GUEST SATISFACTION TOWARDS SERVICES IN HOTEL SUNAN SOLO

By

Yehuda Dion Setyadi

010200800012

A Thesis Presented to the Faculty of Economics President University in Partial Fulfillment of the Requirements for Bachelor Degree in Economics Major in Hotel and Tourism Management
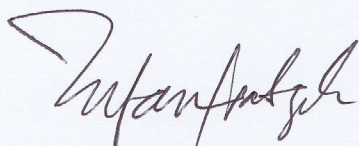

President University

Cikarang Baru

Bekasi, Indonesia

March 2012

THESIS ADVISER
RECOMMENDATION LETTER

This thesis entitled **"GUEST SATISFACTION TOWARDS SERVICES IN HOTEL SUNAN SOLO"** prepared and submitted by Yehuda Dion Setyadi in partial fulfillment of the requirements for the degree of Bachelor of Management in the Faculty of Management has been reviewed and found to have satisfied the requirements for a thesis fit to be examined. I therefore recommend this thesis for Oral Defense.

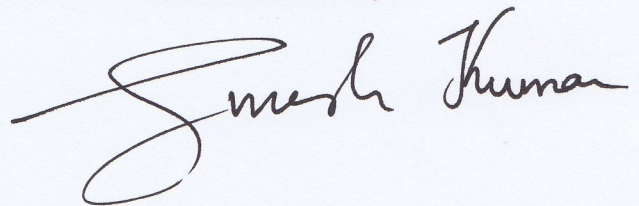<div align="right">Cikarang, Indonesia, March 09, 2012</div>

Acknowledged by,

Recommended by,

<u>Irfan Habsjah, MBA, CMA</u>

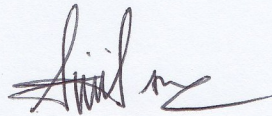Head of Management Study Program

<u>Suresh Kumar, ST, M.Si.</u>

Thesis Advisor
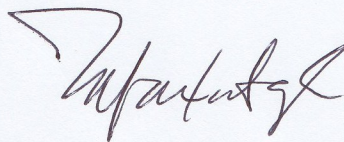
PANEL OF EXAMINERS
APPROVAL SHEET

The panel of Examiners declare that the thesis entitled **SATISFACTION TOWARDS SERVICES IN HOTEL SUNAN SOLO"** that was submitted by Yehuda Dion Setyadi majoring in Hotel and Tourism Management from the Faculty of Management was assessed and approved to have passed the Oral Examinations on Mach 27, 2012.
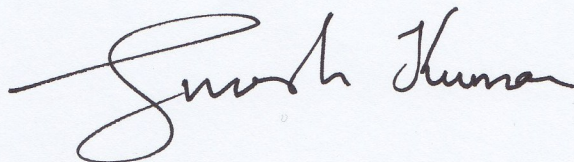
Aditya Rusmawan, M.Sc.

Chair - Panel of Examiners

Irfan Habsjah, MBA, CMA

Examiner 1

Suresh Kumar, ST, M.Si.

Examiner 2

DECLARATION OF ORIGINALITY

I declare that this thesis, entitled "**GUEST SATISFACTION TOWARDS SERVICES IN HOTEL SUNAN SOLO**" is, to the best of my knowledge and belief, an original piece of work that has not been submitted, either in whole or in part, to another university to obtain a degree.

Cikarang, Indonesia, March 09, 2012

Yehuda Dion Setyadi

ABSTRACT

The Sunan Hotel Solo boasts the most complete MICE facilities in the town of Solo. To this day it possesses Solo's largest and most luxurious Ballroom. The most recent major event to be hosted at the Sunan is the EOC (Extraordinary Congress) of PSSI, Indonesia's football league, in July 2011. According to the tripadvisor.com website, the Sunan Hotel occupies the first ranking as calculated by guest ratings followed by Novotel Solo and in the third place is Ibis Solo.

As an international standard hotel the Sunan provides a wide array of specialized guest services including Restaurants and Bars, Coffee Shop, Business Centre, Fitness Centre, Spa, Salon, Swimming Pool and a Music Room. This research aims to look at how the guests' initial reactions to the service provided at the concierge, the front office, lobby presentation and their rooms affects. The total number of respondents used in this research is 50.

The results of this research show that the response towards the four variables of service are very high, with doormen service getting (4,21), lobby atmosphere and setting getting (4,07), room atmosphere and setting getting (3,95) and lobby workers service getting (3,95). The Sunan Hotel should minimally maintain this excellent level of service and aim towards improvement so that guest responses can approach maximal point of 5, or very satisfied.

Keywords: satisfaction, doormen, lobby workers, lobby, room

ACKNOWLEDGMENT

All praises be to the Most High God in Heaven and to His Son, Jesus Christ who has given me his blessings so that I may finish this Paper in time as a requirement for finishing the course of Bachelor of Management at President University in Cikarang.

In the course of completing this thesis the writer had help and assistance from many others. So the writer would like to take advantage of this opportunity to thank them who are listed below:

1. Mr. Irwan S. Soebroto, former Head of Hotel and Tourism Management, without whose help and assistance the writer would not have been able to finish this most demanding course.

2. Mr. Suresh Kumar, the writer's kind and faithful Thesis Advisor. His help and contributions towards the writing of this thesis has been invaluably tremendous.

3. The entire staff of the Faculty of Management and Economics. Their noble sacrifice as teachers contribute towards my betterment as a person and the completion of my course.

4. The General Manager, Accounting Manager and Marketing Manager of the Sunan Hotel Solo as well as those staff not listed who helped in gathering information about the Hotel.

5. Lastly, my family and friends whose love and friendship has made the completion of this thesis possible.

To end, the writer acknowledges that this thesis still has failings and humbly asks the critique and suggestions of readers. May this paper not fail to give benefit to all those who stand to benefit from its completion. May God be praised and exalted and all His people have peace.

North Jakarta, March 08, 2012

The writer,

Yehuda Dion Setyadi

TABLE OF CONTENT

LIST OF TABLES

LIST OF FIGURES

LIST OF ACRONYMS

ACIS   Annual Conference on Islamic Studies

EOC   Extraordinary Congress

PSSI   Persatuan Sepak Bola Seluruh Indonesia

VIP   Very Important Person

GM   General Manager

GCC   Guest Comment Card

CHAPTER I

INTRODUCTION

1.1. Background of the Study

It would not be presumptuous to call Indonesia a "tourists' paradise". This vast archipelago of over 17,000 islands has something to entice and offer everyone. Between its most well-known islands of Sumatra, Java, Kalimantan (Borneo), Sulawesi (the Celebes), Maluku (the Moluccas) and Bali, one of the world's most well-known, admired and beloved island resorts, Indonesia offers the most diverse of tropical landscapes, from fertile ricelands to luxuriant rainforests to savannah grasslands. It should come as no surprise, then, that hotel accommodations have always been in high demand in these islands.

In fact, hotels are among the country's most fast-growing industries. Indonesia has a vast potential of undeveloped tourist destination and attractions scattered across its many islands that discerning tourism entrepreneurs are quickly taking advantage of, and the number of Indonesian hotels and resorts continue to grow. The city of Solo in Central Java, commonly accepted as the birthplace of Javanese culture and one of Indonesia's most beloved and visited regions after Jakarta, Bali and Surabaya is one of the focal points of current development.

The hotel industry has long held a proud near first-place spot in the list of developing industries, a fact that seems likely to continue for the foreseeable future. With the Indonesian economy continuing its rapid-pace growth and adding lots of disposable income to the country's spenders, it only holds to reason that hotels and tourism, a popular way of spending that disposable income, will grow with it. It is this trend that fuels the ever-growing hotel industry in Indonesia, despite the large number of hotels already operating therein.

The hotel industry is, at its simplest definition, a service industry. It is a service industry by providing paid accommodations to travelers, as well as food, room service, spa, swimming pool, internet connection, fax, and meeting places as requested and desired. As such, it should be the aim of every hotel to provide a high level of service in these areas –their guests' contentment and by extension the hotel's profit levels depend on it. In fact, hotels frequently compete with each other to provide the most *added value* to their customers through their services.

It is a fact that each guest has different wants and needs to another, and therein lies a big reason why people choose one hotel over another. There are certain needs and wants common to all travelers, of course, these being having a safe, pleasant, and comfortable place to sleep and eat. But the fulfillment of other needs and wants open up a variety of market strategies hotels can adopt in their products and services in order to try to find a strategy that gains maximum profit from their target market segment.

It is no big secret that quality of service is a very important thing to the profitability and indeed, the survivability of service industries. Managers must find ways that service can be continually improved upon in order to provide more added value to customers that their company's competitiveness and thus profit levels are maintained and grown.

This thesis aims to explore the effect the level of service has on the level of service usage at the Sunan Hotel in Solo, Central Java, one of Solo's top international hotels. There are several reasons why this hotel was chosen: first, its location in Solo, Central Java. Solo, an important commercial and administrative center of Central Java, is a tourist haven known for its status within central Java as the center of Javanese culture and tradition, housing two royal houses (the Kraton and the Mangkunegaran). Secondly, it attracts thousands of foreign visitors each year, the main target market for the Sunan Hotel, which offers a decidedly foreign-bent array

of services as quoted on the hotel's website: "…international standard facilities for both business and pleasure seeking travelers including business facilities, conference and banqueting services…". Thirdly, the hotel places a high emphasis on guest services as quoted on the hotel website's main page: "to improve services to guests, the Management provides supporting facilities such as Coffee Shops, Meeting Rooms, Fitness Center and Japanese Restaurant…". It is for these three reasons that the writer has chosen to do his thesis on the Sunan Hotel in Solo.

1.1.1. Company Profile

The Sunan Hotel is a hotel located in Solo in the province of Central Java, Indonesia at Jalan Jendral Ahmad Yani No. 40 Solo. It occupies a very strategic position, being only 4kms from the Mangkunegaran Keraton, 5kms from the Sunan Keraton, and 5 kms from Pasar Klewer, a well-visited shopping centre. The hotel enjoys easy access to major transportation centres, being located only a 15 minutes' drive away from Adi Sumarmo International Airport and a 6 minutes' drive away from Balapan Solo train station.

The Sunan Hotel was built by PT. Graha Mulya Wirastama on 1997 who as of today act as the owners. The Hotel occupies a 1.5 hectare area. It provides a total of 128 rooms made up of 1 presidential suite, 2 suite rooms, 8 junior suite rooms, 14 executive business rooms, and 103 deluxe rooms. It also provides 11 meeting rooms, named as follows: Ballroom I, Ballroom II, Ballroom III, Ballroom IV, Ballroom V, Ballroom VI, Grand Ballroom, Triwindu Meeting Room I, Triwindu Meeting Room II, Nurhadi private dining room, Kono room and executive meeting room.

The Sunan Hotel boasts the most complete MICE facilities in the town of Solo. To this day it possesses Solo's largest and most luxurious Ballroom. Many and various MICE events, both local and international, have been hosted at the Sunan. In 2008 the Sunan hosted Munas APEKSI (a meeting of all Indonesian mayors) in July 2008 and (Organisation of World Heritage Cities) in October. In November 2009 the

Sunan hosted ACIS (Annual Conference on Islamic Studies) which was attended by delegations from many major Indonesian universities and universities from other countries. The most recent major event to be hosted at the Sunan is the EOC (Extraordinary Congress) of PSSI, Indonesia's football league, in July 2011.

1.1.2. Operational Manual

A hotel's organizational structure is structured around the work and jobs being done, and The Sunan Hotel is no exception. Each department has its own unique and specific task. The highest position in the Sunan Hotel's organizational structure is the position of general manager. Below the general manager are three important subdivision managers: the marketing manager, front office manager, executive housekeeper and executive chef (see Figure 1.1).

