្ត្រា មុន្នី មានប្រម៉ូសុិនគួរអោយចាប់អារម្មណ៍ជាច្រើន ។	1	2	3	4	5
4	សណ្ឋាគារសិន្ត្រា មុន្នីត្រូវបានណែនាំដោយភ្នាក់ងារ មគ្គុទេសន៍ទេសចរណ៍ជាច្រើន។	1	2	3	4	5
ទីតាំង						
1	សណ្ឋាគារសិន្ត្រា មុន្នី មានទីតាំងល្អជិតតំបន់ទេសចរណ៍ ។	1	2	3	4	5
2	សណ្ឋាគារសិន្ត្រា មុន្នី មានទីតាំងនៅក្នុងតំបន់សុវត្ថិភាព ។	1	2	3	4	5
3	សណ្ឋាគារសិន្ត្រា មុន្នី មានទីតាំងហ៊ុំព័ទ្ធដោយធម្មជាតិដ៏ស្រស់ស្អាត ។	1	2	3	4	5
4	សណ្ឋាគារសិន្ត្រា មុន្នី មានទីតាំងនៅជិតទីប្រជុំជន ។	1	2	3	4	5
គុណភាពនៃសេវាកម្ម (រូបិយ)						
1	រូបសណ្ឋានខាងក្រៅរបស់សណ្ឋាគារសិន្ត្រា មុន្នី ជារូបគួរអោយចាប់អារម្មណ៍	1	2	3	4	5

2	ឧបករណ៍ប្រើប្រាស់នៅក្នុងសណ្ឋាគារសិន្ត្រា មុន្នី មានភាពទំនើប ។	1	2	3	4	5
3	អាហារនិងភេសជ្ជៈនៅក្នុងសណ្ឋាគារសិន្ត្រា មុន្នី មានភាពអនាម័យ និង មានគុណភាពល្អ ។	1	2	3	4	5
4	ការរៀបចំខ្លួនរបស់បុគ្គលិកសណ្ឋាគារសិន្ត្រា មុន្នី ស្អាតនិងមានរបៀប រៀបរយ (ឯកសណ្ឋាន និងសុខភាពអនាម័យផ្ទាល់ខ្លួន) ។	1	2	3	4	5
គុណភាពនៃសេវាកម្ម (អរូបិយ)						
1	សណ្ឋាគារសិន្ត្រា មុន្នី តែងផ្តល់សេវាកម្មដូចដែលបានសន្យាទុក ។	1	2	3	4	5
2	បុគ្គលិកសណ្ឋាគារសិន្ត្រា មុន្នី តែងមានឆន្ទៈជួយយកអកសារអតិថិជន ។	1	2	3	4	5
3	បុគ្គលិកសណ្ឋាគារសិន្ត្រា មុន្នី មានចំនេះដឹងគ្រប់គ្រាន់អាចឆ្លើយតបនូវរាល់ សំនួររបស់អតិថិជនបាន ។	1	2	3	4	5
4	បុគ្គលិកសណ្ឋាគារសិន្ត្រា មុន្នី តែងតែយកចិត្តទុកដាក់ជាពិសេស ចំពោះអតិថិជន ។	1	2	3	4	5
ប្រែន						
1	ប្រែនរបស់សណ្ឋាគារសិន្ត្រា មុន្នី មានកេរ្តិ៍ឈ្មោះល្បី ។	1	2	3	4	5
2	ខ្ញុំងាយនឹកឃើញពីប្រែនរបស់សណ្ឋាគារសិន្ត្រា មុន្នី ។	1	2	3	4	5
3	ប្រែនរបស់សណ្ឋាគារសិន្ត្រា មុន្នី គួរអោយ ទុកចិត្ត ។	1	2	3	4	5

4	ប្រែនរបស់សណ្ឋាគារសិន្ត្រា មុន្នី មានភាពខុសប្លែកពីប្រែនសណ្ឋាគារ ផ្សេងទៀត ។	1	2	3	4	5
ភាពពេញចិត្ត						
1	ខ្ញុំសំរេចចិត្តត្រឹមត្រូវដែលជ្រើសរើសស្នាក់នៅសណ្ឋាគារសិន្ត្រា មុន្នី ។	1	2	3	4	5
2	ខ្ញុំពេញចិត្តចំពោះសេវាកម្មនិងផលិតផលដែលផ្តល់ដោយសណ្ឋាគារ សិន្ត្រា មុន្នី ។	1	2	3	4	5
3	សេវាកម្មនិងផលិតផលដែលផ្តល់ដោយសណ្ឋាគារសិន្ត្រា មុន្នីត្រូវនឹង ការរំពឹងគិតរបស់ខ្ញុំ ។	1	2	3	4	5
4	បទពិសោធន៍ជារួមរបស់ខ្ញុំជាមួយសណ្ឋាគារសិន្ត្រា មុន្នី គឺវិជ្ជមាន ។	1	2	3	4	5
ភាពស្មោះស្ម័គ្ររបស់អតិថិជន						
1	សណ្ឋាគារសិន្ត្រា មុន្នីនឹងជាជំរើសអាទិភាពរបស់ខ្ញុំនៅពេលដែលខ្ញុំមាន ឱកាសមកស្នាក់នៅតំបន់នេះម្តងទៀត ។	1	2	3	4	5
2	ខ្ញុំនឹងត្រលប់មកស្នាក់នៅសណ្ឋាគារសិន្ត្រា មុន្នី ម្តងទៀតនៅថ្ងៃអនាគត ។	1	2	3	4	5
3	ខ្ញុំនឹងណែនាំមិត្តភក្តិរបស់ខ្ញុំមកស្នាក់នៅសណ្ឋាគារសិន្ត្រា មុន្នី ។	1	2	3	4	5
4	ខ្ញុំនឹងនិយាយពីអ្វីដែលល្អៗពីសណ្ឋាគារសិន្ត្រា មុន្នីទៅអ្នកដទៃ ។	1	2	3	4	5

