



**IMPACT OF SERVICE QUALITY ON CUSTOMER
SATISFACTION: A CASE STUDY OF PARK ROYAL HOTEL,
YANGON, MYANMAR**

MASTER OF BUSINESS ADMINISTRATION

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A Thesis Presented
by
KHINE SU HTOO AUNG

Submitted to the Swiss School of Business Research
in partial fulfillment of the requirements for the degree of

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ABSTRACT

As Myanmar has a great opportunity for tourism industry, hotel industry has to be forced for the rapid growth. In order to grow a hotel industry, the qualities they served become main veins and so they have to be examined. Hence, this study is aimed to explore the service quality provided by Park Royal Hotel in Yangon, to examine the customer perceptions on service quality of Park Royal Hotel in Yangon, to examine the relationship between the customer satisfaction and service quality of Park Royal Hotel in Yangon and to analyze the impact of service quality on customer satisfaction of Park Royal Hotel in Yangon. This study emphasizes on the five service quality dimensions: tangibility, reliability, responsiveness, assurance and empathy. This study used both primary data and secondary data. Primary data are collected by in-depth interview with manager from Park Royal hotel in Yangon and structured questionnaire with five-point Likert Scale are distributed to customers . 200 customers of Park Royal hotel in Yangon are selected as sample respondent by using simple random sampling methods. The secondary data are collected from relevant textbooks, previous research and journals, internet web site. This study used descriptive statistics, correlation analysis, and multiple regression analysis. The correlation result is proved that all the service quality dimensions are positive and significantly correlated to customer satisfaction. According to the multi linear regression result, tangibility, reliability, responsiveness, assurance and empathy dimension are positive and significantly related to customer satisfaction. Among them, reliability and empathy have the highest value of customer satisfaction. Therefore, Reliability and Empathy factors could significantly raise the satisfaction of customers on Park Royal Hotel.

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CHAPTER I

INTRODUCTION

After the industrial revolution, the world economy is shifting to emphasis on the service businesses which is the part of the economy create services rather than tangible objects. Service sector in 21st Century, many developing countries are also trying to invest more in service sector. The trend of world markets has changed noticeably from agricultural to service markets (Bank, 2018). All of these service businesses are trying their best to improve their service quality in order to make customers satisfied with their services, especially the hotel industry. Realizing the importance of service for customer satisfaction and customer loyalty, the hoteliers are striving to offer best tangible services in terms of room decoration and set up, food at restaurants, other facilities available at the hotels like spas, gyms, swimming pool and so on. In terms of intangible ones, hospitality, responsiveness, service of staff to the guests is critical. Hoteliers are increasingly emphasizing quality standards in order to satisfy their customers' basic wants and expectations. Hotel operators are more likely to anticipate and meet their customers' wants and desires when they accurately establish and understand their customers' expectations. (Juwaheer & Ross, 2017). Customers who are pleased with their hotel accommodations are more likely to return. (Choi & Chu, 2019).

Similarly, when a service provider offers a service, people are expected to use it; yet, if the service provider is incompetent or inexperienced, the entire firm's image suffers instantly. A customer is a stakeholder who utilizes the products or services of a firm to satisfy their requirements and raise their satisfaction. As a result, buyers are looking for the best deal possible. Customer satisfaction is a measure of how well a company's products and services meet its customers' expectations. Service quality is one of the most important components for maintaining a competitive edge and consumer confidence in today's highly competitive business. As a result, service quality has been recognized as a fundamental core concept and a critical success factor, offering enormous opportunity for hotel and hospitality enterprises to differentiate themselves. Matching consumer wants is critical in order to produce high-quality goods and services. (Marx & Erasmus, 2017). Customer satisfaction is a critical differentiator in a competitive climate and is progressively becoming an

important component of corporate strategy. (Dhurup, Venter, & Oosthuyzen, 2019). This research looks at the effect of service quality on customer satisfaction at the Park Royal Hotel.

1.1 Background of the Study

Lovelock and Wright (2018) define the moment as "a point in service delivery where clients interact with service professionals or self-service devices, and the outcome may change perceptions of service quality." (Lovelock & Wright, 2018). Visitors visiting Myanmar hotels have high expectations and a desire for great service. Hotels' rivalry has intensified, and instead of only providing a beautiful room to impress guests, they now provide "high quality personnel" as an extra incentive. Owners and managers focus client happiness while competing against hundreds of other hotels, and personal service is at the top of the list of most essential criteria for tourists when choosing a hotel to stay in. Hotel workers span from high management to front-line labor. Front desk personnel are considered as a supporting factor in determining if a client will return, suggest the hotel, or show loyalty to a certain hotel. (Kandampully & Suhartanto, 2020).

As a result, in the service industry, service quality is seen as a critical factor in organizational performance and meeting consumer expectations, which leads to satisfaction. It is also a requirement for effective purchasing behavior and an important component of the hotel industry. For a long time, the industry felt that the most significant factor in determining customer satisfaction, willingness to acquire services, and corporate profit was service quality. (Wilkins, Merrilees, & Herington, 2017). When customers obtain high-quality service, they are more satisfied. To increase service quality, the management team must speak regularly with their employees and review service experiences. (Prayudha & Harsanto, 2019). Good service quality expands a company's client base, increasing profits. (Rauch, Collins, Nale, & Barr, 2018).

A number of models for judging service quality have been proposed. The SERVQUAL model, developed by Parasuraman et al. (2017), is the most widely used approach for measuring service quality. It inspires five service quality inspirations, listed in descending order of importance: dependability, responsiveness, assurance, empathy, and tangibles.

Today's business environment is more competitive and difficult than ever before. As a result, service quality research is essential in today's competitive business environment and contributes to the industry's long-term success. (Fynes, Burca, & Voss, 2018). In spite of conducting the survey in the field of service quality, very few have been done in hotel industry (Khan & Fasih, 2018) and in the context of developing countries (Ramsaran, 2017). This study will help hotels improve overall customer satisfaction, and it will also be useful to governments and commercial sectors in which the hotel and tourism industries play an essential role.

This research focuses on the Park Royal Hotel in Yangon's service quality and client satisfaction. PARKROYAL, a Pan Pacific group property, is a four-star hotel with facilities equal to five-star hotels. Pan Pacific Hotels Group is known for two well-known brands: Pan Pacific, its trademark, and PARKROYAL, its premium brand. The Group is well-known among its guests, partners, collaborators, and owners for its genuine concern for people and a sense of certainty that alleviates the pressures of today's perplexing world. They also believe that corporate responsibility entails acting in the best interests of their stakeholders. As the hotel's renowned portfolio grows, it remains committed to its signature Asian-inspired cutting-edge design, which is realized in each new location in accordance with that region's history and traditions, while also respecting the local environment. The hotels and resorts have garnered several national, regional, and international accolades from renowned travel experts, including World Travel Awards and Trip Advisor Travelers' Choice Awards. Customers form opinions about the hotel industry by comparing their service experiences to their expectations. PARKROYAL hotel owners must recognize the need for service upgrading cautiously in order to gain a competitive advantage in this aggressive and highly competitive business industry.

1.2 Research Problem

Customer happiness and service quality are essential components of any business's success (Gronroos, 2021). A Service Quality Conceptual Model and Its Implications for Future Research (Parasuraman, Zeithaml, and Berry, 2017). Customers who are unsatisfied with this industry have the option of switching to a competitor's firm or looking for alternatives. One of the most challenging difficulties for hotel managers nowadays is providing and aiding with client satisfaction. Customers who

think they are being treated unjustly by one firm are inclined to seek out and patronize a similar company.

Customer satisfaction and service quality are critical components of every company's success (Gronroos, 2021). A Conceptual Model of Service Quality and Its Implications for Future Research (Parasuraman, Zeithaml, and Berry, 2017). Customers that are dissatisfied with this industry may switch to a competitor or look into other options. Delivering and assisting with customer satisfaction is one of the most difficult tasks for hotel managers these days. Customers who believe a company has treated them unfairly are more likely to seek out and frequent a similar company. (Doyle, 2018).

To fulfill the hotel industry's aim of delivering great service to its consumers, it is vital to study how the hotel can meet, if not surpass, the service delivery expectations of its customers. (Doyle, 2018). Organizational management strives to understand the level of customer satisfaction with their services as well as the sorts of service quality levels that customers would want in order to give exactly what is necessary. Based on focus group discussions with service providers and consumers, Parasuraman et al. (1988) identified five service quality drivers: Tangibles, Reliability, Responsiveness, Assurance, and Empathy.

In a research of service quality traits that influence customer satisfaction, assurance, empathy, and tangibles were shown to be the most significant in customers' assessments of service quality, and so may have a positive impact on customer satisfaction. (Harr K. , 2018). Manyi (2017) examined the link between service quality and customer satisfaction and discovered that all five service quality metrics were significantly connected to customer satisfaction. (Manyi, 2017). Tourism is widely regarded as a "smokeless sector" that contributes significantly to the global economy. Asia is a lovely and popular tourist destination with a wide range of natural, cultural, and human attractions.