Figure 1.1. Scheme of The Sunan Hotel Solo Management 2012


```
                                    ┌─────────────────┐
                                    │ General Manager │
                                    └─────────────────┘
                                             │
   ┌──────────┬──────────┬──────────┬────────┴─────────┬──────────┬──────────┐ ┄┄┄┄┄┄┄┄┄┄┄┐
┌──────────┐ ┌──────────┐ ┌──────────┐ ┌──────────┐ ┌──────────┐ ┌────────┐   ┌──────────┐
│ Director │ │ Chief    │ │ Executive│ │ Accounting│ │ Exc.    │             │ ICC     │
│ of Sales │ │Engineering│ │Housekeeper│ │ Manager  │ │ Chef    │             │ Officer │
└──────────┘ └──────────┘ └──────────┘ └──────────┘ └────────┘               └──────────┘
```

HRD Manager	PR. Manager	Front Office Manager	Minor Operating Dept. Manager	F & B Manager	Secretary to GM

Source: The Sunan Hotel Solo 2012

5
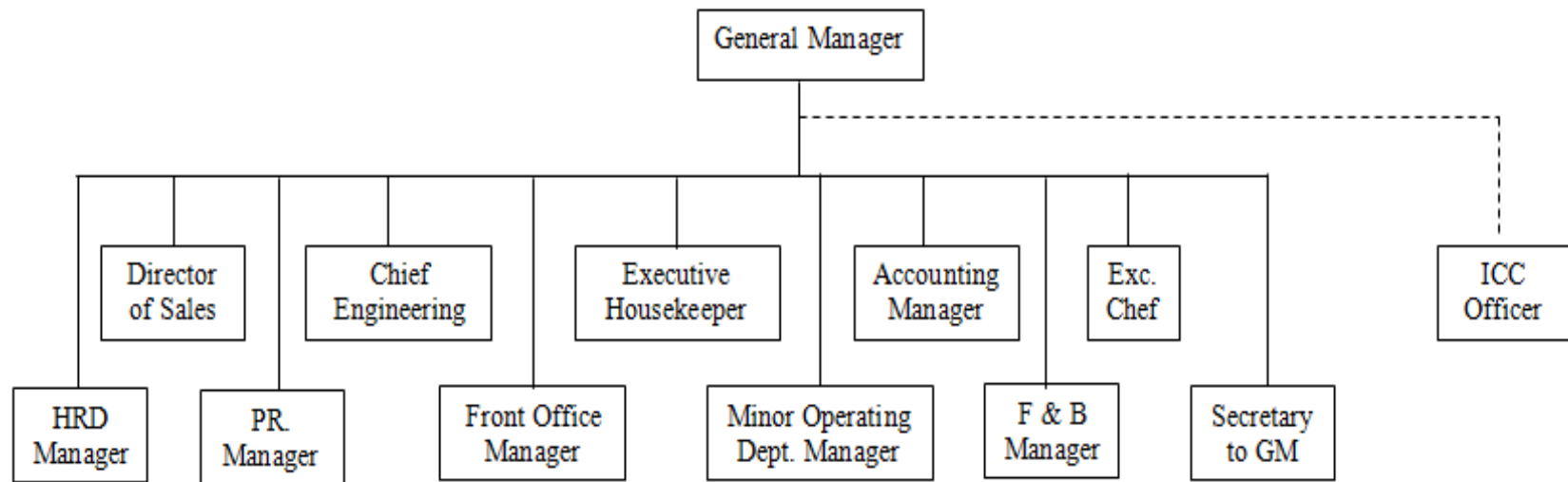
1.1.2.1.   Marketing Manager

The marketing manager is entrusted with two main responsibilities. First, he must direct sales and marketing operations. Second, he must coordinate sales and marketing activities with other departments. This is so that the system is able to flow smoothly and without intersecting responsibilities between departments. The job description of the Sunan Hotel's Marketing Manager is as follows:

1. Developing and maintaining systems for recruitment of new workers, training, development and compensation for workers in sales and marketing
2. Performing analysis of the market, products and competitors
3. Preparing a sales budget
4. Preparing a projection of hotel and banquet room sales
5. Preparing a promotion strategy
6. Preparing a marketing blueprint to be discussed in executive meetings
7. Performing a continual market analysis to collect data on customers and guests
8. Directing the activities of sales and marketing staff
9. Coordinating advertising with the advertising agency
10. Monitoring, coordinating and evaluating department workers
11. Suggesting improvements to the hotel product
12. Monitoring the need for price adjustment
13. Approving all promotional projects across all departments
14. Providing a forecast to the production department
15. Performing a regular review of all service operations.

Marketing managers oversee two subofficers, the sales executive officer and the guest relation officer. The job description of sales executives include performing sales calls for hotel and banquet, preparing information needed for product, market and competitor analysis. The responsibilities of sales executives include performing

sales activities for the hotel and banquet, handling all function bookings, answering queries from guests and customers, handling the banquet competitive list, providing help to sales agents in need of information about the hotel and banquet product, periodically constructing an administrative report on activities ordered by superiors, building a good relation between the hotel and guests, and attending meetings set by superiors.

The job description of guest relation officers include performing Public Relations in and outside of the hotel and to build a good image of the hotel to outsiders. The responsibilities of guest relation officers include making photo documentations of all important events occurring at the hotel, distributing documentation upon requests by other departments, greeting important guests, printing photo documentations and presenting it upon request by other departments, aiding with press releases, handling archiving, and assisting as required or asked by superiors.

1.1.2.2. Front Office Manager

Front managers jobs can be categorized into two: First, taking responsibility for the planning, directing, supervising, and coordinating all front office activities to maximize income from room sales, minimize department spending, and guarantee guest satisfaction with front office services. Second, managing the front office and adhering to standard operating procedures determined by management. Their job description is as follows:

1. Preparing work plans and monitoring their implementation
2. Preparing monthly and yearly budgets for the front office department
3. Preparing room sales strategy
4. Monitoring front office activity
5. Supervising and monitoring orders for front office stock and furniture

6. Processing the VIP list and distributing it to all related workers and departments

7. Handling room renting

8. Greeting all VIP guests and taking them to their rooms

9. Handling all discounts and special rates

10. Handling all guest complaints

11. Training front office employees

12. Monitoring the performance of front office employees

13. Perform room sales analysis and evaluation

14. Preparing yearly sales targets

15. Preparing monthly occupancy forecasts

16. Holding weekly front office briefings

17. Attending management meetings.

Assisting the front office manager in his duties are three subofficers. The first is the assistant front office manager. His jobs include planning, directing, supervising and coordinating all front office activities to maximize income from room sales, minimize department spending and making sure that all front office activities are in line with standard operating procedures as set by management.

The second is the duty manager. He supervises all service activities and helps guests with any requests or troubles they may have. His job description includes reading the duty manager logbook, reporting all important events to the front office manager directly or indirectly (through the logbook), supervising the department, handling all customer complaints and energy conservation, and assisting or providing help as requested by superiors.

1.1.2.3. Executive Housekeeper

The housekeeping department is led by the executive housekeeper. His main job is the directing and managing of all housekeeping operations. His job description is as follows:

1. Preparing a workplan for the housekeeping department
2. Preparing the budget for the housekeeping department
3. Preparing operational costs estimate
4. Monitoring the operation of public and service areas
5. Checking and signing off on storeroom requisitions, purchasing requisitions, maintenance orders
6. Checking the results of physical inventorying
7. Analyzing and evaluating the use of guest supplies and cleaning supplies
8. Setting laundry fees
9. Administering lost and found
10. Checking and signing off on the housekeeping report and handling room discrepancies
11. Setting a plan for rooms renovation and general cleaning program
12. Reporting any serious problems to the General Manager
13. Assisting in the operations of the Housekeeping department
14. Setting the work schedule
15. Supervising the work of his immediate underlings
16. Monitoring work productivity
17. Making reports, documents and correspondence
18. Creating and maintaining a healthy work atmosphere
19. Holding regular Housekeeping department briefings
20. Attending department meetings

1.1.2.4.   Executive Chef

The main responsibility of the executive chef is to coordinate the processing of food supplies. The executive chef also supervises and trains the food processing department and is responsible for monitoring food prices and food production. His job description includes:

1. Making a sales history of all sold food items
2. Approving and signing off on all buying orders from the warehouse
3. Interviewing chef applicants
4. Evaluating and monitoring all food processing workers
5. Setting a work schedule for the food processing department
6. Setting an employee training program for the food processing department
7. Making standard recipes for all processed food items
8. Designing the menus for hotel restaurants
9. Preparing a repair and maintenance order for the engineering department for all kitchen appliances

In Table 1.1 below we can see that the total amount of labor force in The Sunan Hotel Solo are 153 people. The largest number of workers is in the housekeeping department, as many as 26 people. Whereas the fewest labor force is in human resources department that only 1.96% of total existing workers or as many as 3 people.

Table 1.1. Composition of the Work Force at the Sunan Hotel Solo 2012

No.	Department	Number of Persons	Percentage (%)
1	Accounting	13	8,50
2	Marketing	11	7,19
3	Engineering	15	9,80
4	Laundry	5	3,27
5	Security	12	7,84
6	Public relation	5	3,27
7	Front office	19	12,42
8	Human resources	3	1,96
9	Housekeeping	26	16,99
10	Food and beverage product	18	11,76
11	Food and beverage service	20	13,07
12	Executive office	6	3,92
Total		153	100,00

Source: The Sunan Hotel Solo 2012

1.1.3. Competition

Solo, being one of the main tourist cities of Central Java attracts thousands of visitors yearly, both domestic and foreign. Aside from being a well-known tourist destination, the city also attracts many investors. Eighteen hotels are present in the city. A list by ranking of the hotels by tripadvisor.com can be seen in Table 1.2.

Table 1.2. A ranking of all Solo hotels according to Tripadvisor.com

No.	Hotel	Rank	No.	Hotel	Rank
1	@Home Hotel Solo	15	10	Kusuma Sahid Prince Hotel	8
2	Baron Indah Hotel	9	11	Lor in Business and Spa	7
3	Best Western Premier Solo	5	12	Novotel Solo	2
4	De Solo Boutique Hotel	13	13	Riyadi Palace Hotel	14
5	Fave Hotel Adi Sucipto Solo	18	14	Rumah Turi	4
6	Hotel Asia Solo	16	15	Sahid Jaya Solo	10
7	Hotel Dana Solo	12	16	Solo Inn Hotel	17
8	Hotel Grand Orchid	11	17	Solo Paragon Hotel and Residences	6
9	Ibis Solo	3	18	The Sunan Hotel Solo	1

Source: Trip Advisor 2012

From Table 1.2 it can be seen that according to the tripadvisor.com website the Sunan Hotel occupies the first ranking as calculated by guest ratings. The second place is occupied by Novotel Solo and in the third place is Ibis Solo.

1.2.   Problem Identification

This thesis aims to determine the guest satisfaction towards the four variables of doormen, lobby workers, lobby and room at Sunan Hotel Solo. Modern-day hotels offer far more than simple lodging and food and beverages and the Sunan Hotel, one of Solo's top hotels is no exception. As an international standard hotel the Sunan provides a wide array of specialized guest services including Restaurants and Bars, Coffee Shop, Business Centre, Fitness Centre, Spa, Salon, Swimming Pool and a Music Room. This thesis will look at how the guests' initial reactions to the service provided at the concierge (check-in, door service, baggage services), the front office and lobby presentation (visual appeal, cleanliness, orderliness) and their rooms (spaciousness, cleanliness, comfort appeal and visual appeal) affects.

1.3.   Problem Statement

The problem statement is as follows:

How the guests' initial reactions to the services provided at the Sunan Hotel in Solo and what kind of services that have a high level point of satisfaction and a low level of satisfaction?

1.4.   Research Objectives

To find out, through questionnaires handed to visitors at the hotel, their level of satisfaction towards the four variables of doormen, lobby workers, lobby and rooms.

1.5.   Significance of the Study

This study, once completed can find use with hotels trying to better their marketing mix (product, price, packaging, promotion) in order to improve the quality and thus hopefully the profitability of their hotel and its services.

This study can also benefit future researches into the relation of initial reactions of guests at a hotel.

1.6. Theoretical Framework

From each indicator, what kinds of the level of guest satisfaction towards the service of doormen, the service of lobby workers, lobby atmosphere and setting, and room comfort and setting's.