សូមផ្តល់មតិយោបល់បន្ថែម ទៅលើកត្តាផ្សេងទៀតដែលជះឥទ្ធិពលលើភាពស្មោះស្ម័គ្ររបស់អ្នកលើសណ្ណាគារនេះ ។

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សូមថ្លែងអំណរគុណចំពោះការចូលរួមដ៏មានតំលៃរបស់អ្នក ។
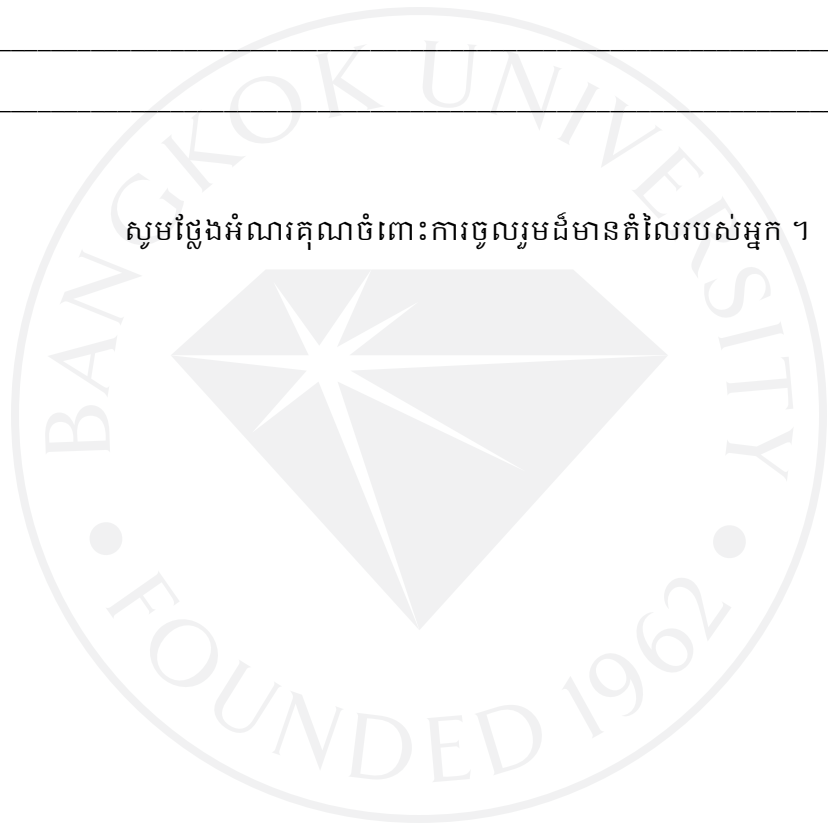
APPENDIX C

Form to Expert

BANGKOK UNIVERSITY
THE CREATIVE UNIVERSITY

CITY CAMPUS
119 Rama 4 Rd., Klong Toei, Bangkok 10110
Tel : +662 350 3500
Fax : +662 240 1516
+662 249 6274

RANGSIT CAMPUS
9/1 Moo 5, Phahonyothin Rd., Klong Nueng,
Klong Luang, Pathum Thani 12120
Tel : +662 902 0299
Fax : +662 516 8553

The Graduate School

March 30, 2017

Mrs. Chanra Oum
Director of Room
Shinta Mani Hotel
Junction of Oum Khun and 14th Streets
Siem Reap, Cambodia

Dear Mrs. Oum

The Graduate School of Bangkok University would like to request your permission to allow one of our students in the Master of Business Administration Program (English Program), Miss Channtreavatey Kean, Student Code 7580200256 to collect data and information for her research (BA 700 Thesis) entitle "Factors positively affecting customer loyalty : Case study of shinta mani hotel in Siem Reap in Cambodia".

The information gained will be solely used for academic purposes, and we are very certain that Miss Channtreavatey Kean will benefit greatly from this practical and engaging activity. We, therefore, look forward to your positive response to our request.

Sincerely yours,

Dr. Sansanee Thebpanya
Dean of the Graduate School

Graduate School
Tel. 0-2350-3608-9
Fax 0-2350-3668
E-mail: graduate@bu.ac.th

www.bu.ac.th

518/4 PrachaUthit,Ramkamhang 39,

Wangthonglang, Bangkok 11310

E-mail: kc.vatey@gmail.com

July 01, 2017

Reference: Acceptance to be the Expert in reviewing questionnaire items for the research as a part of Thesis of M.B.A student at Bangkok University

To   Dr.Penjira Kanthawongs

        Advisor

BANGKOK UNIVERSITY

I, Channtreavatey Kean, a Master of Business Administration's student at Bangkok University is conducting a research as a part of thesis entitle "Factors positively affecting Customer Loyalty: Case study of SHINTA MANI HOTEL in SIEM REAP in CAMBODIA" Due to your expertise in your business, I would like to ask you to review the questionnaire items in terms of wordings and content validities by using Index of Item Objective Congruence: IOC with +1 ascomprehensible, O as uncertain, or -1 as incomprehensible by the target group of this research. I greatly appreciated your kind assistance.

Best Regards,

Signature.......................................   Signature.......................................

(Dr.Penjira Kanthawongs)   (Ms. Channtreavatey Kean)

Expert   Researcher

518/4 PrachaUthit,Ramkamhang 39,

Wangthonglang, Bangkok 11310

E-mail: kc.vatey@gmail.com

July 28, 2017

Reference: Acceptance to be the Expert in reviewing questionnaire items for the research as a part of Thesis of M.B.A student at Bangkok University

To   Mr. Saratt Prim

        Human Resources Manager

        SHINTA MANI HOTEL

        I, Channtreavatey Kean, a Master of Business Administration's student at Bangkok University is conducting a research as a part of thesis entitle "Factors positively affecting Customer Loyalty: Case study of SHINTA MANI HOTEL in SIEM REAP in CAMBODIA" Due to your expertise in your business, I would like to ask you to review the questionnaire items in terms of wordings and content validities by using Index of Item Objective Congruence: IOC with +1 ascomprehensible, O as uncertain, or -1 as incomprehensible by the target group of this research. I greatly appreciated your kind assistance.