Despite extensive research on service quality, some developing countries have shown little interest, such as Myanmar. Tourists flocked to Myanmar when it first opened its doors to the rest of the world, eager to see not only a country that had been closed to them for decades, but also a country rich in history and heritage. In the last three years, Myanmar has experienced a hotel boom, spurred by growing tourist

numbers as the country opens up to economic and political reforms. However, like in many other developing nations, before making an investment choice, foreign investors and developers must first comprehend the complexity and reality of the real-estate and hotel investment industries.

The Myanmar Tourism Master Plan 2013-2020 has a target of 7.48 million foreign tourists in 2020, an increase of 1.48 million from 2016. Change began in early 2020 with additional upgrades to outdated infrastructure, but with hotel rates plummeting to historic lows due to the COVID-19 pandemic period, the coming years may present a difficult challenge, resulting in fewer employment and economic prospects for Myanmar's tourist industry. Nonetheless, the Myanmar hotel industry has challenges, including an oversupply of hotel rooms in Yangon, the country's economic center and former capital. Visitors to Myanmar may choose from a range of housing options, including hotels, hostels, guesthouses, beach bungalows, and home stays. The majority of Myanmar's hotels failed to achieve service delivery needs such as suitable facilities, great customer interactions and product or service expertise, well-trained employees, and the provision of confidence and trust in the services supplied. Furthermore, hotel management may act as though today's revenues are more essential than customer satisfaction. Hoteliers must not only increase product quality but also maintain service quality in today's competitive industry. Customers who are dissatisfied with their service provider may move to a competitor.

Service quality is obviously crucial for all sorts of organizations since it leads to customer satisfaction. The hotel standard's star rating determines the property's brand image in the hotel industry. As a result, the services that hotels provide to their customers define their level of excellence. The better the hotel's qualification, the more tourists it can accommodate. The goal of this study is to investigate the impact of service quality on customer satisfaction. Park Royal Hotel must retain existing clients while also attracting new ones. enticing new customers.

1.3 Research Questions

Based on the background of the study and problem statement, the research question of this study are as follows:

1. What are the customer perceptions on service quality of Park Royal Hotel in Yangon?

2. What is the relationship between service quality and customer satisfaction of Park Royal Hotel in Yangon?
3. What is the impact of service quality on customer satisfaction of Park Royal Hotel in Yangon?

1.4 Research Objectives

This study aimed to explore the service quality provided by Park Royal Hotel in Yangon. The specific objectives of this study are as follows:

1. To examine the customer perceptions on service quality of Park Royal Hotel in Yangon.
2. To examine the relationship between the service quality and customer satisfaction and of Park Royal Hotel in Yangon.
3. To analyze the impact of service quality on customer satisfaction of Park Royal Hotel in Yangon.

1.5 Scope and Limitation of the Study

This study focuses on the quality of hotel service and client satisfaction. This research included both primary and secondary data. In-depth interviews with Park Royal hotel management were conducted in Yangon, and Park Royal hotel clients were given a standardized questionnaire with a five-point Likert-scale. 200 Park Royal hotel guests in Yangon were chosen as sample replies using typical random sampling processes. Secondary data sources included relevant textbooks, earlier research and publications, and an internet web site. Descriptive statistics, correlation analysis, and multiple regression analysis were all used in this study.

1.6 Organization of the Study

This study is divided into five components. The first chapter discusses the purpose, history, goals, research questions, scope, and limitations of the study. The second chapter digs into the theoretical underpinnings of service quality, including a comprehensive assessment of significant works of literature, theories, and research, as well as practical studies on service quality in the hotel sector and customer satisfaction. The third chapter discusses the research strategy. The methodologies used to carry out this study, such as the research design, sample design, data

collection procedure, and data analysis approach, will be discussed in this chapter. The fourth chapter analyzes how the Park Royal Hotel's service quality affects client happiness. The results and discussion, comments and recommendations, limits, and future research requirements were all covered in the fifth chapter.

CHAPTER II

LITERATURE REVIEW

This chapter assesses the existing literature in connection to the study topic. Each body of literature is examined in light of the unique characteristics of the relevant literature on this subject. As a result, the independent and dependent variables in this study may be compared to previous research on the subject.

2.1 Concept of Service

Acts, operations, and performances are examples of services. "Services are either intangibles that generate direct satisfactions (transportation, housing, etc.) or intangibles that generate joint satisfactions when obtained alongside commodities or other services (credit, delivery, etc.)," according to the report. It was the first time services were sold as physical objects rather than intangibles that could lead to customer satisfaction.

(Stanton, 2017) The term "service" was defined as "independent, intangible activities that, when sold to consumers and/or industrial users, enable wish fulfillment and are not necessarily tied to the sale of a product or another service." Another definition of service is "any action or benefit provided by one party to another that is fundamentally intangible and does not result in ownership of something." Its development may or may not be linked to the production of a concrete product”.

As a result, service can be defined as "an activity or set of actions rather than a product that has some intangibility associated with it, includes some contact between the consumer and the service provider, and does not result in a transfer of ownership." Customers play an essential role in the manufacturing process since services are provided as a solution to consumer concerns. A variety of distinguishing characteristics distinguish services from goods. It is critical to evaluate the various

qualities of services because recognizing these distinct characteristics will provide insights and allow for informed and inventive management.

2.2 Service Quality

According to available data, services are critical components of any business within the economy. Quality in a service has become a measure of how well the service meets the consumer's expectations. Companies have discovered that service quality must be prioritized in order to increase earnings and market share. Service quality has emerged as a critical strategic consideration for businesses seeking to distinguish their products and services from the competition.

The definition of service quality is a function that compares customer expectations to actual service performance. (Parasuraman, Zeithaml, & Berry, A Conceptual Model of Service Quality and Its Implications for Future Research., 2017). Previous customer experiences, communications, and the final judges of service quality all influence service expectations. According to (Cronin & Taylor, 2019), service quality is a form of attitude representing a long-run overall evaluation of service. (Chang & Chen, 2017) also found that the traditional notion of service quality by (Parasuraman, Zeithaml, & Berry, SERVQUAL: A Multiple-Item Scale For Measuring Consumer Perceptions of Service Quality , 2018) is most commonly accepted.

Service quality may be described as a process of negotiation between customers and service providers in which resource allocation and management are done equitably in order to serve the interests of both parties since consumer perception of service quality and employee job satisfaction are related. (Siu & Chow, 2018). Some services cannot be provided without client assistance. In today's competitive environment, when the majority of hotels have very comparable luxury physical facilities, hotel sustainability is primarily dependent on providing service quality that results in customer satisfaction. Examining the performance of service quality in small, medium, and large hotels reveals significant disparities throughout the industry.

2.3 Determinants of Service Quality

When making a purchase, the client examines quality in terms of style, hardness, color, label, feel, and package. However, there are fewer physical characteristics when it comes to acquiring services. Customers must rely on other factors to determine quality in the absence of tangible proof. The aspects/characteristics that consumers use to evaluate service quality are referred to as service quality dimensions.

Customer satisfaction is associated with service quality, and customer satisfaction is associated with intent to return. If the hotel conveys an effective image to the consumer, it will gain a competitive advantage. (Ryu, Han, & Kim, 2018). Quality is a multidimensional concept. Service excellence is a difficult, enigmatic, subjective, and abstract concept. It is interpreted differently by different people. The most common definition of service quality is a comparison of expectations and perceptions of the service received. (Parasuraman et al., 2017) (Gronroos, 2018). Parasuraman et al. (2017) did a study to identify characteristics that impact consumers' opinions of service quality. The 10 service quality factors are shown in Table 1.

Table 2.1: Ten Dimensions of Service Quality

Dimension	Description
Tangibility	Physical evidence of service (facilities, tools, equipment)
Responsiveness	Willingness or readiness to provide service, timeliness
Reliability	Getting it right first time, honoring promises, dependability
Communication	Keeping customers informed in a language that they can understand
Credibility	Honest, trustworthiness, having customer's best interest at heart
Security	Physical and financial; confidentiality

Competence	Possession of the skills and knowledge required to perform the service
Courtesy	Politeness, respect, friendliness, clean and neat appearance
Understanding	Knowing the customer, his needs and requirements
Access	Ease of approach and contract

Source: Adapted from Parasuraman, Zeithaml and Berry (2017)

(Zeithaml, Berry, & Parasuraman, 2018) discovered a strong link between communication, competence, courtesy, credibility, and security, as well as access and comprehension, and evolved into two broad dimensions of assurance and empathy, yielding five united dimensions: reliability, responsiveness, tangibles, assurance, and empathy. These five components make up the SERVQUAL Model, which serves as a foundation for improving service quality. The various aspects of customer service are described in Table 2.2.