Figure 1.2. Scheme of Framework

Doormen

Room

Lobby

Lobby Workers

SATISFACTION
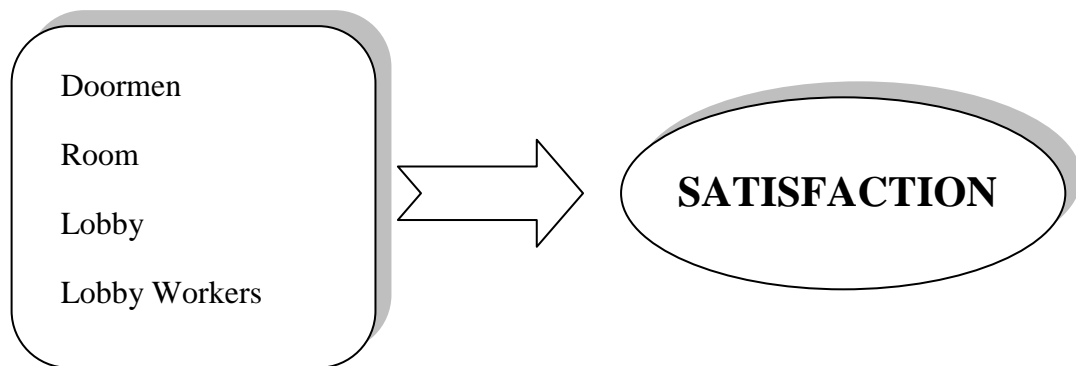
1.7. Limitations of the Study

This study contains several limitations. Foremost is the usage of sample data rather than the entire population. Even so, the researcher strives to use the sampling method and analysis that most closely approaches the likely response of the population.

CHAPTER II
LITERATURE REVIEW

2.1. Hospitality Industry

The hospitality industry consists of broad category of fields within the service industry that includes lodging, restaurants, event planning, theme parks, transportation, cruise line, and additional fields within the tourism industry. The hospitality industry is a several billion dollar industry that mostly depends on the availability of leisure time and disposable income. A hospitality unit such as a restaurant, hotel, or even an amusement park consists of multiple groups such as facility maintenance, direct operations (servers, housekeepers, porters, kitchen workers, bartenders, etc.), management, marketing, and human resources.

The hospitality industry covers a wide range of organizations offering food service and accommodation. The industry is divided into sectors according to the skill-sets required for the work involved. Sectors include accommodation, food and beverage, meeting and events, gaming, entertainment and recreation, tourism services, and visitor information.

Usage rate or its inverse "vacancy rate" is an important variable for the hospitality industry. Just as a factory owner would wish a productive asset to be in use as much as possible (as opposed to having to pay fixed costs while the factory isn't producing), so do restaurants, hotels, and theme parks seek to maximize the number of customers they "process" in all sectors. This led to formation of services with the aim to increase usage rate provided by hotel consolidators. Information about required or offered products are brokered on business networks used by vendors as well as purchasers.

In viewing various industries, "barriers to entry" by newcomers and competitive advantages between current players are very important. Among other things, hospitality industry players find advantage in old classics (location), initial and ongoing investment support (reflected in the material upkeep of facilities and

the luxuries located therein), and particular themes adopted by the marketing arm of the organization in question (for example at theme restaurants). Very important is also the characteristics of the personnel working in direct contact with the customers. The authenticity, professionalism, and actual concern for the happiness and well-being of the customers that is communicated by successful organizations is a clear competitive advantage. There are three accommodation for hospitality industry which are hostel, hotel, and motel (Daniel, et al., 2011).

2.2. Service

Service provision is often an economic activity where the buyer does not generally, except by exclusive contract, obtain exclusive ownership of the thing purchased. The benefits of such a service, if priced, are held to be self-evident in the buyer's willingness to pay for it. Public services are those society as a whole pays for through taxes and other means.

By composing and orchestrating the appropriate level of resources, skill, ingenuity, and experience for effecting specific benefits for service consumers, service providers participate in an economy without the restrictions of carrying stock (inventory) or the need to concern themselves with bulky raw materials. On the other hand, their investment in expertise does require consistent service marketing and upgrading in the face of competition which has equally few physical restrictions. Many so-called services, however, require large physical structures and equipment, and consume large amounts of resources, such as transportation services and the military. Finally, service can be paraphrased in terms of five key characteristics, which are intangibility, perishability, inseparability, simultaneity, and variability (Zeithaml, et al., 1990).

2.2.1. Intangibility

Services are intangible and insubstantial: they cannot be touched, gripped, handled, looked at, smelled, tasted or heard. Thus, there is neither potential nor need for transport, storage or stocking of services. Furthermore, a service cannot be (re)sold or owned by somebody, neither can it be turned over from the service

provider to the service consumer nor returned from the service consumer to the service provider. Solely, the service delivery can be commissioned to a service provider who must generate and render the service at the distinct request of an authorized service consumer.

2.2.2. Perishability

Services are perishable in two regards:

- The service relevant resources, processes and systems are assigned for service delivery during a definite period in time. If the designated or scheduled service consumer does not request and,l. An empty seat on a plane never can be utilized and charged after departure.
- When the service has been completely rendered to the requesting service consumer, this particular service irreversibly vanishes as it has been consumed by the service consumer. Example: the passenger has been transported to the destination and cannot be transported again to this location at this point in time.

2.2.3. Inseparability

The service provider is indispensable for service delivery as he must promptly generate and render the service to the requesting service consumer. In many cases the service delivery is executed automatically but the service provider must preparatorily assign resources and systems and actively keep up appropriate service delivery readiness and capabilities. Additionally, the service consumer is inseparable from service delivery because he is involved in it from requesting it up to consuming the rendered benefits. Examples: The service consumer must sit in the hair dresser's shop & chair or in the plane & seat; correspondingly, the hair dresser or the pilot must be in the same shop or plane, respectively, for delivering the service.

2.2.4. Simultaneity

Services are rendered and consumed during the same period of time. As soon as the service consumer has requested the service (delivery), the particular service must be generated from scratch without any delay and friction and the service consumer instantaneously consumes the rendered benefits for executing his upcoming activity or task.

2.2.5. Variability

Each service is unique. It is one-time generated, rendered and consumed and can never be exactly repeated as the point in time, location, circumstances, conditions, current configurations and/or assigned resources are different for the next delivery, even if the same service consumer requests the same service. Many services are regarded as heterogeneous or lacking homogeneity and are typically modified for each service consumer or each new situation (consumerised). Example: The taxi service which transports the service consumer from his home to the opera is different from the taxi service which transports the same service consumer from the opera to his home – another point in time, the other direction, maybe another route, probably another taxi driver and cab.

2.3. Organization

2.3.1. Classic Organization Hotel

Hotel is often referred to as a 'home away from home'. It is the place where the tourist stops being a traveler and becomes the guest. A hotel usually offers a full range of accommodations and services, which may include, suites, public dining, and banquet facilities, lounge, and entertainment facilities. The main characteristic feature which sets a hotel apart from other types of accommodation centers, is the completeness of facilities and services available (Sheela, 2002: 6).

A hotel is an establishment that provides paid lodging on a short-term basis. The provision of basic accommodation, in times past, consisting only of a

room with a bed, a cupboard, a small table and a washstand has largely been replaced by rooms with modern facilities, including en-suite bathrooms and air conditioning or climate control. Additional common features found in hotel rooms are a telephone, an alarm clock, a television, a safe, a mini-bar with snack foods and drinks, and facilities for making tea and coffee. Luxury features include bathrobes and slippers, a pillow menu, twin-sink vanities, and jacuzzi bathtubs. Larger hotels may provide additional guest facilities such as a swimming pool, fitness center, business center, childcare, conference facilities and social function services. Hotel rooms are usually numbered (or named in some smaller hotels and B&Bs) to allow guests to identify their room. Some hotels offer meals as part of a room and board arrangement. In the United Kingdom, a hotel is required by law to serve food and drinks to all guests within certain stated hours. In Japan, capsule hotels provide a minimized amount of room space and shared facilities.

Hotels in the United States at the beginning of the twentieth century, the classic European hotel organization model was predominant. This structure was built around two major hotel managerial personalities: the chef and the maître d'hôtel. The chef was the chief or king of the kitchen. In many ways, he represented a feudal lord on his estate who held sway over everything that had to do with selection and preparation of food in the hotel. This structure recognized the importance of the role that food and its preparation played in the hotels of the time (Rutherford and O'Fallon, 2007).

Similarly, the maître d'hôtel was the master of all service in the hotel. It was his responsibility to manage the interaction of the hotel's staff and guests such that guests were always served promptly, properly, and in line with the hotel's policy. Even the titles *chef* and *maître d'hôtel,* translated from the French as "chief" and "master of the hotel," suggest a strong European influence. That these terms are still in use today attests to a continuing influence, but the roles have changed and evolved. In several places in this book, we consider the ways in which people, organizations, and jobs have changed in the hotel industry.

Hotel organization structures are not immune to the influences of the economy and business cycles, so the difficulties that befall business in general during economic downturns also affect hotel organizations. *Downsizing* and *reengineering* are terms used to describe the changes hotel companies have undergone. In the early 1990s, some hotels eliminated entire levels of management or combined managerial responsibilities to flatten the organization. However the restructuring looks, organizations are still formed around principles such as those outlined by Stoner and Wankel (1986). They said that the organizing process involves balancing a company's need for both stability and change. They go on to comment on "organizing" as a multi-step process based on that proposed by Dale (1967):

- Organizing details all of the work that must be done to attain the organization's goals.
- Organizing divides the total work to be performed into groups of activities that can be performed by one person or one group of people.
- Organizing combines the work of an organization's members in some logical and efficient manner.
- Organizing sets up a mechanism to coordinate the work of the organization members such that it forms a unified, harmonious whole.
- Organizing sets up a mechanism to monitor the effectiveness of the organization's efforts to achieve its goals.

2.3.2. Modern Organization Hotel

Organizations, of course, are more than just boxes and charts. The most modern business organization structures have not changed much in form since the Roman Catholic Church first designed the pyramidal structure as a visual depiction of organizational relationships with which we are so familiar today. If we think about it, the military, government, school systems, and nearly all businesses follow the same model.

At the time of his untimely death, Professor Eddystone C. Nebel III was the C.B. Smith Professor of Hotel Management at Purdue University. He had recently spent a sabbatical leave researching and observing 10 outstanding general managers and 53 key subordinates. During this research, Nebel gained critical insight into how hotel organizations function. In several chapters of his book, *Managing Hotels Effectively: Lessons from Outstanding General Managers* (1991), Nebel weaves the insights gained from the GMs with organizational theory and then incorporates the increasingly important role that committees can play in the successful organization.

Another view of the peculiar dynamics of hotel organizations is provided by Mark Conklin in his essay on how the leadership can influence a hotel's effective organization. In his position as vice president of market management for Marriott Hotels and Resorts, he is positioned to comment knowledgeably. In this instance, he proposes a radical new view—one neither the Catholic Church nor the military might be comfortable with. It does, however, appear well suited to hospitality. While there is no lack of literature and commentary on hotel organizations, the research and opinion presented here highlight current thinking about the relationship of organizational structure, interdepartmental connections, and the organization's people.

2.3.3. The Element of Organizational Structure

If the efforts of people in organizations are to be channeled toward productive ends, structure must be given to their activities. Aldag and Stearns (1987) list five ways by which managers give structure to organizations:

1. work specialization,

2. departmentalization,

3. patterns of authority,

4. spans of control, and

5. methods of coordination.

Whenever a manager decides to make an organizational change, he or she usually must take these five elements into account.

2.3.3.1. Specialization

If there is more than one way to accomplish something, management must make a conscious decision about how to divide tasks among workers. At one extreme is the case of little or no specialization, where an individual worker is responsible for all of the tasks required to complete a job. An example is the chef in a small country restaurant who singlehandedly prepares an entire meal for 20 guests. It's rewarding to have total control over a project and motivating to see the results of one's efforts.The problem, however, is that as demand for products or services increases, it becomes more and more difficult for individuals or small groups to increase their output without changing the way they are organized.