Best Regards,

Signature..   Signature..............................

(Mr. Saratt Prim)   (Ms. Channtreavatey Kean)

            Expert   Researcher

518/4 PrachaUthit,Ramkamhang 39,

Wangthonglang, Bangkok 11310

E-mail: kc.vatey@gmail.com

July 28, 2017

Reference: Acceptance to be the Expert in reviewing questionnaire items for the research as a part of Thesis of M.B.A student at Bangkok University

To   Mr. Indra Budiman

       General Manager

       SHINTA MANI HOTEL

I, Channtreavatey Kean, a Master of Business Administration's student at Bangkok University is conducting a research as a part of thesis entitle "Factors positively affecting Customer Loyalty: Case study of SHINTA MANI HOTEL in SIEM REAP in CAMBODIA" Due to your expertise in your business, I would like to ask you to review the questionnaire items in terms of wordings and content validities by using Index of Item Objective Congruence: IOC with +1 ascomprehensible, O as uncertain, or -1 as incomprehensible by the target group of this research. I greatly appreciated your kind assistance.

Best Regards,

Signature..   Signature ....

(Mr. Indra Budiman)   (Ms. Channtreavatey Kean)

       Expert   Researcher

Factors	Original Eng. v.	Adjusting Eng. v.	Adjusted Khmer v.	IOC	Comments from the expert	Total points
Price (PRI) (Hiransomboon , 2012; Liu et al., 2015)	PRI1: Be suitable to your budget.	PRI1: Shinta Mani Hotels prices are suitable to my budget.	PRI1: តម្លៃ សេវាកម្ម និង ផលិតផល សណ្ឋាគារ សិន្ដាមុន្នី សមរម្យធៀប តបទៅនឹង តម្រោងថវិកា របស់ខ្ញុំ			
	PRI2: Be economical compared to other places.	PRI2: Shinta Mani Hotels prices are economical compared to other hotels	PRI2: តម្លៃ សេវាកម្ម និង ផលិតផល សណ្ឋាគារ សិន្ដា មុន្នី			

Factors	Original Eng. v.	Adjusting Eng. v.	Adjusted Khmer v.	IOC	Comments from the expert	Total points
		in the same areas.	សមស្រប ប្រៀបធៀប នឹងសណ្ឋាគារ ដទៃ			
	PRI3: Being a reasonable price compared to the service.	PRI3: Shinta Mani Hotels prices are reasonable with regard to its value added.	PRI3: តម្លៃ សេវាកម្មនិង ផលិតផល របស់ សណ្ឋាគារ សិន្ដា មុន្នី អាចទទួល យកបានបើ ប្រៀបធៀប នឹងសេវាកម្ម ផ្សេងៗដែល			

Factors	Original Eng. v.	Adjusting Eng. v.	Adjusted Khmer v.	IOC	Comments from the expert	Total points
			សណ្ឋាគារ ផ្ដល់ជូន			
	PRI4: This hotel was worth spending time in.	PRI4: Shinta Mani Hotels products and services are worth for spending.	PRI4: តម្លៃ សេវាកម្មនិង ផលិតផល ផ្សេងៗនៅ សណ្ឋាគារ សិន្ត្តា មុន្នី មានភាព សមរម្យល្មម ក្នុងការ ចំណាយ			
	PRO1: Have advertisem	PRO1: Shinta Mani Hotels have	PRO1: ការផ្សាយ ពាណិជ្ជកម្ម			

Factors	Original Eng. v.	Adjusting Eng. v.	Adjusted Khmer v.	IOC	Comments from the expert	Total points
Promotion (PRO) (Hiransomboon , 2012)	ent through mass media	attractive advertiseme nts through social media.	របស់ សណ្ឋាគារ សិន្តា មុន្នី លើ បណ្តាញ ប្រព័ន្ធ ផ្សព្វផ្សាយ សង្គមតួរ អោយចាប់ អារម្មណ៍			
	PRO2: Have reputation through words of mouth	PRO2: Shinta Mani Hotels have a positive reputation through word-of-mouth.	PRO2: គ្រប់គ្នា និយាយតៗគ្នា ពីកេរ្តិ៍ឈ្មោះល្អ របស់ សណ្ឋាគារ សិន្តា មុន្នី			

Factors	Original Eng. v.	Adjusting Eng. v.	Adjusted Khmer v.	IOC	Comments from the expert	Total points
	PRO3: Have low season discounts	PRO3: Shinta Mani Hotels have impressive price promotions.	PRO3: សណ្ឋាគារ សិន្តា មុន្នី មាន ប្រម៉ូស៊ិនគួរ អោយចាប់ អារម្មណ៍ ជាច្រើន			
	PRO4: Have been advised in travel guide book column	PRO4: Shinta Mani Hotels are highly recommended by many travel agencies.	PRO4: សណ្ឋាគារ សិន្តា មុន្នី ត្រូវ បានណែនាំ ដោយភ្នាក់ងារ មគ្គុទេសន៍ ទេសចរណ៍ជា ច្រើន			

Factors	Original Eng. v.	Adjusting Eng. v.	Adjusted Khmer v.	IOC	Comments from the expert	Total points
Location (LOC) (K.-W. Lee et al., 2010)	LOC1: Tourism attraction	LOC1: Shinta Mani Hotels have good location nearby tourism attraction zone.	LOC1: សណ្ឋាគារ សិន្តា មុន្នី មាន ទីតាំងល្អ ជិតតំបន់ ទេសចរណ៍			
	LOC2: Safety	LOC2: Shinta Mani Hotels are located in safe area.	LOC2: សណ្ឋាគារ សិន្តា មុន្នី មាន ទីតាំងនៅក្នុង តំបន់ សុវត្ថិភាព			