Table 2.2: Five Dimensions of Service Quality

Dimension	Description
Tangibles	Physical facilities, equipment and appearance of personnel
Reliability	Ability to perform the promised service dependably and accurately
Responsiveness	Willingness to help customers and provide prompt service
Assurance	Knowledge and courtesy of employees and their ability to inspire trust and confidence
Empathy	Caring, individualized attention the firm provides its customers

Source: Adapted from Parasuraman, Zeithaml and Berry (2018)

For this study, the researcher employed the service quality model proposed by Parasuraman et al. (2018), which includes dependability, responsiveness, access, empathy, and tangibles. The five SERVQUAL dimensions developed by Parasuraman, Zeithaml, and Berry (2018) are the most well-known and widely used in the service industry. (Saghier & Nathan, 2017).

It has five general elements, which are detailed in more depth below. The first thing to consider are tangibles. This is the appearance of physical structures, equipment, staff, and communication materials. According to (Brink & Berndt, 2020), This dimension relates to the physical facilities, equipment, and materials of the organization, all of which must reflect well on the organization. Customers' perceptions of tangible service qualities have been influenced by amenities such as a well-equipped welcome desk staffed by skilled individuals. Brochures and other forms of communication, such as easily accessible information on a website, are appealing for informing customers about service changes.

The responsiveness criteria is the second to consider. This refers to a company's readiness to assist and respond to consumer needs, as well as its workers' eagerness to serve customers and provide prompt service. It is concerned with the speed and efficiency with which the service is supplied. It also necessitates resolving service and personnel issues as soon as possible in order to generate opportunities to impress clients. The service was friendly and courteous. When the provider makes the customer feel appreciated, their opinions of the service company increase. Finally, this component stresses attentiveness and a willingness to respond quickly to consumer requests, enquiries, and complaints.

The third factor to examine is reliability. This is the organization's ability to consistently and precisely supply the promised service, or the competence to perform the promised service consistently and accurately. It denotes that the firm provides the service correctly the first time and honors all of its obligations.

The fourth factor is assurance, which is concerned with people's expertise, competence, and civility, as well as their ability to instill trust and confidence in the service organization in the consumer. Competence refers to the presence of the necessary abilities and competence to perform the service, whereas politeness refers to the contact persons' civility, respect, friendliness, honesty, and trustworthiness.

Empathy is the final component. It is the company's targeted, personalized client service. Approachability, ease of behavior by service providers, and an effort to understand the consumer's demands are all components. According to Brink and

Berndt (2005), the company and its employees must go to great lengths to understand the problems of its customers and manage operations in their best interests.

The quality assurance or quality control function typically measures product quality. Intangibility is a cause of concern when it comes to services. When a consumer purchases a service, he or she is usually concerned with the end result or experience that will be offered. Customers' perceptions of service quality are determined using a tailored assessment. Researchers have undertaken several studies with the purpose of establishing assessment methodologies to help service companies determine the success of their offerings.

2.5 Customer Satisfaction

Customer satisfaction is an important indication of service quality since more customer satisfaction equals higher business performance and profit. (Morgan & Hunt, 2017). Client satisfaction is critical in all industries because it is a major factor in client retention, loyalty, and product repurchase. Customer Relationship Management (CRM) is one of the factors that contribute to the creation, maintenance, and expansion of long-term mutually beneficial relationships between customers and businesses.

Customer satisfaction is an after-sale service evaluation for a specific product or service (Gundersen, Heide & Olsson, 1996). The general satisfaction should be the results between service received and customer expectations. Customer should receive at least that they expect or even surpass it (Njuguna & Mirugi, 2017). Nowadays, one of the biggest challenges for managers in the hotel industry is to provide and sustain customer satisfaction. In order to achieve customer satisfaction, it is important to recognize and anticipate customer's needs and to be able to satisfy them. Being familiar with the consumers' needs is great importance to the company. It is crucial to know the consumers' needs in order to achieve an optimal combination of production factors and disposal of products because the consumers are the focus activity of the company's marketing orientation.

Understanding customer satisfaction is as much a psychological challenge as a measurement challenge and understanding human behavior often means

distinguishing between thoughts, feelings and behaviors. Customer satisfaction can lead to repeat purchases, loyalty and to retain customers. These customers will tend to say good things and deliver products or services that they consume. On the other hand, dissatisfied customers react unlike because they may try to mark down discord by abandoning or returning the product (Eshetie, Seyoum, & Ali, 2018). If the degree of satisfaction is higher, the customer will purchase the product or service more again. The more customer gets satisfied with the service, the more customers trust builds with the service provider. A satisfied consumer will always get pleasure by purchasing goods to fulfill its needs, desire and goal (Almsalam, 2019)

2.5.1 Customer Satisfaction in Hotel Industry

Customer satisfaction in the hotel business is heavily impacted by service quality. Customer satisfaction is a business strategy that focuses on providing value to customers by anticipating and managing their expectations, as well as demonstrating the ability and responsibility to meet their requests. Companies that can quickly identify and meet their customers' needs earn more money than those that cannot. (Barsky J. , 2019). Managers must prioritize customer retention by implementing effective customer satisfaction and loyalty policies because acquiring new customers is more expensive than retaining existing ones. This is especially true in the hotel industry.

In the hotel sector, several factors impact client happiness. Room cleanliness, value for money, staff friendliness, and hotel security are all regarded as important hotel attributes that have a significant impact on guest satisfaction in a hotel environment. (Greathouse, Gregorie, Shanklin, & Tripp, 2017). Customer requirements for quality products and services in the tourism industry has become increasingly evident to professionals (Yen & Su, 2017) Long-term and reciprocally advantageous relationships between customers and the hotel is becoming progressively important because of the highly positive correlation between guests' overall satisfaction levels and the probability of their return to the same hotel (Choi & Chu, 2019). The hotel's investments are being increased to improve service quality and the perceived value for guests so as to obtain better customer satisfaction and

loyalty, thus resulting in better relationships with each customer (Jones, Hanton, & Connaughton, 2017).

Anticipating guests' needs is the most efficient way to deliver exceptional service and make them feel appreciated. The most efficient way to learn about your visitors and their preferences is through conversation. As a consequence, hotel management trains its personnel and converses with visitors to better understand their preferences. They must always train their employees how to deal with and care for their clients, as well as how to resolve disagreements. The quality of relationships has an unanticipated favorable influence on the behavior of hotel visitors; it produces good word of mouth (WOM) and raises repeat guest rates. (Kim & Cha, 2020)

The hotel's profitability will be ultimately increased with their good service quality (Oh & Parks, 1997). Providing high quality services and improving customer satisfaction are widely recognized as fundamental factors boosting the performances of companies in the hotel and tourism industry (Barsky & Labagh, 2018). A research by (Wuest, Tas, & Emenheiser, 2019) defined the perception of hotel attributes as the degree to which guests may find various services and facilities critical for their stay in a hotel. Travelers recognize the hotel's attributes such as cleanliness, price, location, security, personal service, physical attractiveness, opportunities for relaxation, standard of services and reputation as decisive to assess the quality of the hotel (Barsky & Labagh, 2018); (Sullivan & Knutson, 2018)

2.6 Empirical Studies on Service Quality

Different models have been advanced concerning service quality in the service organizations with an aim of establishing the relationship between service quality and customer satisfaction. From the earlier research work, using the SERVQUAL questionnaires revealed that Reliability is the most critical factor when measuring the relative importance of the five dimensions followed by responsiveness, Assurance, Empathy and finally Tangibles (Parasuraman et al., 2017).

(Stromgren, 2019) studied the factors influencing service quality in the hotel industry in Peru and established that the customers were more interested on the

dimensions of reliability, tangibles and assurance. Reliability was identified as the best predictor of overall service quality. On the other hand, (Harr K. , 2018) found that service dimensions that lead to higher levels of customer satisfaction in restaurants in Singapore was assurance, empathy and tangibles that may have a positive influence on customer satisfaction.

A study by Krishna et al., (2010) established that the customers have the highest expectations on promptness of service, accuracy of transactions and security issues. The researcher advised managers to prioritize on attention to details and promptness in addressing customer complaints. The researcher noted that customers' expectations and perceptions are subjective and the findings can only be generalized to a pre-defined market and economic scenarios.

In western tourism circuit of Kenya, the effect of customer satisfaction on performance of the hotel industry was studied by (Kangogo, Musiega, & Manyasi, 2019). Customers praised the reservation, the welcome, the food quality, and the beverage quality. Customer satisfaction increases market share, service quality, hotel image, and sales turnover, whereas dissatisfaction increases customer and employee turnover.

2.7 Empirical Studies on Customer Satisfaction

According to (Lawrence C, 2017), Many guests were pleased with the politeness of the employees, the condition of the facilities, the comfort of the rooms, and the ease with which they could access information at four-star hotels in Spain. Employees are unhappy with a lack of staff respect, extra personnel attention, foreign publications, and television shows in their native language. Customer satisfaction was extremely high overall.