One of management's tasks is to determine the extent to which work and jobs should be specialized. As a general rule, specialization holds out the possibility of greater worker productivity and managerial control over tasks. On the other hand, dividing complete jobs into smaller subunits tends to increase the need for coordinating the activities of numerous workers, each involved in separate, specialized tasks. Also, overspecialization can result in jobs so narrow that workers lose interest, motivation drops, error rates increase, and quality suffers.

2.3.3.2. Departmentalization

As organizations grow in size, managers are faced with the need to group certain jobs in order to ensure efficient coordination and control of activities. Most restaurants departmentalize, with food preparation and food service as separate functional departments. This is a logical and practical solution. Preparing and serving food is achieved through distinctly different kinds of work; both the

process and the function of the two activities are different. Forming departments along functional lines is the most common method of organizing a business.

2.3.3.3. Authority

Every time managers restructure a job or group into different departments, they are faced with the question of how much decision-making authority to grant individual workers, managers, or departments. Organizations are never totally centralized or decentralized with regard to decision making; rather, they tend toward one direction or the other. A number of factors must be taken into account when deciding what pattern of authority is best for an organization. Managers must take into consideration the experience and personality of subordinates, the environment in which they work (Is it stable or rapidly changing?), the business strategy to be followed, and the management style with which they feel most comfortable.

Line executives have responsibility for business units that provide products or services to customers and account for the revenues of the business. In a hotel, the rooms and food and beverage departments account for most revenue. On the other hand, staff departments are set up because the principles of work specialization and departmentalization suggest efficiencies from such an organizational design. The personnel and engineering departments of a hotel are examples of staff units. Once set up, however, staff departments sometimes cause organizational problems.

How much authority should functional staff executives have over line executives? At one extreme, line executives could be given total authority. At the other extreme, staff executives, in their specialty areas, could be granted authority over line executives. Two intermediate examples: (1) Line executives are required to consult with staff specialists before making a decision; and (2) line and staff executives are required to make joint decisions. Whatever the situation, top executives like GMs must arbitrate line-staff disputes when they develop.

2.3.3.4. Sapan of Control

Sapan of control relates to the number of subordinates reporting to a supervisor. In the past, some management scholars advocated an "ideal" span of control of exactly seven subordinates. That simplistic view is no longer held. The ideal span of control is dependent on:

- *Task similarity*—The more similar the tasks of subordinates, the wider the span of control can be.
- *Training and professionalism*—The more trained and skilled a subordinate, the less supervision required and the greater the span of control can be.
- *Task certainty*—The more routine and predictable work tasks are, the greater the span of control can be.
- *Frequency of interaction*—If relationships require frequent interaction, the span of control must be narrow.
- *Task integration*—The more a supervisor must integrate and coordinate the tasks of subordinates, the narrower the span of control must be.
- *Physical dispersion*—The more widely dispersed subordinates are, the fewer a manager can properly supervise.

Some of these factors may work in opposite directions. For example, fast food restaurants are operationally quite similar to each other, suggesting a broad span of control. However, their physical dispersion works in the (opposite) direction of limiting span of control.

2.3.3.5. Coordination of Activities

Problems arise when organizations do not properly coordinate their activities. In simple organizations of only a few people, coordination is usually not a major concern. Problems develop, however, as organizations grow in complexity. As previously discussed, work specialization and departmentalization are organizational responses to the growth of a business. As duties are subdivided,

it becomes increasingly important to coordinate the activities of individuals and groups toward common goals. The kind of coordination required depends on how tasks and activities are linked. These linkages result in different kinds of interdependence between individuals and groups.

Pooled interdependence refers to activities that can be performed with little interaction between individuals or groups. Suppose a hotel has three telephone operators. Each can usually perform the required duties independently—that is, without any interaction with the others—as can room maids and cashiers at food outlets. Because these workers need not interact among themselves, coordination of their activities is best accomplished by prescribing standardized rules and procedures for each to follow, by intensive individual training, and by direct supervision. The role of coordination is to ensure that each independently performed task is carried out at the same level of efficiency and quality.

Sequential interdependence occurs when one task's output is a second task's input. This is typical of production line operations where products are progressively assembled. A hotel example is the guest check-in process. The output of a front desk becomes an input to the accounting department in the form of a guest billing record or folio. A well-planned system linking the rooms department and the accounting department is vital for this activity to go smoothly. Proper coordination is ensured through detailed planning, scheduling, and standardization. Coordination also requires identification of the linkages that exist between activities.

Still greater coordination is required in cases where the output of Unit A is input for Unit B *and* the output of Unit B is input for Unit A. Whenever there is a high level of interaction between work units, they are said to exhibit *reciprocal interdependence.* One example is the coordination needed to host a major convention. Rooming decisions made by the front desk must be coordinated with accounting, sales, housekeeping, and reservations; function room usage requires interactions among convention services, engineering, food and beverage, and

accounting. Because any one department's output and activity affect numerous other departments, mutual adjustments are required. Close coordination is only possible through direct communication and joint decision making by the units involved. While standardized plans and procedures are helpful, they cannot possibly solve all of the problems resulting from such a high degree of departmental interaction. Direct communication and group meetings are needed to ensure proper coordination when activities involve reciprocal interdependence.

2.4. Customer Satisfaction

Customer satisfaction has been a popular topic in marketing practice and academic research since Cardozo's (1965) initial study of customer effort, expectations and satisfaction. Despite many attempts to measure and explain customer satisfaction, there still does not appear to be a consensus regarding its definition (Giese and Cote, 2000). Customer satisfaction is typically defined as a post consumption evaluative judgment concerning a specific product or service. It is the result of an evaluative process that contrasts prepurchase expectations with perceptions of performance during and after the consumption experience (Oliver, 1980).

The most widely accepted conceptualization of the customer satisfaction concept is the expectancy disconfirmation theory (McQuitty, Finn and Wiley, 2000). The theory was developed by Oliver (1980), who proposed that satisfaction level is a result of the difference between expected and perceived performance. Satisfaction (positive disconfirmation) occures when product or service is better than expected. On the other hand, a performance worse than expected results with dissatisfaction (negative disconfirmation).

Applying to the hospitality industry, there have been numerous studies that examine attributes that travellers may find important regarding customer satisfaction. Atkinson (1988) found out that cleanliness, security, value for money and courtesy of staff determine customer satisfaction. Knutson (1988) revealed that room cleanliness and comfort, convenience of location, prompt service, safety

and security, and friendliness of employees are important. Barsky and Labagh (1992) stated that employee attitude, location and rooms are likely to influence travellers' satisfaction. A study conducted by Akan (1995) showed that the main determinants of hotel guest satisfaction are the behaviour of employees, cleanliness and timeliness. Choi and Chu (2001) concluded that staff quality, room qualities and value are the top three hotel factors that determine travellers' satisfaction.

Providing services those customers prefer is a starting point for providing customer satisfaction. A relatively easy way to determine what services customer prefers is simply to ask them. According to Gilbert and Horsnell (1998), and Su (2004), guest comment cards (GCCs) are most commonly used for determining hotel guest satisfaction. GCCs are usually distributed in hotel rooms, at the reception desk or in some other visible place. However, studies reveal that numerous hotel chains use guest satisfaction evaluating methods based on inadequate practices to make important and complex managerial decisions (Barsky, 1992; Barsky and Huxley, 1992; Jones and Ioannou, 1993, Gilbert and Horsnell, 1998; Su, 2004). The most commonly made faults can be divided into three main areas, namely, quality of the sample, design of the GCCs, and data collection and analysis (Gilbert and Horsnell, 1998). In order to improve the validity of hotel guest satisfaction measurement practice, Barsky and Huxley (1992) proposed a new sampling procedure that is a "quality sample". It reduces nonresponse bias by offering incentives for completing the questionnaires. The components of their questionnaire are based on disconfirmation paradigm and expectancy-value theory. In this manner, guests can indicate whether service was above or below their expectations and whether they considered a particular service important or not. Furthermore, Gilbert and Horsnell (1998) developed a list of criteria for GCC content analysis, which is adopted in this study as well. Schall (2003) discusses the issues of question clarity, scaling, validity, survey timing, question order and sample size.

CHAPTER III

METHODOLOGY

3.1. Research Method

In this study, researcher uses quantitative research as a research method. Quantitative research refers to the systematic empirical investigation of social phenomena via statistical, mathematical or computational techniques. The objective of quantitative research is to develop and employ mathematical models, theories and/or hypotheses pertaining to phenomena. The process of measurement is central to quantitative research because it provides the fundamental connection between empirical observation and mathematical expression of quantitative relationships (Given, 2008). Quantitative researcher inquires a narrow-scaped question and collects numerical data from respondents to answer the question. The researcher then analyzes the data with the help of statistics tools. The aim is to gather an unbiased result from a large enough sample hoping for a yield of an unbiased result that can be generalized to some larger population. Qualitative research, on the other hand, inquires broad questions and collects worded data from participants. The researcher looks for a trend and describes the information in trends and patterns exclusive to that set of participants.

Quantitative research is used widely in social sciences such as psychology, economics, sociology, and political science, and less frequently in anthropology and history. Qualitative methods give information only from the particular cases studied, and making any more general conclusions are only done through hypotheses. Quantitative methods is used in verifying which of such hypotheses are true. On the other hand, qualitative research methods are often used to gain better understanding of such things as intentionality and meaning.

3.2. Research Instruments

3.2.1. Validity and Reliability

In science and statistics, validity has no single agreed definition but generally refers to the extent to which a concept, conclusion or measurement is well-founded and corresponds accurately to the real world. The word "valid" is derived from the Latin validus, meaning strong. The validity of a measurement tool (for example, a test in education) is considered to be the degree to which the tool measures what it claims to measure.

Construct validity evidence involves the empirical and theoretical support for the interpretation of the construct. Such lines of evidence include statistical analyses of the internal structure of the test including the relationships between responses to different test items. They also include relationships between the test and measures of other constructs. As currently understood, construct validity is not distinct from the support for the substantive theory of the construct that the test is designed to measure. As such, experiments designed to reveal aspects of the causal role of the construct also contribute to construct validity evidence.

The way how to estimate construct validity test, which is used to calculate whether the results of questioner has been valid for measuring the research variables will be seen below;

- Validity testing can be estimated by calculating each correlation score questioner item with total score of variables.
- An instrument item will be valid if has a positive correlation and equal or more than r table.

Besides that, reliability does not imply validity. That is, a reliable measure is measuring something consistently, but you may not be measuring what you want to be measuring. For example, while there are many reliable tests of specific abilities, not all of them would be valid for predicting, say, job performance. In

terms of accuracy and precision, reliability is analogous to precision, while validity is analogous to accuracy.

An example often used to illustrate the difference between reliability and validity in the experimental sciences involves a common bathroom scale. If someone who is 200 pounds steps on a scale 10 times and gets readings of 15, 250, 95, 140, etc., the scale is not reliable. If the scale consistently reads "150", then it is reliable, but not valid. If it reads "200" each time, then the measurement is both reliable and valid. This is what is meant by the statement, "Reliability is *necessary but not sufficient* for validity."

Reliability may be estimated through a variety of methods that fall into two types: single-administration and multiple-administration. Multiple-administration methods require that two assessments are administered. In the test-retest method, reliability is estimated as the Pearson product-moment correlation coefficient between two administrations of the same measure: see also item-total correlation. In the *alternate forms* method, reliability is estimated by the Pearson product-moment correlation coefficient of two different forms of a measure, usually administered together. Single-administration methods include *split-half* and *internal consistency*. The split-half method treats the two halves of a measure as alternate forms. This "halves reliability" estimate is then stepped up to the full test length using the Spearman–Brown prediction formula. The most common internal consistency measure is Cronbach's alpha, which is usually interpreted as the mean of all possible split-half coefficients. Cronbach's alpha is a generalization of an earlier form of estimating internal consistency, Kuder-Richardson Formula 20 (Cortina, 1993).

These measures of reliability differ in their sensitivity to different sources of error and so need not be equal. Also, reliability is a property of the *scores of a measure* rather than the measure itself and are thus said to be *sample dependent*. Reliability estimates from one sample might differ from those of a second sample (beyond what might be expected due to sampling variations) if the second sample is drawn from a different population because the true variability is different in this

second population. (This is true of measures of all types—yardsticks might measure houses well yet have poor reliability when used to measure the lengths of insects.)