Factors	Original Eng. v.	Adjusting Eng. v.	Adjusted Khmer v.	IOC	Comments from the expert	Total points
	LOC3: Surround-ing environ-ment	LOC3: Shinta Mani Hotels have beautiful natural surrounding	LOC3: សណ្ឋាគារ សិន្ទ្បា មុន្នី មាន ទីតាំងហ៊ុំព័ទ្ធ ដោយ ធម្មជាតិ ដ៏ស្រស់ស្អាត			
	LOC4: Accessi-bility	LOC4: Shinta Mani Hotels location is easy to access to other convenience places.	LOC4: សណ្ឋាគារ សិន្ទ្បា មុន្នី មាន ទីតាំងនៅជិត ទីប្រជុំជន			

Factors	Original Eng. v.	Adjusting Eng. v.	Adjusted Khmer v.	IOC	Comments from the expert	Total points
Tangible Service Quality (TSQ) (Akbaba, 2006)	TSQ1: The hotel has visually appealing buildings and facilities.	TSQ1: The overall appearance outside of Shinta Mani Hotels is attractive.	TSQ1: រូបសណ្ឋាន ខាងក្រៅរបស់ សណ្ឋាគារ សិន្តា មុន្នី ជារួមគួរអោយ ចាប់អារម្មណ៍			
	TSQ2: The hotel has modern-looking equipment.	TSQ2: Equipment in Shinta Mani Hotels is modern-looking.	TSQ2: ឧបករណ៍ប្រើ ប្រាស់នៅក្នុង សណ្ឋាគារ សិន្តា មុន្នី មាន ភាពទំនើប			
	TSQ3: Food and beverages	TSQ3: Food and beverages in	TSQ3: អាហារនិង ភេសជ្ជៈនៅ			

Factors	Original Eng. v.	Adjusting Eng. v.	Adjusted Khmer v.	IOC	Comments from the expert	Total points
	served are hygienic, adequate, and sufficient.	Shinta Mani Hotels served are hygienic and sufficient.	ក្នុងសណ្ឋាគារ សិន្តា មុន្នី មានភាព អនាម័យនិង មានគុណភាព ល្អ			
	TSQ4: Employees of the hotel appear neat and tidy (as uniforms and personal grooming).	TSQ4: Employees of Shinta Mani Hotels appear neatly and tidy (as uniforms and personal grooming).	TSQ4: ការរៀបចំខ្លួន របស់បុគ្គលិក សណ្ឋាគារ សិន្តា មុន្នី ស្អាតនិងមាន របៀបរៀបរយ (ឯកសណ្ឋាន និងសុខភាព អនាម័យ			

Factors	Original Eng. v.	Adjusting Eng. v.	Adjusted Khmer v.	IOC	Comments from the expert	Total points
			ផ្ទាល់ខ្លួន)			
Intangible Service Quality (ISQ) (Akbaba, 2006)	ISQ1: The Hotel provides the services as they were promised.	ISQ1: Shinta Mani Hotels provide the services at the hotel promises to do so.	ISQ1: សណ្ឋាគារ សិន្តា មុន្នី តែងផ្តល់ សេវាកម្ម ដូចដែលបាន សន្យាទុក			
	ISQ2: Employees are always willing to serve customers.	ISQ2: Employees of Shinta Mani Hotels are always willing to serve customers.	ISQ2: បុគ្គលិក សណ្ឋាគារ សិន្តា មុន្នី តែងមាន ឆន្ទៈជួយយក អសារ អតិថិជន			

Factors	Original Eng. v.	Adjusting Eng. v.	Adjusted Khmer v.	IOC	Comments from the expert	Total points
	ISQ3: Employees have knowledge to provide information and assistance to guests in areas they would require.	ISQ3: Employees of Shinta Mani Hotels have in-depth knowledge to answer customer's questions.	ISQ3: បុគ្គលិក សណ្ឋាគារ សិន្តា មុន្នី មានចំនេះដឹង គ្រប់គ្រាន់ អាចឆ្លើយតប នូវរាល់ សំនួររបស់ អតិថិជនបាន			
	ISQ4: Employees give guests individualized attention	ISQ4: Employees of Shinta Mani Hotels offer guest individual	ISQ4: បុគ្គលិក សណ្ឋាគារ សិន្តា មុន្នី តែងតែយក			

Factors	Original Eng. v.	Adjusting Eng. v.	Adjusted Khmer v.	IOC	Comments from the expert	Total points
	that makes them feel special.	attention that makes them feel special.	ចិត្តទុកដាក់ជាពិសេសចំពោះអតិថិជន			
Brand Equity (BE) (Chow et al., 2017; Liu et al., 2015)	BE1: The hotel has a good name & reputation.	BE1: The Shinta Mani Hotels brand has good name and reputation.	BE1: ប្រេនរបស់សណ្ឋាគារ សិន្តា មុន្នី មានកេរ្តិ៍ឈ្មោះល្បី			
	BE2: I can quickly recall the symbol or logo of the	BE2: I can easily recall the brand of Shinta Mani Hotels.	BE2: ខ្ញុំងាយនឹងនឹកឃើញពីប្រេនរបស់សណ្ឋាគារ			

Factors	Original Eng. v.	Adjusting Eng. v.	Adjusted Khmer v.	IOC	Comments from the expert	Total points
	hotel.		សិន្តា មុន្នី			
	BE3: Brand is trustworthy	BE3: The Shinta Mani Hotels brand is trustworthy.	BE3: ប្រេនរបស់ សណ្ឋាគារ សិន្តាមុន្នី គួរអោយ ទុកចិត្ត			
	BE4: The hotel brand has a differentiat ed image from others.	BE4: The Shinta Mani Hotels brand has unique image from other hotels' brands.	BE4: ប្រេនរបស់ សណ្ឋាគារ សិន្តា មុន្នី មានភាព ខុសប្លែកពី ប្រេន សណ្ឋាគារ ផ្សេងទៀត			