(Kangogo, Musiega, & Manyasi, 2019) In Kenya's western tourism sector, customer happiness was proven to have an influence on hotel company performance. The reservation, reception, and food quality were all praised by customers. Costs, security, and housing amenities all received favorable evaluations, but specialized services did not. Consumer attitude is referred to as the feeling of favorableness or unavoidableness towards the brand. It comprises of consumer's belief, feeling and

behavioural intentions. Consumer attitude influence their behaviour and subsequently their purchase intentions. Consumers with positive attitude tend to buy the product whereas negative attitude towards the products impedes them from purchase.

Attitude is defined as a psychological path of evaluating a specific object with favor or disfavor (Eagly and Chaiken, 2007). It tends to endure over time than an occasional event. For example, hearing a loud noise over time can develop negative attitudes toward that sound (Solomon et al., 2010). Attitude can be considered a fixed way of thinking the longer it lasts. It includes evaluations of whether elements are sent to it or not. Attitudes formed through experience can change when new experiences are acquired (Ajzen, 2001; Chen, 2007; Armstrong, 2009). Consumers have an attitude towards a particular behavior towards a product, for example the type of fruit they like to eat. Attitudes toward more general consumer behavior can also occur, for example how often one should buy fruit (Solomon et al., 2010). Attitude toward behavior refers to the degree to which a person has a positive or negative evaluation of the behavior in question. The more positive the attitude toward a behavior, the stronger the individual's intention to perform that behavior (Tarkiainen and Sundqvist, 2005).

Chen (2007) posits that consumers' attitudes and preferences toward purchasing a particular product are based on consumers' personal attitudes and desires to perform a behavior. Attitude towards a certain behavior is based on expectations and beliefs about the consequences caused by a particular behavior (Ajzen, 1991; Tarkiainen and Sundqvist, 2005; Chen, 2007). To measure consumer attitude, studies have concluded that it can be measured using a theory called the theory of planned behavior (TPB) (Aertsens et al., 2009; Tarkiainen and Sundqvist, 2005). "The theory of planned behavior (TPB) is one of the most widely used expectancy-value models to predict and explain human behavior in the area of fruit choice" (Dean et al. al., 2008, p. 2089). This theory can convincingly explain consumer choice behavior regarding fruit and organic fruit consumption (Tarkiainen and Sundqvist, 2005; Aertsens et al., 2009). Furthermore, human behavior is also a function of behavioral intention formed by the combination of attitudes toward the behavior, subjective norms, and attitudes that control human behavior (Dean et al. , 2008).

Understanding target customer is very important for marketers since the competition has been increased around the world. In this regard, a clear understanding about their target customers has been sought by marketers now (Mangnale, Potluri & Degufu, 2011). Although consumer attitude is importance in marketing, it is difficult measure consistently. The concept of consumer attitude in consumer behavior studies has received much attention as marketers' endeavor to understand their target markets (Du Plessis, Rousseau, Boshoff, & Sanders, 2007). Consumer attitudes play a crucial role in the behavior of consumers. In order to effectively understand the consumer's behavior, one must also understand consumer attitudes (Schiffman & Kanuk, 2004). In the context of consumer behavior, an attitude refers to the consistent tendency of consumers to behave, favorably or unfavorably, with regards to a specific product or brand. Likewise, Assael (2004) suggests that understanding the attitudes leads marketers to define benefit segments, advance new products, and formulate and evaluate promotional strategies.

Solomon (2002) describes an attitude as a lasting, general evaluation of an entity. An entity may refer to people (including oneself) or issues. Arnould, Price and Zinkhan (2002) submit that an attitude is simply a summary of consumer thoughts, feelings and actions. Blackwell et al. (2006) views an attitude as a global evaluative judgement of products or brands a favorable attitude towards a product denotes that the person likes the product or brand while an unfavorable attitude denotes that the person does not like it. In the context of consumer behavior, Assael (2004) and Schiffman and Kanuk (2004) state an attitude as a favorable or unfavorable tendency that directs the behavior of consumers towards certain objects. In the consumer-oriented definition, the word object refers to something specific in consumer behavior such as a product, product category, brand, and an advertisement. As such, if consumer attitude can be measured accurately, it helps in the success of marketing strategy formulation.

Evidence from Bruner II, Hensel and James (2005) suggest that there are as many scales to measure consumer attitude. The implication of this is that there is no consistent measure on the construct of consumer attitude. Among many scales, the basic model to measure consumer attitude is the Tri component attitude model. Consumers have attitudes toward a wide range of attitude objects from very product

specific behaviors (e.g. based on the product brands) to more general consumption related behavior (e.g. habitual or need of customers). People determine or chose different services based on their attitudes towards that service. The desire to understand consumer attitudes and their relationship with purchase intention has motivated psychologists to come up with models or theories that capture the underlying dimensions of attitudes (Schiffman & Kanuk, 2004:256). Consumer attitude can be broadly classified as the decisions and actions that influence the purchasing behavior of a consumer.

(Wambugu & Mwaura, 2008) investigated the factors that influence customer satisfaction in Kenya's banking business. Customers praised the quality and punctuality of the bank statements, as well as the staff's understanding of their demands. The inadequacy of the bank's networks, as well as the willingness of bank employees to respond to client requests, were identified as reasons of dissatisfaction. He also mentioned that increased customer satisfaction among Kenyan bank clients may lead to greater retention rates.

2.8 Relationship between Service Quality and Customer Satisfaction

The great bulk of literature on service quality and customer satisfaction suggests that they are theoretically distinct but closely connected phenomena (Parasuraman et al., 2017). While there is a strong correlation between service quality and customer satisfaction, the two concepts are distinct and must be evaluated separately by service providers. Previous research has shown that, while customer satisfaction reflects the client's perceptions of frequent interactions and experiences with the service organization, service quality can be influenced by value judgments or the experiences of others.

Service quality and customer satisfaction are inextricably linked, as are service quality and customer contentment. All dimensions of service quality were seen as important factors impacting customer satisfaction. Following the evaluation, the business advised boosting customer satisfaction by raising the quality of service dimension.

2.9 Profile of PARKROYAL Hotel

Pan Pacific Hotels Group is a wholly-owned hotel subsidiary of Singapore-listed UOL Group Limited, one of Asia's most established hotel and property companies with an outstanding portfolio of investment and development properties. Pan Pacific Hotels Group comprises two acclaimed brands: its signature brand, Pan Pacific and its deluxe brand, PARKROYAL. As part of Pan Pacific group, although PARKROYAL is 4 stars hotel, they give the services like 5 stars hotel standards. The Group is known to its guests, partners, associates and owners for its sincerity in people and the sense of confidence which alleviates the stresses of today's complex world. They also believe that corporate responsibility involves doing what is right for their stakeholders

PARKROYAL Yangon lies close to Bogyoke Aung San park and offers a deluxe accommodation. The venue comprises 335 contemporary rooms. Additional amenities include 24-hour room service, shuttle service and dry cleaning. It is set in Yangon downtown district of Yangon, around 20 minutes' walk from Shwedagon Pagoda. Bogyoke Aung San Museum is also 2.4 km from the hotel. Shoppers will enjoy an excellent location close to shopping centers, a market and fairgrounds. Room facilities include a private safe, a sitting area and a pantry. Some rooms feature views of the sea. Each room is equipped with an ensuite bathroom with a shower, a hairdryer and free toiletries.