Reliability may be improved by clarity of expression (for written assessments), lengthening the measure, and other informal means (Cortina, 1993). However, formal psychometric analysis, called item analysis, is considered the most effective way to increase reliability. This analysis consists of computation of item difficulties and item discrimination indices, the latter index involving computation of correlations between the items and sum of the item scores of the entire test. If items that are too difficult, too easy, and/or have near-zero or negative discrimination are replaced with better items, the reliability of the measure will increase

One of famous formula to estimate reliability test is split half technique, which used to estimate whether questioner results are reliable or not. This technique comes from score items on validity test which are valid. If the item is not valid, it would not be included. The questioner will have high reliability if the reliability test is more than r table.

The formula can be seen below:

$$R = \frac{2r}{1+r}$$

R = Reliability

r = correlation result between the split

3.2.2. Descriptive Statistic Analysis

Descriptive statistics is the discipline of quantitative description of the main features of a collection of data. Descriptive statistics are different from inferential statistics (or inductive statistics), in that descriptive statistics aim to summarize a data set, rather than use the data to learn about the population that the data are thought to represent. Even when a data analysis draws its main conclusions using inferential statistics, descriptive statistics are generally also presented. For example in a paper reporting on a study involving human subjects, there typically appears a table giving the overall sample size, sample sizes in important subgroups (e.g., for each treatment or exposure group), and demographic or clinical characteristics such as the average age, the proportion of subjects of each sex, and the proportion of subjects with related comorbidities (Wiley, 1995).

Descriptive statistics provide simple summaries about the sample and the measures. Together with simple graphics analysis, they form the basis of quantitative analysis of data. Descriptive statistics summarize data. For example, the scoring percentage in football is a descriptive statistic that summarizes the performance of a player or a team. This number is the number of touchdowns divided by the number of shots taken. A player who scores 33% is making approximately one shot in every three. One making 25% is scoring once in four. The percentage summarizes or describes multiple discrete events. Or, consider the scourge of many students, the grade point average. This single number describes the general performance of a student across the range of their course experiences (Trochim, 2006).

3.2.2.1. Column and Pie Chart

The chart is one of the easiest and most commonly used method for representing data in both business and economic analysis. Many softwares such as Microsoft Excel, SPSS for Windows, SAS, MicroTSP, Eviews come with graph-

making options that are both easy to learn and user friendly. In this chapter we will use SPSS for Windows version 9 to present descriptive data.

To illustrate, an example of descriptive analysis for large and medium sized industries in Indonesia in 1995 across 279 cities and regencies will be used. From this data we can classify the large and medium sized industries into 5 classes based on number of workers (stated logarithmically):

- Industry 1, with number of workers < 1.5

- Industry 2, with number of workers 1.51 – 2.5

- Industry 3, with number of workers 2.51-3.5

- Industry 4, with number of workers 3.51-4.5

- Industry 5, with number of workers >4.5.

A class is a category wherein data can be classified (McClave, et al., 1998: 26).

The five classes of industry can be displayed in a column (Figure 3.1) or pie chart form (Figure 3.2). It should be noted that each column or pie chart shows the relative frequency for each industry class. This is what is called class relative frequency, or the number of observations in each class divided by the total number of observations (McClave et al., 1998: 26).

Figure 3.1. Column Chart

Figure 3.2. Pie Chart
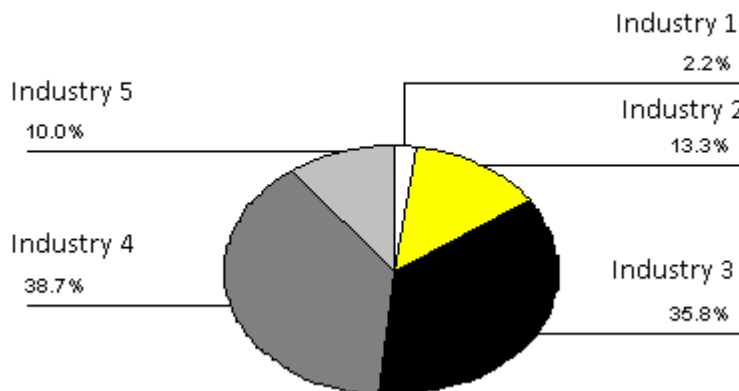
3.2.2.2. Histogram

A histogram is a way of representing data from a frequency table, where each frequency is represented by a block (Thomas, 1997: 10). Each block in the histogram shows the frequency of a class. The horizontal values show the division of classes, whereas the vertical values show the frequency. For example can be seen on Figure 3.3.

Figure 3.3. Histogram

3.2.2.3. Measures of Central Tendency

Central tendency is a measurement of how much a set of data focus or center on a certain numeric value. There are three methods of measuring central tendency: mean, median and mode.

Mean

The arithmetic mean, or more simply the mean, of a set of quantitative data is calculated by adding up all data values and dividing the result by the number of data values.

$$x = \left(\sum_{i=1}^{n} x_i\right)/n$$

The mean or x is calculated by summing up each data value, from x_1 to x_n, then dividing by the number of data values (n).

The mean is the measure of central tendency that is the most commonly used in practice. It has certain benefits. Firstly, the mean is the easiest method to describe a set of data. For example, obtaining the mean of employee wages of a

company gives us an idea of how much each employee receives. Secondly, the mean is an effective method of comparing two or more sets of data.

However, the mean is not without weakness. Bias can happen if there are extreme values present in the set of data. To put it another way, the accuracy of the mean is dependent on two factors (McClave et al., 1998: 55):

- The sample size. The larger the sample size, the higher tendency for the mean to be accurate.

- The sample spread. The more spread-out the data, the lower the accuracy of the mean.

Median

The median of a set of quantitative data is the middle value when the set of data is arranged from the lowest value to the highest value. The following should be noted:

- If the set consists of an odd number of data, the median will be the middle data.

- If the set consists of an even number of data, the median will be the mean of the two middle datas.

Mode

The mode is the value that appears the most often, that is, the one with the highest frequency. In other words the mode shows where the data is most concentrated.

3.2.2.4. Measure of Variability

The measure of variability measures the extent to which values of a set of data vary from the mean. In practice, the measure of central tendency is often combined with the measure of variability. The main reason is that the measure of central tendency only gives a partial description of quantitative data. With the two measures being combined it is hoped that both the shape of the data distribution and extreme values are measured. Often-used measures of variability include skew, range, and standard deviation.

Skew

Skews is a measure of the asymmetry of the probability distribution of a real-valued random variable. The skew value can be positive or negative, or even undefined. Qualitatively, a negative skew indicates that the *tail* on the left side of the probability density function is *longer* than the right side and the bulk of the values (possibly including the median) lie to the right of the mean. A positive skew indicates that the *tail* on the right side is *longer* than the left side and the bulk of the values lie to the left of the mean. A zero value indicates that the values are relatively evenly distributed on both sides of the mean, typically but not necessarily implying a symmetric distribution (Thomas, 1997: 45). Skew can be calculated with the formula below:

$$Skew = \frac{Mean - Mode}{Standar\ Deviation}$$

The skew will be:

- Zero if the distribution is symmetrical

- Positive if the distribution is positively skewed

- Negative if the distribution is negatively skewed

By this we can identify at least three types of data distribution:

- Distribution is *symmetrical* if the mean, median and mode are equal.

- Distribution that is *positively skewed*, meaning the mean is higher than the median which is higher than the mode.

- Distribution that is *negatively skewed,* meaning that the median is higher than the mode.

Figure 3.4. Positive and Negative Skew

Negative Skew   Positive Skew
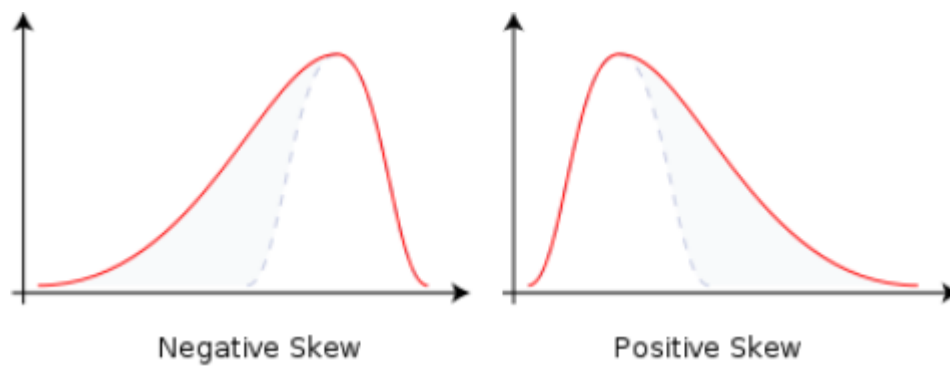
Range

The range is the difference between the highest value and the lowest value of a set of data. The higher the range, the higher the variability from the mean. The man weakness of this measurement is the lack of information pertaining to the distribution of data between the highest and the lowest value.

Standard Deviation

Standard deviation is a widely used measure of variability or diversity used in statistics and probability theory. It shows how much variation or "dispersion" exists from the average (mean, or expected value). A low standard deviation indicates that the data points tend to be very close to the mean, whereas high standard deviation indicates that the data points are spread out over a large range of values. The standard deviation of a random variable, statistical population, data set, or probability distribution is the square root of its variance. It

is algebraically simpler though practically less robust than the average absolute deviation (Walker, 1997).

The mean and the standard deviation of a set of data are usually reported together. In a certain sense, the standard deviation is a "natural" measure of statistical dispersion if the center of the data is measured about the mean. This is because the standard deviation from the mean is smaller than from any other point. The precise statement is the following: suppose x_1, ..., x_n are real numbers and define the function:

$$\sigma(r) = \sqrt{\frac{1}{N-1}\sum_{i=1}^{N}(x_i - r)^2}.$$

Using calculus or by completing the square, it is possible to show that $\sigma(r)$ has a unique minimum at the mean:

$$r = \overline{x}.$$

Variability can also be measured by the coefficient of variation, which is the ratio of the standard deviation to the mean. It is a dimensionless number.

The value of standard deviation indicates the variability of data. If the standard deviation is large, it indicates a high variability in the data set. If the standard deviation is small it indicates low variability from the mean.

3.3. Sampling Design

The population of this study is the visiting guests to Sunan Hotel in Solo, Central Java when this survey was holding. The Sunan Hotel has visitors 1200 people on average every month. Visitors used disparate room type based on their interest. There will be in President Suite, Suite room, Junior Suite room, Executive Business Room, or Deluxe Room.

The sample method which is used in this study is quota sampling method. Quota sampling method is the second type of purposive sampling method (non

probabilities). This method is used to determine that any kind of sub population groups have been good represented with any kind of sample characteristics through as researcher desired. In this sample methodology, researcher can decide how many respondents will be included. However, this methodology has weakness which there will be a bias conclusion do to choosing respondent with convenience sampling procedure not based on probabilities method. In this study, researcher used 50 respondents to answer the questioners. The visitors are currently staying at the Hotel Sunan Solo at the time of the questionnaire.

CHAPTER IV

ANALYSIS AND DATA INTERPRETATION

4.1. General Respondents Information

The total sample of the questionnaire used in this research is 50 respondents from various cities. These cities include Jakarta, Bekasi, Malang, Ngawi, Medan, Surabaya, Semarang, Sukoharjo, Palembang, Bandung, Sragen, Purwokerto, Magelang, Banyuwangi, and many others. Ages and gender of the Hotel Sunan Solo respondents can be seen in Tables 4.1 and 4.2. Most respondents are male, accounting for 70% of respondents. The predominant age range of respondents is 30-39, accounting for 40% of respondents followed by the 40-49, accounting for 24% and for 20-29 age range which accounting for 18%. Unfortunately, there is an age rage more than 50 which accounting for 10% and an age rage less than 20 which accounting for 8%.