Factors	Original Eng. v.	Adjusting Eng. v.	Adjusted Khmer v.	IOC	Comments from the expert	Total points
Satisfaction (SAT) (Revilla-Camacho et al., 2017; Rivera et al., 2016)	SAT1: I was right choose to ay in this tel.	SAT1: I have made a right decision to choose to stay in Shinta Mani Hotels.	SAT1: ខ្ញុំ សំរេចចិត្ត ត្រឹមត្រូវដែល ជ្រើសរើស ស្នាក់នៅ សណ្ឋាគារ សិន្ថា មុន្នី			
	SAT2: I am satisfied with this hotel.	SAT2: I am satisfied with services and products offered by Shinta Mani Hotels.	SAT2: ខ្ញុំពេញចិត្ត ចំពោះសេវា កម្មនិង ផលិតផល ដែលផ្តល់ ដោយ សណ្ឋាគារ			

Factors	Original Eng. v.	Adjusting Eng. v.	Adjusted Khmer v.	IOC	Comments from the expert	Total points
			សិន្តា មុន្នី			
	SAT3: The brand meets my expectation	SAT3: The services and products offered by Shinta Mani Hotels meet my expectations	SAT3: សេវាកម្មនិង ផលិតផល ដែលផ្ដល់ ដោយ សណ្ឋាគារ សិន្តា មុន្នី ត្រូវ នឹងការរំពឹង គិតរបស់ខ្ញុំ			
	SAT4: My experience in this hotel has been positive in general.	SAT4: My experience in Shinta Mani Hotels has been positive in	SAT4: បទពិសោធន៍ ជារួមរបស់ខ្ញុំ ជាមួយ សណ្ឋាគារ សិន្តា			

Factors	Original Eng. v.	Adjusting Eng. v.	Adjusted Khmer v.	IOC	Comments from the expert	Total points
		general.	មុន្នី គឺវិជ្ជមាន			
Customer Loyalty (CL) (Liu et al., 2015)	CL1: I consider this hotel as my first choice compared to other hotels.	CL1: Shinta Mani Hotels will be my first choice whenever it comes to choose a hotel in this area.	CL1: សណ្ឋាគារ សិន្តា មុន្នី នឹង ជាជំរើស អាទិភាពរបស់ ខ្ញុំនៅពេល ដែលខ្ញុំមាន ឱកាសមក ស្នាក់នៅតំបន់ នេះម្តងទៀត			
	CL2: I have a strong intention to visit this hotel again.	CL2: I am willing to revisit Shinta Mani Hotels again in the	CL2: ខ្ញុំនឹងត្រលប់ មកស្នាក់នៅ សណ្ឋាគារ សិន្តា			

Factors	Original Eng. v.	Adjusting Eng. v.	Adjusted Khmer v.	IOC	Comments from the expert	Total points
		future.	មុន្នី ម្តងទៀត នៅថ្ងៃអនាគត			
	CL3: I would recommend this hotel to other people.	CL3: I would like to recommend Shinta Mani Hotels to other people.	CL3: ខ្ញុំនឹងណែនាំ មិត្តភក្តិរបស់ខ្ញុំ មកស្នាក់នៅ សណ្ឋាគារ សិន្តា មុន្នី			
	CL4: I would tell other people positive things about this hotel.	CL4: I would tell other people positive things about Shinta Mani Hotels.	CL4: ខ្ញុំនឹងនិយាយ ពីអ្វីដែលល្អៗ ពីសណ្ឋាគារ សិន្តា មុន្នី ទៅ អ្នកដទៃ			

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APPENDIX D

Conference Publication
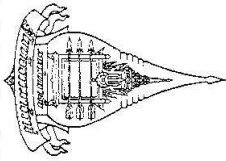
The Office of Graduate Studies, Sukhothai Thammathirat Open University

Presents this Certificate to

Chanttreavatey Kean

In Recognition of Their Poster Presentation

At

The 8th Sukhothai Thammathirat Open University Graduate Research Conference

Held on November 23, 2018

Assoc. Prof. Dr. Krisana Rungrojwanich

Acting Vice–President for Research, Innovation and International Affairs

Prof. Dr. Prasart Suebka

Acting President of STOU

P-SS 011

Factors Affecting Customer Satisfaction:

A Case Study of Shinta Mani Hotels in Siem Reap, Cambodia

Channtreavatey Kean[1] Penjira Kanthawongs[2]

Abstract

The objective of this research was to examine a positive influence of price, promotion, location, tangible service quality, and intangible service quality towards satisfaction of Shinta Mani Hotels' customers in Siem Reap of Cambodia. Non-probability sampling method in terms of convenience sampling was employed in this empirical study. The total of 220 usable survey questionnaires was collected from the repeating customers of Shinta Mani Hotels. Statistics used to do data analysis were Frequencies, Percentages, Means, Standard Deviations, and Multiple Regression Analysis. The researchers found that intangible service quality ($\beta = 0.494$), tangible service quality ($\beta = 0.208$), and price ($\beta = 0.168$) had positive impact towards satisfaction of the customers with the significant level at .01.

Keywords: Price, Service quality, Satisfaction, Shinta Mani Hotels, Cambodia

Introduction

The Kingdom of Cambodia is situated in South East Asia occupying a total land area of 181,035 square kilometers and shared international borders with Thailand to the west and northwest, Lao People's Democratic Republic to the northeast, Social Republic of Vietnam to the east, and gulf of Thailand to the southeast (Ministry of Tourism, n.d.). Cambodia was ranked as one of the world's top tourism landmark in Trip Advisor's Traveler's Choice awards in 2017 (Hul, 2017). Moreover, in the earlier year, the European Council on Tourism and Trade (EECT) awarded Cambodia with "World's Best Tourism Destination" and the "Favorite Cultural Destination" distinction (Maierbrugger, 2016). It was named as a land of magic – the place where Gods and Kings build the world. Cambodia took the top spot on account of its excellent development and preservation of history and religion which gave tourists the opportunity to explore Cambodia's pristine nature (IANS, 2016). According to report released by Ministry of Tourism of