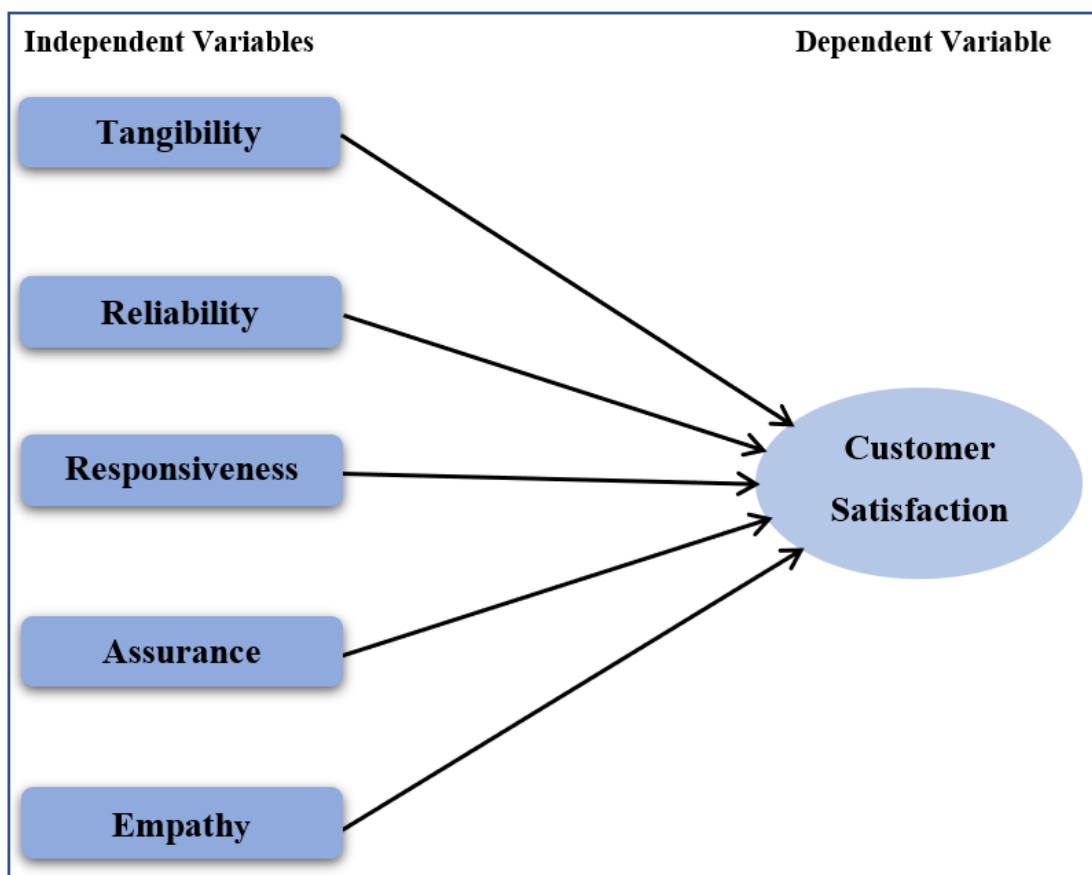
Guests can quench their thirst with their favorite drink in the lobby bar. Within roughly 250 meters, there are several dining alternatives, including Pa Pa Pizza and The Thiripyitsaya Sky Bistro. The property is around 200 meters away from the Yangon Central Railway Station. The airport at Mingaladon is around 15 kilometers distant. There is a nightclub, a library, and a hot tub at the site. The PARKROYAL Yangon has a gym with aerobics and yoga lessons. As the hotel's famous portfolio grows, it stays devoted to its distinct Asian-inspired cutting-edge design, which is carried out in each new site in line with that region's history and customs, while also taking the local environment into account. Several national, regional, and worldwide awards have been bestowed on the hotels and resorts by

respected travel experts, including World Travel Awards and Trip Advisor Travelers' Choice Awards.

2.10 Conceptual Framework of the Study

According to previous research and conceptions offered, the conceptual framework of the study is driven by Tangibility, Reliability, Assurance, Responsiveness and Empathy, and Customer Satisfaction. The arrows depict the connection between service quality and client satisfaction. As a result of this revenue, client pleasure is tightly tied with service quality. The primary goal of this research is to look at the link between service quality and customer happiness. The diagram represents the conceptual organization of the inquiry (2.1).

Figure 2.1 Conceptual Framework of the study



Source: Own compilation

The independent and dependent variables in this study are depicted in Figure 1. (2.1). The independent variable, service quality, is used to determine the dependent variable, total customer satisfaction. Client satisfaction is measured using service quality, an independent variable with five dimensions: dependability, responsiveness, assurance, empathy, and tangibility.

CHAPTER III

RESEARCH METHODOLOGY

This chapter will discuss the researcher's approach to the study, including research design, data and information collection processes, questionnaire design, and sample methodology. This study incorporates data analysis approaches such as factor analysis, reliability testing, descriptive statistics, and mean. Primary and secondary data are used in all sorts of information and sources.

3.1 Research Design

The research design stage is crucial for collecting and analyzing critical data that will aid in the selection of the study's location, sample size, demographics, and other variables (Adams, Khan, Reside, & White, 2007). Quantitative research and qualitative research are the two forms of research. The major purpose of this research is to investigate the relationship between service quality and customer satisfaction, as well as how to improve service quality in order to meet customer satisfaction standards. A quantitative method of study will be applied to get these objectives. Taking into the consideration of the time duration and the scope of the research, collecting survey questionnaires is the most appropriate method to collect data for the research work (Creswell, 2017). In this study, online survey is used to collect the facts from the respondents. (Cavana, Delahaye, & Sekeran, 2018).

3.2 Sampling Design

To collect the essential knowledge, quantitative and qualitative research are undertaken on the theoretical foundation of the methodological approach. To avoid bias from the selected methodology, the basic random sample method will be used in this inquiry. A sample design has two components. When sampling from a small population, the sample process is set so that every possible sample integration has an equal chance of being attained and everything in the entire population has an equal chance of being absorbed into the sample.(Hamed, 2016). For this study, the

researcher would want to pick 360 survey respondents. Random sampling is a simple and honest method of selecting a sample, and generalizing the sample's effects to the population is inexpensive. The researcher designed this study, which has five components: (1) population and sample size, (2) data collection instruments, (3) questionnaires, (4) pilot test, and (5) validity and reliability test.

3.2.1 Population and Sample

Before distributing the actual questionnaire to the selected respondents, the researcher should distribute the questionnaires to others, such as acquaintances and family members. It is critical to ensure that respondents understand the surveys and that false impressions do not emerge in the future. Taro Yamane's formula, with a 95% confidence level, was used in this study. The calculating formula used by Taro Yamane is shown below:

$$\begin{aligned} n &= N / (1 + Ne^2) \\ &= 400 / (1 + 400 * 0.05^2) \\ &= 200 \end{aligned}$$

n= sample size

N= population
size

e= level of precision or sampling
error

The research required the population size and level of accuracy in order to calculate sample size. According to the calculation results, the sample size for this study was 200 consumers based on an average population size of 400 customers from January 2022 to June 2022. There were 220 questionnaires issued, with 200 returned. Using a basic random sample approach, structured questionnaires were circulated via social media platforms or mailed to Park Royal guests. This study requires secondary data

from published journals, publications, and previous studies on service quality and consumer satisfaction in various countries.

3.2.2 Data Collection Instruments

To achieve the research objective and answer the respondents on the question depend on the effectiveness of the data collection (Adams, Khan, & Raeside, 2017). There are two methods for gathering statistics for this observation: primary and secondary data. In order to collect primary data, structured questionnaires were constructed and distributed to the selected sample respondents/guests. For this survey, a self-completion questionnaire with closed items was constructed. The questionnaires were a comprehensive survey that contained 5 questions about respondents' basic information, 25 questions about how satisfied they were with the services, and 5 questions about how satisfied they were with the services. Respondents were issued questionnaires, and their responses and solutions to specific issues related to the topic may differ. Following the collection of primary data, the survey findings will be analyzed and reliability tested using SPSS. SPSS (Statistical Package for Social Scientists) is a program for managing research data and performing statistical analysis.

SPSS organizes the required data into variables before assigning data values to the appropriate variables. Quantitative analysis approaches such as frequency, valid percentages, minimum and maximum values, mean and standard deviation of findings were used to display processed data in SPSS. Secondary data can assist academics in better understanding and identifying issues. Secondary data from documents such as hotel business books, articles on customer perception, service quality, and customer satisfaction, journals, research papers, and textbooks were heavily used in this study.

3.2.3 Questionnaires

This study included both descriptive and analytical methods. The research instrument for the study is a questionnaire. This study's survey questions are divided

into three areas. Part one consisted of closed questions and multiple choice replies based on the respondents' demographic information. The other two components are customer perception of service quality and customer happiness, which are both measured on a five-point Likert Scale ranging from "Strongly Disagree to Strongly Agree" (1=strongly disagree to 5=strongly agree). In SPSS, the Likert Scale data was stored as ordinal, while the descriptive data was saved as nominal. The next section looks into the questionnaire's reliability.

Table 3.1 Questionnaire Table

No	Constant Variable	Total Items	Reference from
1	Tangibles	5	(G. Egzibher, 2018)
2	Reliability	5	(G. Egzibher, 2018)
3	Responsiveness	5	(G. Egzibher, 2018)
4	Assurance	5	(G. Egzibher, 2018)
5	Empathy	5	(G. Egzibher, 2018)
6	Customer Satisfaction	5	(G.W.H.D.P, 2017)

Source: Survey Data, August 2022

3.2.4 Validity and Reliability Test

Measurement validity, internal validity, external validity, and ecological validity are the most prevalent types of validity. A validity test is used to determine

the reliability of a questionnaire. A questionnaire is considered valid if the questions in it reveal anything relevant to the questionnaire's goal. (Bryman, Bell, Mills, & Yue, 2021). Items are considered valid because it has a value of corrected total > 0 .

Dependability refers to the degree to which data collecting and processing techniques provide outcomes that are comparable to earlier studies. Dependability measures provide consistency across a wide variety of attributes. Internal coherence The most often used psychometric measure for measuring survey instruments and abilities is reliability. (Zhang, Waszink, & Wijngaard, 2019). Cronbach alpha is guidelines for determining reliability based on internal consistency (Kim & Cha, 2020).