Table 4.1. Gender of Respondents

No.	Information	Number of Persons	Percentage (%)
1	Male	35	70,00
2	Female	15	30,00
Total		50	100,00

Source: Primary Data 2012

Table 4.2. Age Range of Respondents

No.	Age (year)	Number of Persons	Percentage (%)
1	< 20	4	8,00
2	20 – 29	9	18,00
3	30 – 39	20	40,00
4	40 – 49	12	24,00
5	> 50	5	10,00
	Total	50	100,00

Source: Primary Data 2012

The Sunan Hotel offers 128 rooms made up of 1 presidential suite, 2 suites, 8 junior suites, 14 executive business rooms, and 103 deluxe rooms. Most of the respondents rented Deluxe Rooms (50%). The second most rented is the Executive Business Room (24%). The third most ranted is Suite (10%). The remainder are equally split between President Suite and Junior Suite Rooms (8%).

Table 4.3. Rooms Rented by respondents

No.	Room	Number of Persons	Percentage (%)
1	President Suite	4	8,00
2	Suite	5	10,00
3	Junior Suite Room	4	8,00
4	Executive Business Room	12	24,00

5	Deluxe Room		25	50,00
Total			50	100,00

Source: Primary Data 2012

4.2. Validity and Reliability

The researcher handed out a questionnaire composed of 18 questions to assess guest satisfaction towards four indicators: doorwomen, lobby workers, lobby and room. The distribution is as follows: four questions to assess the service of doorwomen, five to assess lobby workers, four to assess the lobby and five to assess the hotel rooms.

The result of the validity test of the 18 questions can be seen at Table 4.4. The r validity test can be seen at Appendix 1. Based on these results it can be concluded that the 18 questionnaires are valid because r-positive is greater than or equal to the α 5% value for 50 respondents (0.279).

Table 4.4. Validity Test

No	r	α 5%	No	r	α 5%	No	r	α 5%
1	0.28876	0.279	7	0.78733	0.279	13	0.63489	0.279
2	0.34221	0.279	8	0.6592	0.279	14	0.42615	0.279
3	0.40114	0.279	9	0.67102	0.279	15	0.66358	0.279
4	0.4786	0.279	10	0.59957	0.279	16	0.41849	0.279
5	0.70842	0.279	11	0.74594	0.279	17	0.64693	0.279
6	0.64033	0.279	12	0.67463	0.279	18	0.62411	0.279

Source: Primary Data 2012

A reliability test must be done to ascertain whether the questionnaire results are reliable. The test can be done with the formula given below. The calculation of the r split half technique value can be seen at Appendix 1.

$$R = \frac{2r}{1 + r}$$

$$= \frac{2(0.559254343824267)}{1 + 0.559254343824267}$$

$$= 0.71733562396578.$$

The value of R (0.71733562396578) is greater than the α 5% value for 50 respondents (0.279). Thus it can be concluded that the 50 results of the questionnaire are reliable.

4.3. Descriptive Analysis

The descriptive analysis of the guest assessment towards their level of satisfaction towards the four indicators of doorwomen, lobby workers, lobby and room can be seen in Table 4.4. The highest mark given by respondents to each indicator is a perfect 5 indicating high satisfaction. The lowest mark given to doorwomen is 3.75 indicating more than adequately satisfied. The lowest mark given to lobby workers, lobby and room is a 3 indicating adequate satisfaction.

On average the guest response towards the four indicators center around 4. The median for the distribution of guest marks is 4 for each indicator. The mode for each indicator is 4 except for rooms which garnered 4.20. Doorwomen and lobby workers results are positively skewed, whereas lobby and room results are negatively skewed (see Table 4.5.)

Table 4.5. Descriptive Analysis

	Doorwomen	Lobby workers	Lobby	Room
Maximum	5	5	5	5
Minimum	3.75	3	3	3
Mean	4.21	3.95	4.07	3.95
Median	4	4	4	4
Mode	4	4	4	4.2
Standar Deviation	0.43	0.43	0.51	0.45
Skew	0.93	0.13	-0.09	-0.14

Source: Primary Data 2012

As shown in Table 4.6, we can see the percentage out of 50 respondents for each of the 18 questions. Question number 1 asked guests about the attitude and behavior of the doormen when responding to a guest(s). 38 (76%) of the guests gave 4 points for satisfied and 12 (24%) gave 5 points for very satisfied, coming up to a mean score of 4.24. From this it can be deduced that the attitude and behavior of the doormen is exceptional (they are warm and receptive).

Question number 2 asked the guests about the politeness and friendliness of the doormen. 3 (6%) of the guests gave 3 points for adequately satisfied, 28 (56%) gave 4 points for satisfied and 19 (38%) gave 5 points for very satisfied, coming up to a mean score of 4.32. From this it can be deduced that the politeness and friendliness of the doormen is exceptional with some room of improvement (they are very polite and friendly).

Question number 3 asked the guests about the quickness and skill of the doormen. 6 (12%) of the guests gave 3 points for adequately satisfied, 28 (56%) gave 4 points for satisfied and 16 (32%) gave 5 points for very satisfied, coming

up to a mean score of 4.2. From this it can be deduced that the quickness and skill of the doormen is very good with some room for improvement (they are quick and skilled).

Question number 4 asked the guests about their overall impression with the doormen. 6 (12%) of the guests gave 3 points for adequately satisfied, 35 (70%) gave 4 points for satisfied and 9 (18%) gave 5 points for very satisfied, coming up to a mean score of 4.06. From this it can be deduced that guests are just satisfied with the doormen.

Question number 5 asked the guests about the attitude and behaviour of the lobby workers. 8 (16%) of the guests gave 3 points for adequately satisfied, 37 (74%) gave 4 points for satisfied and 5 (10%) gave 5 points for very satisfied, coming up to a mean score of 3.94. From this it can be deduced that the attitude and behaviour of the lobby workers is just satisfactory with some room for improvement (they are not warm and receptive enough).

Question number 6 asked the guests about the quickness and skill of the lobby workers. 11 (22%) of the guests gave 3 points for adequately satisfied, 29 (78%) gave 4 points for satisfied and 10 (38%) gave 5 points for very satisfied, coming up to a mean score of 3.98 From this it can be deduced that the quickness and skill of the lobby workers is just satisfactory with some room for improvement (they are not quick enough).

Question number 7 asked the guests about the knowledgeability of the lobby workers. 8 (16%) of the guests gave 3 points for adequately satisfied, 37 (74%) gave 4 points for satisfied and 5 (10%) gave 5 points for very satisfied, coming up to a mean score of 3.94. From this it can be deduced that the knowledgeability of the lobby workers is just satisfactory (they are not knowledgeable enough).

Question number 8 asked the guests about the baggage handling skills of the lobby workers. 8 (16%) of the guests gave 3 points for adequately satisfied, 34 (68%) gave 4 points for satisfied and 8 (16%) gave 5 points for very satisfied,

coming up to a mean score of 4. From this it can be deduced that the baggage handling skills of the lobby workers is satisfactory.

Question number 9 asked the guests about their overall impression of the lobby workers. 12 (24%) of the guests gave 3 points for adequately satisfied, 32 (64%) gave 4 points for satisfied and 6 (12%) gave 5 points for very satisfied, coming up to a mean score of 3.88. From this it can be deduced that guests are less than satisfied with the lobby workers.

Question number 10 asked the guests about the setup and layout of the lobby. 11 (22%) of the guests gave 3 points for adequately satisfied, 23 (46%) gave 4 points for satisfied and 16 (32%) gave 5 points for very satisfied, coming up to a mean score of 4.1. From this it can be deduced that the setup and layout of the lobby is very good.

Question number 11 asked the guests about the cleanliness of the lobby. 2 (4%) of the guests gave 3 points for adequately satisfied, 40 (80%) gave 4 points for satisfied and 8 (16%) gave 5 points for very satisfied, coming up to a mean score of 4.12. From this it can be deduced that the cleanliness of the lobby is very good.

Question number 12 asked the guests about the orderliness of the lobby. 12 (6%) of the guests gave 3 points for adequately satisfied, 28 (56%) gave 4 points for satisfied and 10 (38%) gave 5 points for very satisfied, coming up to a mean score of 3.96. From this it can be deduced that the orderliness of the lobby is just satisfactory with a lot of room for improvement.

Question number 13 asked the guests about their overall impression of the lobby. 8 (16%) of the guests gave 3 points for adequately satisfied, 29 (58%) gave 4 points for satisfied and 13 (26%) gave 5 points for very satisfied, coming up to a mean score of 4.1. From this it can be deduced that the guests are satisfied with the lobby.

Question number 14 asked the guests about the setup and layout of the bedroom. 8 (16%) of the guests gave 3 points for adequately satisfied, 27 (54%) gave 4 points for satisfied and 15 (30%) gave 5 points for very satisfied, coming up to a mean score of 4.14. From this it can be deduced that the setup and layout of the bedroom is very good.

Question number 15 asked the guests about the cleanliness of the bedroom. 8 (16%) of the guests gave 3 points for adequately satisfied, 36 (72%) gave 4 points for satisfied and 6 (12%) gave 5 points for very satisfied, coming up to a mean score of 3.96 From this it can be deduced that the cleanliness of the bedroom is just satisfactory with room for improvement.

Question number 16 asked the guests about the comfort level of the bedroom. 10 (20%) of the guests gave 3 points for adequately satisfied, 29 (58%) gave 4 points for satisfied and 11 (22%) gave 5 points for very satisfied, coming up to a mean score of 4.02. From this it can be deduced that the comfort level of the bedroom is very good.

Question number 17 asked the guests about the bedroom facilities. 3 (6%) of the guests gave 2 points for inadequately satisfied, 11 (22%) gave 3 points for adequately satisfied, 33 (66%) gave 4 points for satisfied and 3 (6%) gave 5 points for very satisfied, coming up to a mean score of 3.72. From this it can be deduced that the bedroom facilities is not quite satisfactory with a lot of room for improvement.

Question number 18 asked the guests about their overall impression of the bedroom. 8 (6%) of the guests gave 3 points for adequately satisfied, 39 (56%) gave 4 points for satisfied and 3 (38%) gave 5 points for very satisfied, coming up to a mean score of 3.9 From this it can be deduced that the bedroom is nearly satisfactory.

Table 4.6. Questionnaire Answers Percentage

Question	Value					Total	Average Mark
	1	2	3	4	5		
1	0	0	0	38	12	50	4.24
%	0.00	0.00	0.00	76.00	24.00	100.00	
2	0	0	3	28	19	50	4.32
%	0.00	0.00	6.00	56.00	38.00	100.00	
3	0	0	6	28	16	50	4.20
%	0.00	0.00	12.00	56.00	32.00	100.00	
4	0	0	6	35	9	50	4.06
%	0.00	0.00	12.00	70.00	18.00	100.00	
5	0	0	8	37	5	50	3.94
%	0.00	0.00	16.00	74.00	10.00	100.00	
6	0	0	11	29	10	50	3.98
%	0.00	0.00	22.00	58.00	20.00	100.00	
7	0	0	8	37	5	50	3.94
%	0.00	0.00	16.00	74.00	10.00	100.00	
8	0	0	8	34	8	50	4.00
%	0.00	0.00	16.00	68.00	16.00	100.00	
9	0	0	12	32	6	50	3.88
%	0.00	0.00	24.00	64.00	12.00	100.00	
10	0	0	11	23	16	50	4.10
%	0.00	0.00	22.00	46.00	32.00	100.00	
11	0	0	2	40	8	50	4.12
%	0.00	0.00	4.00	80.00	16.00	100.00	
12	0	0	12	28	10	50	3.96
%	0.00	0.00	24.00	56.00	20.00	100.00	
13	0	0	8	29	13	50	4.10
%	0.00	0.00	16.00	58.00	26.00	100.00	
14	0	0	8	27	15	50	4.14

	%	0.00	0.00	16.00	54.00	30.00	100.00	
15	0	0	8	36	6	50	3.96	
	%	0.00	0.00	16.00	72.00	12.00	100.00	
16	0	0	10	29	11	50	4.02	
	%	0.00	0.00	20.00	58.00	22.00	100.00	
17	0	3	11	33	3	50	3.72	
	%	0.00	6.00	22.00	66.00	6.00	100.00	
18	0	0	8	39	3	50	3.9	
	%	0.00	0.00	16.00	78.00	6.00	100.00	

Source: Primary Data 2012

Judging from the distribution of guest marks to the four indicators of doorwomen, lobby workers, lobby and room the highest satisfaction is derived from the doorwomen. The average mark given to the service of doorwomen by respondents is 4.21 which is more than satisfied (4). The second place is lobby at 4.07. The service of lobby workers and room is marked at 3.95.