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Cambodia, the tourism industry in Cambodia had continued to show high growth rate and readiness to compete regionally for last past ten years (Ministry of Tourism, 2017). In 2017 alone, the country welcomed 5,602,157 international visitors; which China led the supply markets with 1,210,782 visits following by Vietnam (835,355); Laos (502,219); Thailand (394,934); and South Korea (345,081) respectively (Ministry of Tourism, 2017)

Shinta Mani is the most luxurious hotel conveniently located in the centre of the historic town of Siem Reap, Cambodia. This Cambodia's leading luxury boutique hotel group has two unique and exquisite properties, Shinta Mani Shark Angkor and Shinta Mani Angkor. The both adjacent properties have received a dramatic design by acclaimed designer and architect Bill Bensley (S. Lee, 2017). Unique personal touches, first rate customer service and a continuous, deep commitment to the community have earned Shinta Mani the title of one of the best hotels in the world. The Shinta Mani has won numerous awards for its ambiance and staff: CNN Traveler's Choice Award, Conde Nast Traveler Top Hotels in Asia, Travel + Leisure Global Vision Awards. And recently it has been named as a 2018 Travellers' Choice Award Winner by industry giant TripAdvisor after being ranked among the top 25 hotels in the world. It has also been rated by the site as the second best hotel in Cambodia, with particular highlight being paid to its superb service standards and quirky design. The accolades follow a string of 2017 awards which included Shinta Mani Shack Angkor being ranked #3 in Travel + Leisure's list of The 10 Best City Hotels in Asia (Shinta Mani Hotels, 2018).

Customer satisfaction was preliminary determined as customer personal evaluation based on a comparison between their experiences throughout product or service life cycle and their initial expectations (Usta, Berezina, & Cobanoglu, 2014). Satisfaction played the pivotal role in company business goal and a competitive advantage (Lovelock, Patterson, & Walker, 1998). First of all, customer satisfaction had significant impact on customer loyalty and relationship commitment (Barsky, 1992; Roger, 1996; Smith & Bolton, 1998). It was identified that by ensuring loyalty, customer would likely to make repeat purchasing (Fornell, 1992; Zeithaml, Berry, & Parasuraman, 1996) and resulted in financial performance improvement and higher efficiency (Assaf & Magnini, 2012). It was observed that normally high satisfied customers mostly likely to promote favorable word-of-mouth to the public and in effect became a walking, talking advertisement with low cost for company to attract new customers (Fornell, 1992; Zeithaml et al., 1996). ACSI (American Customer Satisfaction Index) revealed that when customer satisfaction was good, consequently customer loyalty increased and customer complaints decreased (Fornell, 1992) and in long term perspective, satisfaction was like an insurance policy that company would not feel extremely scare of losing customer when something occasionally and accidently went wrong (Lovelock et al., 1998). Finally, delighted consumers were less susceptible to competitor offerings,

creating sustainable advantage for company (Lovelock et al., 1998). Therefore, the researchers aimed to identify factors positively affecting customer satisfaction by using Shinta Mani Hotels in Siem Reap of Cambodia as the case study and hope to use the findings to test the model with other luxury hotels in the future. Also, the researchers expected to extend customer satisfaction theory with other theories to broaden academic findings.

Espinet, Saez, Coenders, and Fluvià (2003) found that *pricing* strategy was flexible and complicated when compared to other marketing strategies. It was usually sensitive and could easily change by the different marketing environments such as seasonality, price regime and facility (Espinet et al., 2003). Three pricing techniques commonly used in hotel segment nowadays were cost-based pricing, competition-driven pricing, and customer-driven pricing. Cost-based pricing and competition-driven pricing by far became the mainstream pricing techniques (Arnold, Hoffman, & James, 1989). Additionally, Lockyer (2005) suggested that hotel price was one of the most critical factors that impacted on customer purchasing intention.

Promotion contributed two common benefits to customers, which were utilitarian and hedonic benefits. Utilitarian benefit provided consumers with a chance to experience high quality products at discount price and also helped consumer saving a searching and decision making cost. On the other hand, hedonic benefit was another promotion benefit dealing with emotions, cheerfulness and excitement. Basically, both promotion benefit dimensions enhanced both consumers' delights and functional satisfactions, from which consistently formed brand loyalty in customer mindset (Kang & Kim, 2018).

Location was one of the crucial cores of business success especially in hospitality industry. Determining a certain location had to be analyzed based on the purpose and type of business (Kimes & Fitzsimmons, 1990). Laowicharath and Kanthawongs (2017) selected budget hotels in Bangkok to examine factors positively affecting guest's purchasing intention. *Location* and *tangible service quality* in terms of physical product, staff, cleanliness, security, and facilities were the independent factors in their quantitative research approach with 328 usable survey questionnaires. The empirical results showed that only *tangible service quality* in terms of facilities (β = 0.147) were positively affected purchase intention of budget hotels' customer in Bangkok at .05 level of significant, explaining 20% of the influence towards purchase intention of the consumers. However, *location* and *tangible service quality* in terms of physical product, staff, cleanliness, and security were not found to be significantly affected purchase intention of budget hotels' customers in Bangkok (Laowicharath & Kanthawongs, 2017). Moreover, Akbaba (2006) found that the most important factor in predicting business travelers' overall service quality evaluation was "tangibles", followed by "understanding and caring", "adequacy in service supply", "assurance", and

"convenience" respectively. Akbaba (2006) confirmed the five-dimensional structure of SERVQUAL; however, it needs to be adapted for the specific service environments and for the cultural context.

Intangible service quality was acted by two parties and normally it would not show clear picture of ownership. Logically it could be more challenging to evaluate the quality of service than the quality of good since the nature of service itself were intangibility, inseparability and multifaceted functions. Customers generally perceived service quality by doing a comparison between their expectation toward service provider and the outcome of service delivery (Lovelock et al., 1998). Furthermore, Caruana (2002); Cronin and Taylor (1994); and Baker and Crompton (2000) revealed that intangible service quality had positive impact on satisfaction. These previous studies suggested that effectively managing service quality ultimately led to tourists' satisfaction and loyalty.