3.3 Data Analysis

Data analysis is the act of gathering, modeling, and modifying information in order to emphasize key information, make recommendations, draw conclusions, and aid decision-making. Data analysis may be carried out in a number of methods, based on the demands and requirements of various fields such as science, business, and social science dissertations, among others. The data analysis results and interpretation provide critical information for the study. Data analysis in research aids the researcher in reaching a conclusion. As a result, simply stating that data analysis is important for research is an understatement; rather, no research can exist in the absence of data analysis . (Mishra, Pandey, Singh, Keshri, & Sabaretnam, 2019) .

The elimination of human bias from research results by suitable statistical treatment is one of the most significant applications of data analysis. Data analysis acts as a filter when it comes to obtaining relevant insights from enormous data sets. It serves as a solid foundation for important judgments and aids in the development of a thorough dissertation proposal. Each component of the data supplied is evaluated using analytical and logical reasoning. Data from various sources is collected, reviewed, and analyzed in order to reach a conclusion or make a discovery. The benefits of the product analysis and subsequent interviews were linked with theories and implemented based on this understanding.

Following the collection of the questionnaire and coding of the records, data transformation and assessment were observed. A number of descriptive statistical approaches were used to investigate the data analysis. Data must be transformed and interpreted based on its nature. Prior to processing the responses, the completed questionnaires were edited for completeness and consistency. In accordance with the study objectives, the quantitative data was then reviewed and interpreted using social science statistical approaches. (SPSS).

The first study question was answered using data from questionnaire respondents. The mean (weighted average) and standard deviation were used to examine the data from the answers. The Linear Regression model was used to accomplish the second aim. The mathematical formulation of the regression model is as follows:

$$Y = \beta_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \beta_6 X_6$$

where Y stands for customer satisfaction and X2, X3, X4, X5, and X6 stand for the five service quality characteristics, namely Tangibles, Reliability, Responsiveness, Assurance, and Empathy. The intercept term is 1, despite the fact that its mechanical interpretation is the average value of Y when the indicated independent variables are set to zero. It calculates the average or mean influence on Y of all variables removed from the equation. The independent variable coefficients 2, 3, 4, 5, and 6 measure the change in the mean value of Y per unit of their respective independent variables.

3.4 Ethical consideration

All researchers must be aware of research ethics. The researcher conducting the study, as well as the responder needed to collaborate and be truthful in a survey or interview, should be aware of their basic roles and obligations. (Sekaran & Bougie, 2018). As a consequence, the investigation was done fairly and justly by eliminating all potential hazards. Respondent confidentiality and privacy, as well as informed permission, were extensively emphasized. Following a thorough explanation of the study's purpose, participants were asked to verbally agree to participate in the study.

CHAPTER IV

ANALYSIS ON IMPACT OF SERVICE QUALITY ON CUSTOMER SATISFACTION OF PARK ROYAL HOTEL IN YANGON

Data collected from survey respondents via questionnaires will be examined in this chapter to gain insights into the impact of Park Royal Myanmar's service quality. The primary data collected from the target group and analyzed with SPSS software shows their satisfaction with hotel services and how this relates to customer satisfaction with the firm. For better comprehension and interpretation, the researcher will present the data collected and results to the audience in the form of graphs, charts, and tables. The complete survey data is supplied in the appendix, as the researcher will highlight the important findings in the main body to support the research purpose and objectives and avoid misunderstanding. The data is gathered using the research methodology outlined and provided in the preceding chapter.

4.1 Analysis of Respondents Characteristics

Information on Demographics Respondents are crucial in expressing and responding to the situation. Keeping this in mind, the researchers conducted study and collected demographic data from respondents.

4.1.1 Respondents by Gender

Table (4.1) and image (4.1) illustrate customer satisfaction and service quality questionnaires issued to Park Royal Hotel guests. Because the bulk of the top visitors are male, the percentage of male and female respondents is unequal. This disparity could be explained by the fact that ladies are concerned with hotel amenities and inquire about the services offered. The majority of guys make no money from their hotel services.

Table (4.1) Respondents by Gender

Sr No.	Description	Number of Respondents	Percentage
1	Male	68	34
2	Female	132	66
Total		200	100.0

Source: Survey Data, (2024)

Figure (4.1) Respondents by Gender

Source: Survey data (2024)

4.1.2 Age of Respondents

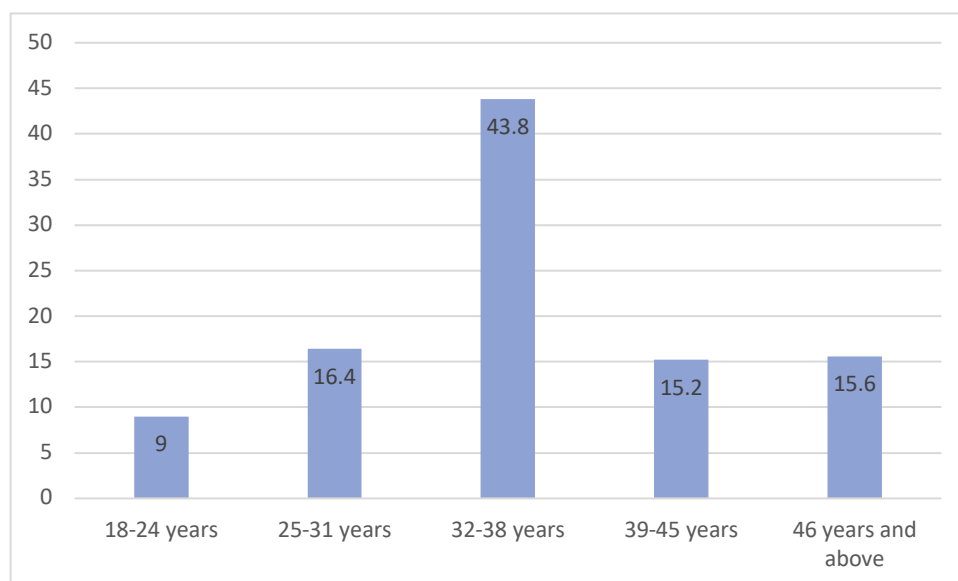
The age groupings of the sample questionnaire matched those of the general population. The majority of respondents (43.9%) were between the ages of 32 and 38, which was the age group most interested in holiday planning at the time. The age group of 25-to-31 is the second most populous, accounting for 16.4% of all responses. Another group of respondents aged 46 and above made up 15.6% of the total, while those aged 39-45 made up 15.2% and those aged 18-24 made up only 9%. Table (4.2) and Figure show the age groupings of the respondents.

Table(4.2) Age of Respondents

Sr No.	Description	Number of Respondents	Percentage
1	18-24 years	18	9.0
2	25-31 years	33	16.4
3	32-38 years	88	43.8
4	39-45 years	30	15.2
5	46 years and above	31	15.6
Total		200	100.00

Source: Survey Data, (2024)

Figure (4.2) Age of Respondent



Source: Survey Data, 2024

4.1.3 Occupation Level of Respondents

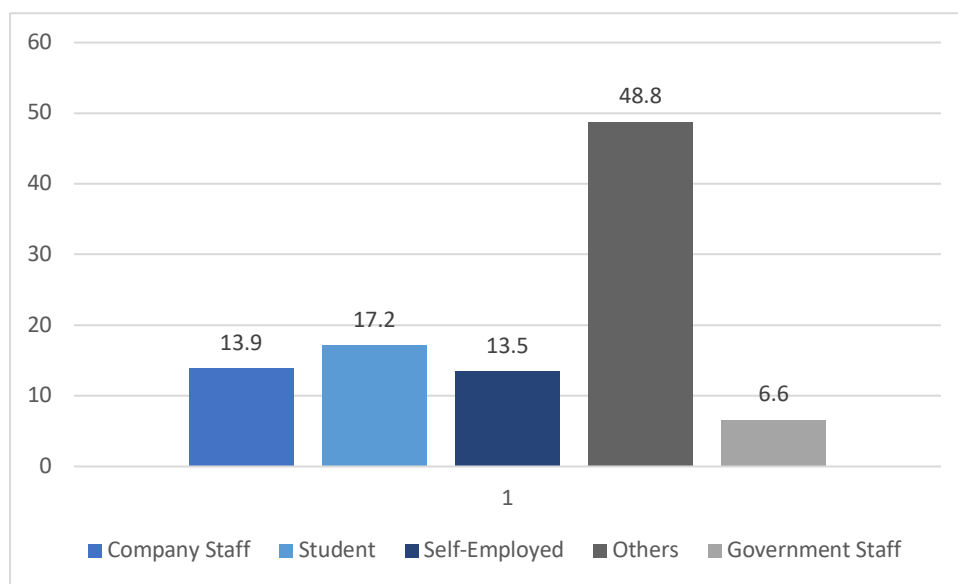
Occupations level is divided with five different groups such as Government Staff, Company Staff, Student, Self-employed and others. Most of them are 48.8% of others and 17.2% of student, the second one is 13.9% of company staff and 13.5% of self-employee, Government staff is only 6.6%. The results of occupations of respondents are shown in the following Table (4.3) and Figure (4.3).