Figure 4.1. Satisfaction Distribution
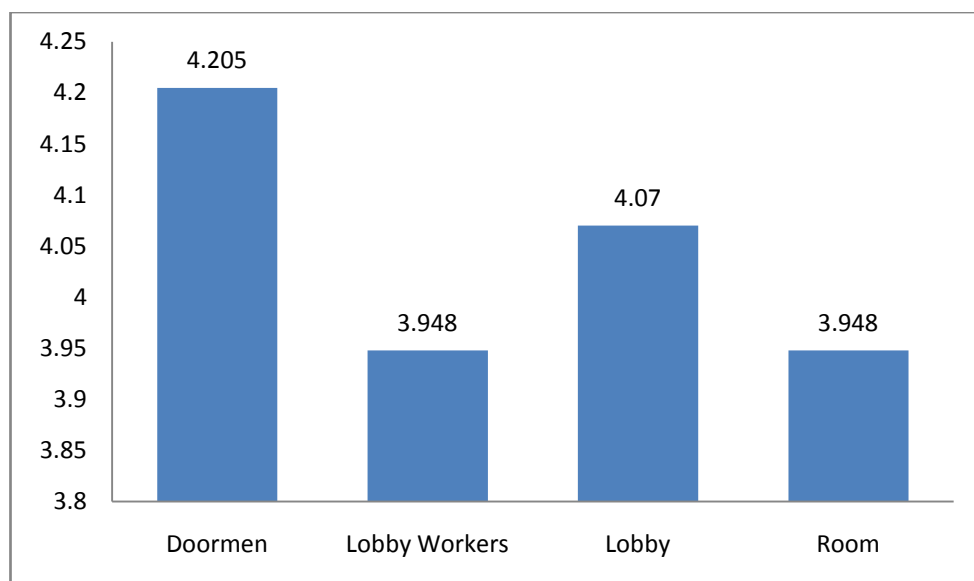
Source: Primary Data 2012

CHAPTER V

CONCLUSION AND RECOMMENDATIONS

5.1. Conclusion

Based on analysis results, descriptive analysis and correlation of the marks given by respondents of their satisfaction level towards the service of doormen, lobby workers, lobby atmosphere and setting and room comfort and setting the following conclusions can be drawn:

a. The majority of guests are male (70%).
b. The largest age group of guests is the 30-39 years age group (40%).
c. The most frequently rented room class is Deluxe (50%).
d. The average marks given by respondents towards the level of service places doormen (4.21) first, followed by lobby atmosphere and setting (4.07), room comfort and setting (3.95), and lobby workers (3.95). By this the conclusion can be drawn that all of the variables elicit a more than satisfied response.

5.2. Recommendation

The writer would like to give the following suggestion based on findings of the research and analysis of results. The response towards the four variables of service are very high, with doormen service getting (4,21), lobby atmosphere and setting getting (4,07), room atmosphere and setting getting (3,95) and lobby workers service getting (3,95). The Sunan Hotel should minimally maintain this excellent level of service and aim towards improvement so that guest responses can approach 5, or very satisfied.

REFERENCES

Akan, P. (1995). Dimensions of service quality: a study in Istanbul. *Managing Service Quality,* 5, 6, 39-43.

Aldag, Ramon J., and Timothy M. Stearns. (1987). *Management.* Cincinnati: South-Western.

Atkinson, A. (1988). Answering the eternal question: what does the customer want? *The Cornell Hotel and Restaurant Administration Quarterly,* 29, 2, 12-14.

Barsky, J.D. & Labagh, R. (1992). A strategy for customer satisfaction. *The Cornell Hotel and Restaurant Administration Quarterly,* 35, 3, 32-40.

Cardozo, R.N. (1965). "An experimental study of customer effort, expectation and satisfaction". *Journal of Marketing Research*, 2, 244-249.

Choi, T. Y., & Chu, R. (2001). Determinants of hotel guests' satisfaction and repeat patronage in the Hong Kong hotel industry. *International Journal of Hospitality Management,* 20, 277-297.

Cortina, J.M., (1993). What Is Coefficient Alpha? An Examination of Theory and Applications. *Journal of Applied Psychology,* 78, 1, 98-104.

Dale, Ernest. 1967. *Organization.* New York: American Management Association.

Daniel G. Bieber, Ralf Meurer, Thomas Surmann, Nora Rassek,john cousins,Dennis Lillicrap. (2011). *"Example Online Marketplace for Hotels*". Whigoo.

Frederick Emory Croxton, Dudley Johnstone Cowden and Sidney Klein. (1997). *Applied general statistics*.

Giese, J.L. & Cote, J. A. (2000). Defining Customer Satisfaction. *Academy of Marketing Science Review.*

Gilbert, D. & Horsnell, S. (1998). Customer satisfaction measurement practice in United Kingdom hotels. *Journal of Hospitality & Tourism Research*, 22, 4, 450-464.

Given, Lisa M. (2008). *The Sage encyclopedia of qualitative research methods.* Los Angeles Calif: Sage Publications.

Knutson, B. (1988). Frequent travellers: making them happy and bringing them back. *The Cornell Hotel and Restaurant Administration Quarterly,* 29, 1, 83-87.

McClave, J. T., Benson, P. G., & Sincich, T. (1998). *Statistics for Business and Economics*, 7th edition. London: Prentice-Hall Inc.

McQuitty, S., Finn, A. & Wiley, J. B. (2000). Systematically Varying Customer Satisfaction and its Implications for Product Choice. *Academy of Marketing Science Review.*

Nebel, E.C., III. 1991. *Managing Hotels Effectively:Lessons from Outstanding Hotel Managers.* New York: Van Nostrand Reinhold.

Oliver, R.L. (1980). A Cognitive Model of the Antecedents and Consequences of Satisfaction Decisions. *Journal of Marketing Research,* 17, 460-469.

Rodgers, J. L. and Nicewander, W. A. (1988). *Thirteen Ways To Look At The Correlation Coefficient*. The American Statistician, 42, 1, 59–66.

Rutherford, Denny G. and O'Fallon, Michael J. (2007). *Hotel Management and Operation*. John Wiley & Sons, Inc.

Schall, M. (2003). Best Practices in the Assessment of Hotel-guest Attitudes. *The Cornell Hotel and Restaurant Administration Quarterly*, April, 51-65.

Sheela, A.M. (2002). *Economics of Hotel Management.* New Age International: New Delhi.

Stoner, James A., and Charles Wankel. 1986. *Management.* Englewood Cliffs, NJ: Prentice-Hall.

The Sunan Hotel Solo. (2012)

Thomas, R. (1997). *Quantitative Methods for Business Statistics*. London: Prentice Hall.

Trip Advisor. (2012). "Top-Rated Hotel". Retrieved February 15, 2012 from http://www.tripadvisor.co.uk/Tourism-g297713-Solo_Central_Java_Java-Vacations.html.

Trochim, William M. K. (2006). "Descriptive statistics".

Valerie Zeithaml, A. Parasumaran, and Leonhard Berry (1990): *Delivering Service Quality*s.

Wiley. (1995). *Introductory Statistics, 2nd Edition.*

Validity Test

	Doormen				Lobby Workers					Lobby				Room					
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	tot
1	4	4	3	4	4	3	4	4	4	4	4	4	4	4	4	4	3	4	69
2	5	5	5	5	3	3	3	3	3	3	3	3	3	3	3	3	3	3	62
3	4	4	4	4	4	3	3	4	4	4	4	3	4	4	5	4	4	4	70
4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	72
5	4	4	4	3	5	4	4	5	4	3	4	4	3	4	4	3	4	4	70
6	4	5	4	4	4	4	4	5	3	4	4	4	5	4	4	4	4	4	74
7	4	4	4	4	4	5	4	4	4	5	4	4	4	4	4	5	4	4	75
8	4	5	3	3	4	3	4	4	3	3	4	3	3	5	4	5	3	4	67
9	4	4	4	4	4	4	4	4	4	4	5	5	5	5	4	4	4	4	76
10	4	4	4	4	4	4	4	4	5	4	4	4	4	4	4	4	4	4	73
11	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	72
12	5	5	5	5	4	4	5	4	4	4	5	4	4	5	4	4	4	4	79
13	5	5	5	5	4	4	4	4	4	4	4	4	4	4	4	4	4	4	76
14	5	5	5	5	4	4	4	4	4	4	4	4	4	4	4	4	4	4	76
15	4	4	5	4	4	5	4	4	4	5	4	5	5	4	4	5	4	4	78
16	4	3	4	4	3	4	3	3	3	3	4	4	4	3	3	4	4	4	64
17	4	5	4	4	4	5	4	4	4	5	4	5	5	3	4	3	3	3	73
18	5	4	5	4	3	4	4	3	4	5	4	3	4	5	3	3	2	3	68
19	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	90
20	4	4	5	4	4	4	4	4	4	5	4	4	4	4	4	4	4	4	74
21	4	5	4	4	4	4	4	5	3	4	4	4	5	4	4	4	4	4	74
22	4	4	4	4	4	5	4	4	4	5	4	4	4	4	4	5	4	4	75
23	4	5	3	3	4	3	4	4	3	3	4	3	3	5	4	5	3	4	67
24	4	4	4	4	4	4	4	4	4	4	5	5	5	5	4	4	4	4	76
25	4	4	4	4	4	4	4	4	5	4	4	4	4	4	4	4	4	4	73

26	4	3	4	4	3	4	3	3	3	3	4	4	4	3	3	4	4	4	64
27	4	5	4	4	4	5	4	4	4	5	4	5	5	3	4	3	3	3	73
28	5	4	5	4	3	4	4	3	4	5	4	3	4	5	3	3	2	3	68
29	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	90
30	4	4	5	4	4	4	4	4	4	5	4	4	4	4	4	4	4	4	74
31	4	4	3	4	4	3	4	4	4	4	4	4	4	4	4	4	3	4	69
32	5	5	5	5	3	3	3	3	3	3	3	3	3	3	3	3	3	3	62
33	4	4	4	4	4	3	3	4	4	4	4	3	4	4	5	4	4	4	70
34	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	72
35	4	4	4	3	5	4	4	5	4	3	4	4	3	4	4	3	4	4	70
36	4	5	3	3	4	3	4	4	3	3	4	3	3	5	4	5	3	4	67
37	4	4	4	4	4	4	4	4	4	4	5	5	5	5	4	4	4	4	76
38	4	4	4	4	4	4	4	4	5	4	4	4	4	4	4	4	4	4	73
39	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	72
40	5	5	5	5	4	4	5	4	4	4	5	4	4	5	4	4	4	4	79
41	4	3	4	4	3	4	3	3	3	3	4	4	4	3	3	4	4	4	64
42	4	5	4	4	4	5	4	4	4	5	4	5	5	3	4	3	3	3	73
43	5	4	5	4	3	4	4	3	4	5	4	3	4	5	3	3	2	3	68
44	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	90
45	4	4	5	4	4	4	4	4	4	5	4	4	4	4	4	4	4	4	74
46	4	5	4	4	4	4	4	5	3	4	4	4	5	4	4	4	4	4	74
47	4	4	4	4	4	5	4	4	4	5	4	4	4	4	4	5	4	4	75
48	4	5	3	3	4	3	4	4	3	3	4	3	3	5	4	5	3	4	67
49	4	4	4	4	4	3	3	4	4	4	4	3	4	4	5	4	4	4	70
50	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	72

Source: Primary Data 2012

1 = not satisfied   3 = quiet satisfied   5 = very satisfied

2 = little bit satisfied   4 = satisfied

Test of r Validity

No	r	α 5%	No	r	α 5%	No	r	α 5%
1	0.28876	0.279	7	0.78733	0.279	13	0.63489	0.279
2	0.34221	0.279	8	0.6592	0.279	14	0.42615	0.279
3	0.40114	0.279	9	0.67102	0.279	15	0.66358	0.279
4	0.4786	0.279	10	0.59957	0.279	16	0.41849	0.279
5	0.70842	0.279	11	0.74594	0.279	17	0.64693	0.279
6	0.64033	0.279	12	0.67463	0.279	18	0.62411	0.279