Previous studies have shown that customer satisfaction affected business performance. For example, Su, Swanson, Chinchanachokchai, Hsu, and Chen (2016) conducted the empirical research paper by focusing on the role of customer satisfaction, identification and commitment toward corporate reputation and behavior intention. The 416 Chinese guests from six different hotels volunteered to complete survey questionnaires. Their findings suggested that overall customer satisfaction significantly impacted customer–company identification, customer commitment, repurchase intentions, and word-of-mouth intentions.

While Hasan, Katerina, and Cihan (2018) have shown the relationship between certain factors and customer satisfaction. The researchers designed a cross-sectional survey with total 391 usable response in order to compare customer perceptions of hotel and peer-to-peer accommodation advantages and disadvantages and also to test their influence on customer satisfaction and repurchase intentions. The advantages of each accommodation summarized as conceptualized through perceived travel experience authenticity, whereas the disadvantages were evaluated through the risks associated with staying at each accommodation type, including product performance risk, time/convenience risk and safety and security risk. Model testing revealed a strong positive relationship between satisfaction and repurchase intention. Perceived authenticity was identified as a statistically significant satisfaction predictor for both accommodation types. Time/convenience and product performance risks were found to be insignificant predictors of guest satisfaction, while safety and security risk appeared to be statistically significant only in the Airbnb sample. Therefore, the research findings of Hasan, Katerina, and Cihan (2018) might fill the gap that perceived authenticity as well as safety and security risk might be factors affecting customer satisfaction, while time/convenience and product performance risks might not be factors influencing customer satisfaction.

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Accordingly, understanding the factors affecting customer satisfaction was very important for those who were involved in hotel industry. Despite the abundant studies conducted on tourist satisfaction there was very little known about the customer satisfaction of hotels in Cambodia. Filling a part of this gap, the current study attempted to examine factors affecting customer satisfaction in Cambodia by selecting Shinta Mani Hotels as a case study.

Objective of Study

To explore positive impact price, promotion, location, tangible service quality and intangible service quality towards satisfaction of Shinta Mani Hotels' customers in Siem Reap of Cambodia. It was hypothesized that price, promotion, location, tangible service quality, and intangible service quality had positive impact towards satisfaction of Shinta Mani Hotels' customers in Siem Reap of Cambodia.

Theoretical Framework

Independent Variables	Dependent Variables
1. Price 2. Promotion 3. Location 4. Tangible Service Quality 5. Intangible Service Quality	Customer Satisfaction on Shinta Mani Hotels
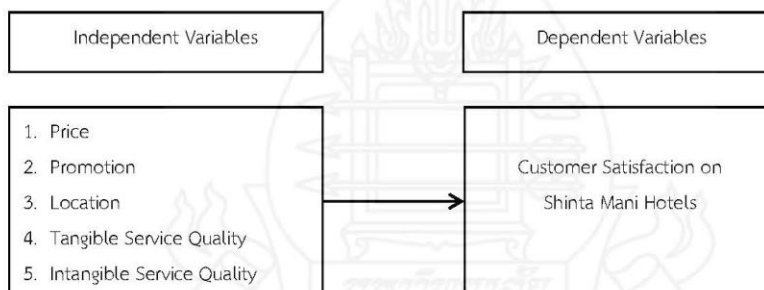
Figure 1: Theoretical Framework

Research Methodology

This research was conducted by using quantitative approach. Survey method was selected in this study and questionnaire was formulated to collect data from 220 respondents who used to stay at Shinta Mani Hotels more than one time. Questionnaire was developed based on one independent variable (customer satisfaction). The questionnaire was divided into four parts: (1) demographic questions (2) consumption behavior-oriented questions (3) investigating factor questions (See Table 1.1 for research variables and references) and (4) an open-ended response question that allowed participants to give additional advices on others factors positively affecting customer satisfaction at hotel. The researchers

used interval scale by using a five-level Likert Scale to measure level of agreement. In order to verify the validity, the questionnaires were verified by the experts using Index of Item-Objective Congruence known as IOC. And the result of the IOC evaluation from all experts showed that all questionnaire items were over than 0.5. In the meantime, the Cronbach's Alpha (α) of satisfaction factor, which used to measure reliability of questionnaires, was 0.935 for 220 full-scale surveys. Therefore, the reliability of the indice in the pilot test and full-scale survey was good since passed the bench mark of 0.65.(Craig & Moores, 2006).

Table 1.1 Research varibles and references

Group Type	Reference	Items
Price	(Hiransomboon, 2012; Liu, Wu, Yeh, & Chen, 2015)	4
Promotion	(Hiransomboon, 2012)	4
Location	(K.-W. Lee, Kim, Kim, & Lee, 2010)	4
Intangible Service Quality	(Akbaba, 2006)	4
Tangible Service Quality	(Akbaba, 2006)	4
Satisfaction	(Revilla-Camacho, Cossio-Silva, & Palacios-Florencio, 2017; Rivera, Bigne, & Curras-Perez, 2016)	4

Research Findings and Analysis

The descriptive statistics revealed the demographic data of the 220 (N = 220) respondents as shown in Table 1.2.

Table 1.2: Profile of Respondents

Measures	Items	Frequency	Percentage
Gender	Male	90	40.9
	Female	130	59.1
Age	Below 18 years old	7	3.2
	18-28 years old	17	7.7
	29-39 years old	52	23.6
	40-50 years old	38	17.3
	Over 50 years old	106	48.2

(Continued)Table 1.2 (Continued): Profile of Respondents

Measures	Items	Frequency	Percentage
	Single	58	26.4
	Married	139	63.2
	Divorced	6	2.7
	Others	17	7.7
Education	Below Bachelor Degree or equivalence	61	27.7
	Bachelor Degree or equivalence	92	41.8
	Master Degree or equivalence	47	21.4
	Doctorate Degree or equivalence	20	9.1
Nationality	Cambodian	10	4.5
	Australian	75	34.1
	Singaporean	2	9
	American	24	10.9
	Others	109	49.5
Occupation	Government Employee	35	15.9
	Private Company Employee	75	34.1
	Business Owner	38	17.3
	Student	11	5.0
	Retiree	61	27.7

Among the respondents, the demographic profiles showed that female respondents (n=130; 59.1%) were more than male, most of the participants were over 50 years old (n=106; 48.2%) and half of respondents were in married status (n = 139; 63.2%). The largest group of respondents educated with a bachelor's degree or equivalence (n = 92; 41.8%). Moreover, the majority of the participants were in other nationalities (n = 109; 49.5%) which were from British the most (n = 64; 29.1%) and almost one-third of participants worked in private company (n =75; 34.1%).