Table (4.3) Occupation of Respondents

Sr No.	Description	Number of Respondents	Percentage
1	Company Staff	28	13.9
2	Government Staff	13	6.6
3	Student	34	17.2
4	Self-Employed	27	13.5
5	Others	98	48.8
Total		200	100.0

Source:Survey Data,(2024)

Figure (4.3) Occupation of Respondents



Source: Survey Data, 2022

4.1.4 Income Level of Respondents

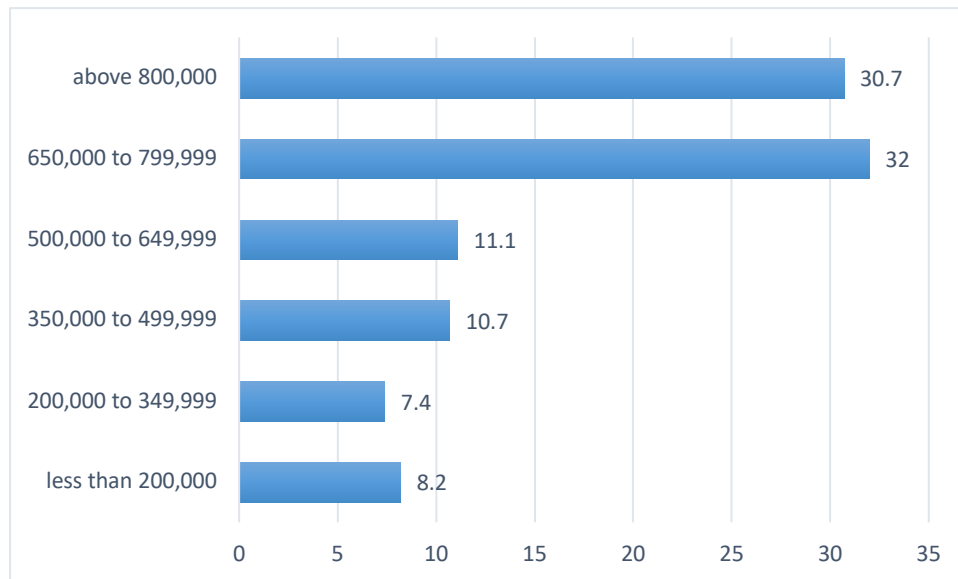
Table (4.4) and figure (4.4) represents that income of respondents of the guests. The highest respondents are 32% of 650,000-759,999 and the second highest group respondents are 30.7% of above 800,000. The second is 11.1% of 500,000 to 649,999 and 10.7% of 350,000 to 499,999. The lowest respondents are 8.2% of less than 200,000 and 7.4% of 200,000 to 349,999. Then it can be said that the most income level of Park Royal customers are higher than 800,000 MMK.

Table (4.4) Income Level of Respondents

Sr No.	Description(MMK)	Number of Respondents	Percentage
1	less than MMK 200,000	52	8.2
2	200,000 to 349,999	15	7.4
3	350,000 to 499,999	21	10.7
4	500,000 to 649,999	22	11.1
5	650,000 to 799,999	64	32.0
6	above 800,000	61	30.7
Total		200	100.0

Source: Survey Data, (2024)

Figure (4.4) Income Level of Respondents



Source: Survey Data, 2024

4.1.5 Education Level of Respondents

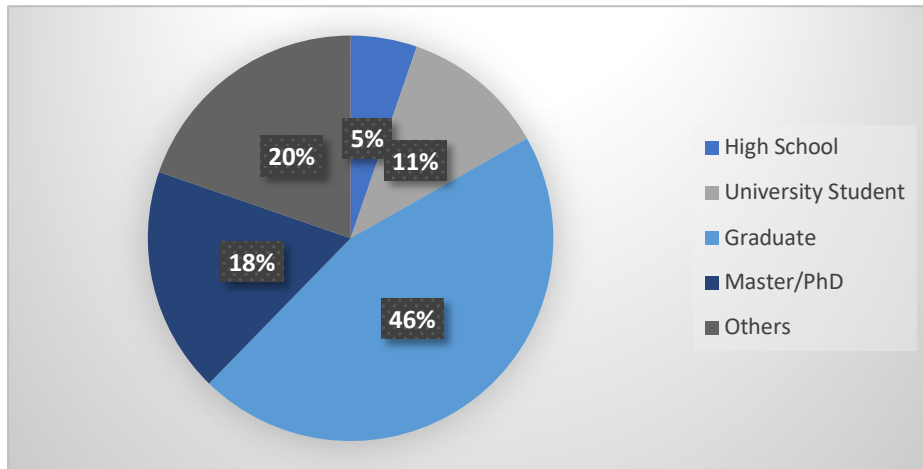
Table (4.5) and figure (4.5), indicate that the overall level of education to the respondents of the study in the different groups, the lower group to be high schools which the percentage was 5.3%, Graduate was 11.5%, Master and Ph.D. was 18%, the others group was 19.7%, diploma group was the highest number of respondents 45.5% respectively.

Table (4.5) Education Level of Respondents

Sr No.	Description	Number of Respondents	Percentage
1	High School	16	5.3
2	University Student	34	11.5
3	Graduate	137	45.5
4	Master/PhD	54	18.0
5	Others	59	19.7
Total		200	100.0

Source: Survey Data, (2024)

Figure (4.5) Education Level of Respondents



Source: Survey Data, 2022

4.2 Cronbach's Alpha Analysis of Construct Variables

The ability to judge the dependability of a questionnaire that identifies variables or constructs is referred to as "reliability." If the alpha value is more than 0.7, the dependability is high. If the alpha value is less than 0.3, the reliability is insufficient. "Values greater than 0.9" are seen to be outstanding. "Values greater than 0.8" are regarded as favorable. Values greater than 0.7 are considered acceptable. "Values greater than 0.6" are regarded as suspect. Unacceptable is defined as having "values less than 0.5," while Poor is defined as having "values greater than 0.5."

Table 4.6 Cronbach's Alpha Analysis of Construct Variables

Variables	No. of Items	Cronbach's Alpha
Tangibles	5	0.756
Reliability	5	0.745
Responsiveness	5	0.822
Assurance	5	0.808
Empathy	5	0.889
Customer Satisfaction	5	0.788

Source: Survey Data, 2024

Table (4.6) shows the Cronbach's Alpha values of the independent and dependent variables used in this study. It indicates the α values of the variables are over 0.6 and, they have strong reliability. Therefore, the structured survey questionnaires are suitable for this study. For the individual dimensions, Cronbach's Alpha for Tangibles is 0.756 based on 5 items. Cronbach's Alpha for Reliability is 0.745 based on 5 components. Cronbach's Alpha for responsiveness is 0.822 based on 5 items. After 5 surveys, Assurance received a score of 0.808. Cronbach's Alpha is 0.889 when 5 empathy surveys are used and 0.788 when 5 customer satisfaction questionnaires are used. Cronbach's Alpha values for six variables above 0.7, according to the table. If the alpha is more than 0.7, the reliability is adequate. As a result, the data dependability for these variables is satisfactory.

4.3 Descriptive Analysis of Dependent and Independent Variables

Five factors may be used to assess service quality: tangibles, dependability, responsiveness, assurance, and empathy. This section will look at the mean and standard deviation of the five components shown in the table charts. A 5-point Likert Scale (5= Strongly Agree, 4= Agree, 3= Neutral, 2= Disagree, and 1= Strongly Disagree) is used in the structured questionnaire to assess the degree of influencing variables on customer satisfaction

4.3.1 Customer Perception on Tangibles Dimension

The first step toward core service excellence is tangibles. Respondents are asked to score five characteristics on a five-point Likert scale to measure the hotel's tangibility. The table below depicts how respondents perceived tangibility. Table (4.7) depicts the Tangibles Dimension from the client's perspective.

Table (4.7) Customer Perception on Tangibles Dimension

Sr No	Description	Mean	S.D
1	The hotel has modern-looking equipment	4.02	0.748
2	The hotel's staffs have neat and good looking appearance	3.95	0.735
3	The restaurant's atmosphere is nice and pleasant	4.10	0.892
4	The hotel's physical facilities are visually appealing	3.91	0.737
5	The hotel is appropriate environment for taking a rest	3.87	0.748
Overall Mean		3.97	

Source: Survey Data, 2024

The look of the real site and amenities, workers, and empathetic techniques are all part of the tangibility component. The research findings on the tangibility components of service quality are shown in Table 1. (4.7). The mean degree of tangibility is 3.97, with a standard deviation of 0.540. The mean value of each variable ranges from 3.87 to 4.10, with a standard deviation of 0.735 to 0.892. As a result, it's reasonable to assume that all tangibility variables agree to the same degree.