Source: Primary Data 2012

Reliability Test

	Odd Question										Even Question									
	1	3	5	7	9	11	13	15	17	Tot	2	4	6	8	10	12	14	16	18	Tot
1	4	3	4	4	4	4	4	4	3	34	4	4	3	4	4	4	4	4	4	35
2	5	5	3	3	3	3	3	3	3	31	5	5	3	3	3	3	3	3	3	31
3	4	4	4	3	4	4	4	5	4	36	4	4	3	4	4	3	4	4	4	34
4	4	4	4	4	4	4	4	4	4	36	4	4	4	4	4	4	4	4	4	36
5	4	4	5	4	4	4	3	4	4	36	4	3	4	5	3	4	4	3	4	34
6	4	4	4	4	3	4	5	4	4	36	5	4	4	5	4	4	4	4	4	38
7	4	4	4	4	4	4	4	4	4	36	4	4	5	4	5	4	4	5	4	39
8	4	3	4	4	3	4	3	4	3	32	5	3	3	4	3	3	5	5	4	35
9	4	4	4	4	4	5	5	4	4	38	4	4	4	4	4	5	5	4	4	38
10	4	4	4	4	5	4	4	4	4	37	4	4	4	4	4	4	4	4	4	36
11	4	4	4	4	4	4	4	4	4	36	4	4	4	4	4	4	4	4	4	36
12	5	5	4	5	4	5	4	4	4	40	5	5	4	4	4	4	5	4	4	39
13	5	5	4	4	4	4	4	4	4	38	5	5	4	4	4	4	4	4	4	38
14	5	5	4	4	4	4	4	4	4	38	5	5	4	4	4	4	4	4	4	38
15	4	5	4	4	4	4	5	4	4	38	4	4	5	4	5	5	4	5	4	40
16	4	4	3	3	3	4	4	3	4	32	3	4	4	3	3	4	3	4	4	32
17	4	4	4	4	4	4	5	4	3	36	5	4	5	4	5	5	3	3	3	37
18	5	5	3	4	4	4	4	3	2	34	4	4	4	3	5	3	5	3	3	34
19	5	5	5	5	5	5	5	5	5	45	5	5	5	5	5	5	5	5	5	45
20	4	5	4	4	4	4	4	4	4	37	4	4	4	4	5	4	4	4	4	37
21	4	4	4	4	3	4	5	4	4	36	5	4	4	5	4	4	4	4	4	38
22	4	4	4	4	4	4	4	4	4	36	4	4	5	4	5	4	4	5	4	39
23	4	3	4	4	3	4	3	4	3	32	5	3	3	4	3	3	5	5	4	35
24	4	4	4	4	4	5	5	4	4	38	4	4	4	4	4	5	5	4	4	38
25	4	4	4	4	5	4	4	4	4	37	4	4	4	4	4	4	4	4	4	36
26	4	4	3	3	3	4	4	3	4	32	3	4	4	3	3	4	3	4	4	32
27	4	4	4	4	4	4	5	4	3	36	5	4	5	4	5	5	3	3	3	37
28	5	5	3	4	4	4	4	3	2	34	4	4	4	3	5	3	5	3	3	34

29	5	5	5	5	5	5	5	5	5	45	5	5	5	5	5	5	5	5	5	45
30	4	5	4	4	4	4	4	4	4	37	4	4	4	4	5	4	4	4	4	37
31	4	3	4	4	4	4	4	4	3	34	4	4	3	4	4	4	4	4	4	35
32	5	5	3	3	3	3	3	3	3	31	5	5	3	3	3	3	3	3	3	31
33	4	4	4	3	4	4	4	5	4	36	4	4	3	4	4	3	4	4	4	34
34	4	4	4	4	4	4	4	4	4	36	4	4	4	4	4	4	4	4	4	36
35	4	4	5	4	4	4	3	4	4	36	4	3	4	5	3	4	4	3	4	34
36	4	3	4	4	3	4	3	4	3	32	5	3	3	4	3	3	5	5	4	35
37	4	4	4	4	4	5	5	4	4	38	4	4	4	4	4	5	5	4	4	38
38	4	4	4	4	5	4	4	4	4	37	4	4	4	4	4	4	4	4	4	36
39	4	4	4	4	4	4	4	4	4	36	4	4	4	4	4	4	4	4	4	36
40	5	5	4	5	4	5	4	4	4	40	5	5	4	4	4	4	5	4	4	39
41	4	4	3	3	3	4	4	3	4	32	3	4	4	3	3	4	3	4	4	32
42	4	4	4	4	4	4	5	4	3	36	5	4	5	4	5	5	3	3	3	37
43	5	5	3	4	4	4	4	3	2	34	4	4	4	3	5	3	5	3	3	34
44	5	5	5	5	5	5	5	5	5	45	5	5	5	5	5	5	5	5	5	45
45	4	5	4	4	4	4	4	4	4	37	4	4	4	4	5	4	4	4	4	37
46	4	4	4	4	3	4	5	4	4	36	5	4	4	5	4	4	4	4	4	38
47	4	4	4	4	4	4	4	4	4	36	4	4	5	4	5	4	4	5	4	39
48	4	3	4	4	3	4	3	4	3	32	5	3	3	4	3	3	5	5	4	35
49	4	4	4	3	4	4	4	5	4	36	4	4	3	4	4	3	4	4	4	34
50	4	4	4	4	4	4	4	4	4	36	4	4	4	4	4	4	4	4	4	36

Source: Primary Data 2012

1 = not satisfied   3 = quiet satisfied   5 = very satisfied

2 = little bit satisfied   4 = satisfied

$$r = odd\ dengan\ even$$
$$= 0.559254343824267$$

Average Level of Satisfaction

No	Doormen *	Lobby Workers *	Lobby *	Room *	Additional Facilities (unit)
1	3.75	3.8	4	3.8	2
2	5	3	3	3	0
3	4	3.6	3.75	4.2	1
4	4	4	4	4	2
5	3.75	4.4	3.5	3.8	0
6	4.25	4	4.25	4	2
7	4	4.2	4.25	4.2	9
8	3.75	3.6	3.25	4.2	2
9	4	4	4.75	4.2	9
10	4	4.2	4	4	9
11	4	4	4	4	8
12	5	4.2	4.25	4.2	8
13	5	4	4	4	8
14	5	4	4	4	8
15	4.25	4.2	4.75	4.2	2
16	3.75	3.2	3.75	3.6	2
17	4.25	4.2	4.75	3.2	2
18	4.5	3.6	4	3.2	1
19	5	5	5	5	1
20	4.25	4	4.25	4	1
21	4.25	4	4.25	4	2
22	4	4.2	4.25	4.2	9
23	3.75	3.6	3.25	4.2	2
24	4	4	4.75	4.2	9
25	4	4.2	4	4	9
26	3.75	3.2	3.75	3.6	2
27	4.25	4.2	4.75	3.2	2

28	4.5	3.6	4	3.2	1
29	5	5	5	5	1
30	4.25	4	4.25	4	1
31	3.75	3.8	4	3.8	2
32	5	3	3	3	0
33	4	3.6	3.75	4.2	1
34	4	4	4	4	2
35	3.75	4.4	3.5	3.8	0
36	3.75	3.6	3.25	4.2	2
37	4	4	4.75	4.2	9
38	4	4.2	4	4	9
39	4	4	4	4	8
40	5	4.2	4.25	4.2	8
41	3.75	3.2	3.75	3.6	2
42	4.25	4.2	4.75	3.2	2
43	4.5	3.6	4	3.2	1
44	5	5	5	5	1
45	4.25	4	4.25	4	1
46	4.25	4	4.25	4	2
47	4	4.2	4.25	4.2	9
48	3.75	3.6	3.25	4.2	2
49	4	3.6	3.75	4.2	1
50	4	4	4	4	2

Source: Primary Data 2012

1 = not satisfied   3 = quiet satisfied   5 = very satisfied

2 = little bit satisfied   4 = satisfied

APPENDIX 2

Questioner

I. Respondent Identity

1. Gender ? ....

a. Male   b. Female

2. hometown ? ....

3. Age ? ……….

    a. < 20 years   c. 30 – 39 years   e. > 50 years

    b. 20 – 29 years   d. 40 – 49 years

4. Room Type? ………..

    a. President Suite   c. Junior Suite Room   e. Deluxe room

    b. Suite   d. Executive Business Room

II. Hotel Sunan Solo's Services

Please value (checking) from each of the existing information with conversion value as follows:

    1 = not satisfied   3 = quiet satisfied   5 = very satisfied

    2 = little bit satisfied 4 = satisfied

A. Hotel's Doorwomen

No.	Information	Value				
		1	2	3	4	5
1	Attitude and behavior of the doormen when responding to a visitor(s)					
2	Politeness and friendliness of the doormen when responding to a visitor(s)					
3	Quickness and skill of the doormen when responding to a visitor(s)					
4	Impression with the doormen overall					

B. Lobby Workers

No.	Information	Value				
		1	2	3	4	5
1	Attitude and behavior of lobby workers when responding to a visitor(s)					
2	Quickness and skill of lobby workers when responding to a visitor(s)					
3	Ability and responsiveness of lobby workers when there is an attending visitor					
4	Ability on baggage handling of lobby workers					
5	Impression with the lobby workers overall					

C. Hotel's Lobby

No.	Information	Value				
		1	2	3	4	5
1	Setup and layout of the lobby					
2	Cleanliness of the lobby					
3	Orderliness of the lobby					
4	Impression with the lobby overall					

D. Bedroom

No.	Information	Value				
		1	2	3	4	5
1	Setup and layout of the bedroom					
2	Cleanliness of the bedroom					
3	Comfort in the bedroom area					
4	Satisfaction in enjoying bedroom's facilities					
5	Impression with the bedroom overall					

III. Additional Facilities

Check list what additional facilities which you are enjoying and using in the Hotel Sunan Solo!

No.	Additional Facilities	Checking Mark (√)
1	Business Center	
	Internet Café	
	Photocopy	
	Faximile	
	Printing	
	Scanning	
	Ticketing	
2	Recreation and fun	
	Fitness center	
	Spa gallery	
	Pool bar and swimming pool	
3	Music room	

If you have enjoyed and used of those additional facilities above, check of which underlying your reason to choose them!

No.	Reason	Checking Mark (√)
1	I used those additional facilities above because I had been satisfied with the services since I came.	
2	I used those additional facilities above because I needed entertainment	
3	I used those additional facilities above because I really needed them	
4	I was happy when using those additional facilities	

IV. Impression and Advices

Give impression and advices at services and the additional services in Hotel Sunan Solo by writing in blank space below!

A. Impression

……………………………………………………………………………………………
……………………………………………………………………………………………
……………………………………………………………………………………………
……………………………………………………………………………………………
……………………………………………………………………………………………
…………………………………………………………………

B. Advices

……………………………………………………………………………………………
……………………………………………………………………………………………
……………………………………………………………………………………………
……………………………………………………………………………………………
……………………………………………………………………………………………
…………………………………………………………………

THE SUNAN HOTEL SOLO

COMPANY'S CONFIRMATION LETTER

Here with, I am :

N a m e	:	Mr Jatmiko
F u n c t i o n	:	Front Office Manager
Company	:	The Sunan Hotel Solo
Address	:	Jl. Ahmad Yani 40 Surakarta 57143 Central Java, Indonesia

confirms that:

N a m e	:	Yehuda Dion Setyadi
Student ID	:	010200800012
Faculty/Major	:	Management / Hotel and Tourism Management
Universitas	:	President University

has done his research in our company in order to write the skripsi, title :

GUEST SATISFACTION TOWARDS SERVICES IN HOTEL SUNAN SOLO

since February 08, 2012 until February 27, 2012, and has discussed with us the content of his skripsi, including the findings and recommendations.

Solo, February 27, 2012

The Sunan Hotel Solo

(Mr Jatmiko)
Front Office Manager