Table 1.3: Hotel Consumption Behavior of Respondents

Measures	Items	Frequency	Percentage
Main reasons to stay in hotel	Business trip	14	6.4
	Visiting friends/relatives	8	3.6
	Tourism	200	90.9
	Attending conference	1	0.5
	Study tour	10	4.5
Sources of hotel information	Family	10	4.5
	Friends	50	22.7
	Travel agencies	119	54.1
	Travel magazines	5	2.3
	Social media	64	29.1
Purchasing decision influencers	Yourself	64	29.1
	Family	43	19.5
	Friends	24	10.9
	Travel agencies	80	36.4
	Company/Organization	28	12.7

In term of consumption behavior of customers, the result showed that 90.9% of respondents stayed in Shinta Mani hotels in the purpose of tourism (n = 200; 90.9%) where as business trip was another second range main reason why they came to stay in the hotels (n = 14; 6.4%). Majority of participants knew the hotels information from travel agencies (n = 119; 54.1%) and as a result travel agencies was the most influencers to make customers choose to stay in the hotels (n=80, 36.4%).

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Table 1.4: Multiple Regression Analysis: Dependent Variable: Customer Satisfaction

Independent Variables	Unstandardized Coefficients		T	Sig.	Collinearity Statistics	
	B	Std. Error			Tolerance	VIF
(Constant)	.376	.207	1.819	.071		
Price	.168**	.043	3.900	.000	.532	1.879
Promotion	-.037	.036	-1.034	.302	.608	1.645
Location	.108	.059	1.836	.068	.337	2.970
Tangible Service Quality	.208**	.072	2.891	.004	.276	3.624
Intangible Service Quality	.494**	.070	7.095	.000	.373	2.679

R = 0.853 R^2 = 0.727   Adjusted R^2 =.719   SEE = .28388   F = 92.750   Sig. = 0.000

Significant Level at .01

This research was hypothesized that price, promotion, location, tangible service quality, and intangible service quality had positive impact towards satisfaction of Shinta Mani Hotels' customers in Siem Reap of Cambodia. However, only intangible service quality (β = 0.494), tangible service quality (β = 0.208), and price (β = 0.168) had positive impact towards satisfaction of the customers at predicting ability of 71.99% with the significant level at .01. No Multicollinearity among all the independent variables for this study. The Tolerance value of each independent variables exceeded 0.2 and the Variance Inflation Factor (VIF) of each independent variables valued not exceeded than 4 (Miles, 2001).

Numerious previous researches strongly supported this finding. Akbaba (2006) investigated in her reseach the service quality expectations of business hotels' consumers in Turkey. She found that among the five dimensions of service quality, "tangible service quality" had emerged as the best predictor of overall service quality, eventually creating customer satisfaction. Then, the findings of this study confirmed that the most important factor in predicting business travelers' overall service quality evaluation was "tangibles", followed by "understanding and caring", "adequacy in service supply", "assurance", and "convenience" respectively. Although the findings of this study confirmed the five-dimensional structure of SERVQUAL, some of the dimensions found and the components of these dimensions differed from that of SERVQUAL. These findings supported the claim that, although the SERVQUAL scale was a very useful tool as a concept, it needs to be adapted for the specific service environments and for the cultural context. Caruana (2002); Cronin and Taylor (1994); and Baker and Crompton (2000) found that intangible service quality had positive impact on satisfaction. They addressed

that effectively managing service quality ultimately lead to tourists' satisfaction and loyalty (Baker & Crompton, 2000; Caruana, 2002; Cronin & Taylor, 1994). Also, the study confirmed that in hotel industry, hotel *price* was one of the most critical factors that impacted on customer purchasing intention (Lockyer, 2005). The results also emphasized that customer satisfaction would provide identification and commitment toward corporate reputation and behavior intention (Su et al., 2016).

Recommendations

For business benefits, the result of this research, could be used by hotel business owners and marketing managers especially Shinta Mani hotels as an added value development to the business and marketing strategies. Management should pay high attention to customer satisfaction by emphasizing on intangible service quality, tangible service quality, and price respectively. Referring to survey questionnaire, answers from open-ended question in the survey questionnaire, and face-to-face short interviews with participants, for intangible service quality, the hotel provided the services as they were promised. Employees were always willing to serve customers and had knowledge to provide information and assistance to guests in areas they would require. Also, employees gave guests individualized attention that made them feel special. For tangible service quality, the hotel had visually appealing buildings and facilities, modern-looking equipment. The hotel served hygienic, adequate, and sufficient food and beverages. Lastly, the employees of the hotel appeared neat and tidy (as uniforms and personal grooming). For price, the hotel had the prices that were suitable to the guests' budget. The prices considered to be economical compared to other places. Also, the prices were reasonable compared to the services provided. Also, the hotel prices were worthwhile. For academic benefits, theories and knowledge on satisfaction extended with intangible service quality, tangible service quality, and price theories. Future research should include how customer satisfaction might impact repurchase intentions, word-of-mouth intentions and customer loyalty and also should do data collection in other hotels in Siem Reap, Cambodia to compare the results. Also, data could be collected, compared, and analyzed between hotel in Siem Reap city and other cities in Cambodia or hotel in other foreign countries such as Thailand.

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