The mean value of “The restaurant’s atmosphere is nice and pleasant” is 4.10 while the mean value of “The hotel has modern-looking equipment” is 4.02. It indicates that these factors are more important for customer satisfaction. Moreover, “The hotel is appropriate environment for taking a rest” is least important one.

4.3.2 Customer Perception on Reliability Dimension

The dimension of dependability is the second variable. Respondents are asked to rate five items on a five-point Likert scale in this variable. Table shows how customers perceive the Reliability Dimension.

Table (4.8) Customer Perception on Reliability Dimension

Sr No.	Description	Mean	S.D
1	The hotel provides services at the time its promise to do	3.80	0.641
2	The hotel shows dependability in handling service problems	3.83	0.886
3	TV, radio, Aircon, lights and other mechanical equipment worked properly	3.88	0.894
4	The employees did what they said they would do	3.91	0.870
5	Hotel can handle the reservation efficiently	3.89	0.887
Overall Mean		3.86	

Source: Survey Data, 2024

Reliability relates to how the firm delivers on the promised service, quality, and accuracy within the parameters agreed upon between the company and the consumer. The results of a customer survey on dependability, which is an essential aspect in service quality, are shown in Table (4.8). The mean degree of dependability is 3.86, with a standard deviation of 0.564. All variables' means vary from 3.80 to 3.91, with standard deviations ranging from 0.641 to 0.894. As a result, it is plausible to conclude that all aspects of dependability are in sync.

The mean value of “The employees did what they said they would do” is 3.91 while the mean value of “My reservation was handled efficiently” is 3.91. It indicates that these factors are more important for customer satisfaction. Moreover, “The hotel provides services at the time is promise to do” is least important.

4.3.3 Customer Perception on Responsiveness Dimension

The responsiveness variable is the third variable. Respondents are asked to rate five items on a five-point Likert scale in this variable. Table 1 depicts consumer perceptions of the Responsiveness Dimension.

Table (4.9) Customer Perception on Responsiveness Dimension

Sr No	Description	Mean	S.D
1	Check-in and check-out procedures were fast and efficient	3.72	0.792
2	The hotel employees are always willing to help you	3.70	0.872
3	Informative literature about the hotel was provided	3.78	0.856
4	The hotel employees give your prompt service	3.82	0.791
5	The hotel is flexible according to guests' demands	3.83	0.777
Overall Mean		3.77	

Source: Survey Data, 2024

Responsiveness refers to the willingness to serve clients in order to provide high-quality and timely service. It is also an important aspect because all clients

determine whether or not they are receiving the best possible service. The mean and standard deviation for the responsiveness dimension are shown in Table (4.9). The mean and standard deviation had an average degree of agreement of 3.77 and 0.642, respectively. The mean values for all variables in Responsiveness were 3.72, 3.70, 3.78, 3.82, and 3.83, with standard deviations of 0.792, 0.872, 0.856, 0.791, and 0.777, showing a high level of satisfaction with the services.

The mean values of “The hotel is flexible according to guests’ demands” are 3.83 while the mean values of “The hotel employees give you prompt service” is 3.82. It indicates that these factors are more important for customer satisfaction. Furthermore, “The hotel employees are always willing to help you” is the least important factor.

4.3.4 Customer Perception on Assurance Dimension

The fourth component is confidence. Respondents are asked to rate five items on a five-point Likert scale in this variable. Table 1 depicts the Assurance Dimension as seen by the consumer.

Table (4.10) Customer Perception on Assurance Dimension

Sr No	Description	Mean	S.D
1	Guests feel safe and secure in their stay	3.77	0.809
2	Staff are courteous and polite	3.89	0.669
3	Staff have appropriate knowledge to provide guests the information about surrounding areas	3.14	0.806
4	Staffs communicate the customers with respect and dignity	3.65	0.869
5	Staffs never do any mistakes on their related services	3.79	0.751
Overall Mean		3.65	

Source: Survey Data, 2024

Visitors seeking assurance from firm individuals do so since staff are experienced professionals who can get consumer trust. Table (4.10) indicates how staff effectively respond to clients, according to the poll. The mean and standard deviation for the

assurance dimension are shown in Table 1. (4.10). The mean and standard deviation had an average degree of agreement of 3.65 and 0.628, respectively. All variables had mean responsiveness values of 3.77, 3.89, 3.14, 3.65, and 3.79, with standard deviations suggesting high service satisfaction of 0.809, 0.669, 0.806, 0.869, and 0.751.

The mean values of “Staff are courteous and polite” is 3.89 while the mean values of “Staff have the skill to perform the service” is 3.79. It indicates that these factors are more important for customer satisfaction. Furthermore, “Staff have appropriate knowledge to provide guests the information about surrounding areas” is the least important factor.

4.3.5 Customer Perception on Empathy Dimension

The fifth and final variable is empathy. In this variable, respondents are also requested to rate five items, which are measured on a five-point Likert Scale. Customer perception on Empathy Dimension is shown in Table (4.11).

Table (4.11) Customer Perception on Empathy Dimension

Sr No	Description	Mean	S.D
1	Staffs understand well about the specific needs of guests	3.90	0.785
2	Staffs provide individualized attention to the guests at any time	4.05	0.869
3	The hotel's operating hours are convenient to its customers	3.93	0.803
4	Charges on my account were clearly explained	4.04	0.763
5	Employees have the guests' best interests at heart	4.10	0.730
Overall Mean		4.01	

Source: Survey Data, 2024

The firm's empathy service quality is related to how it pays close attention to clients and provides them with unique value and feelings. According to the poll, Table (4.10) illustrates customer empathy for service quality. The mean and standard deviation of the empathy component are shown in Table (4.10) of the research. The

average degree of agreement for the mean and standard deviation is 4.01 and 0.658, respectively. All variables in Responsiveness had mean values of 3.90, 4.05, 3.93, 4.04, and 4.10, with standard deviations of 0.785, 0.869, 0.803, 0.763, and 0.730, showing a high degree of satisfaction with the services.

The mean value of "Employees consider the best interests of tourists" is 4.10, whereas the mean value of "Managers supervise and welcome me" is 4.05. This implies that these aspects are more essential in terms of consumer satisfaction. Furthermore, the least significant element is "the hotel is aware of the special demands of the guests."

4.3.6 Summary of Customer Perception on Service Quality Dimension

Descriptive analysis of the overall mean values of five dimensions of service quality is presented in Table (4.12).

Table 4.32 Customer Perception on overall service quality

Sr No	Description	Mean	Standard Deviation
1	Tangibility	3.97	0.772
2	Reliability	3.86	0.836
3	Responsiveness	3.77	0.818
4	Assurance	3.65	0.780
5	Empathy	4.01	0.790

Source: Survey Data, 2024

The descriptive analysis result of overall service quality for each dimension is shown in Table (4.12), using the average mean and average standard deviation. When it comes to total service quality, empathy has the highest mean of any service attribute. As a result of the empathy component, the consumer creates an opinion about the company's offerings. On the other hand, the mean of certainty was the

lowest (3.65). Customers feel the company can provide high-quality service to clients based on the overall mean.

4.4 Analysis of Customer Satisfaction

Customer satisfaction was analyzed for all respondents using a five-point Likert Scale. Total five questions were asked and the results of respondents are described in Table (4.13).

Table (4.13) Descriptive Analysis of Customer Satisfaction

Sr No	Descriptions	Mean	S.D
1	I would like to stay in this hotel next time	4.08	0.765
2	I would like to recommend friends and relatives to visit this hotel	4.17	0.756
3	I am satisfied with the timeliness service provided by the Park Royal	3.71	0.856
4	I am satisfied with the performance in this Hotel	3.98	0.898
5	Staff are always available to serve customers any time	3.59	0.932
Average Mean		3.91	

Source: Survey Data, 2024

Customer satisfaction is an important aspect in service quality since the higher the customer happiness, the better the performance of the firm. Table (4.13) depicts how satisfied consumers are with the hotel's services, according to the survey. Customer satisfaction is 3.91 on average, with a standard deviation of 0.635. The mean of all variables ranges from 3.59 to 4.17, with a standard deviation ranging from 0.756 to 0.932. As a result, it is reasonable to presume that all variables in tangibility are in agreement to the same degree.

The average rating for "I would recommend this hotel to friends and family" is 4.1, while the average rating for "I would stay at this hotel again" is 4.08. That is, they are the most important elements impacting consumer happiness. Furthermore, the least important is "Staff are always available to assist clients at any moment..

4.5 Correlation Analysis between Service Quality and Customer Satisfaction

Correlation is another method for determining the link between variables. To be more specific, it assesses how well the orderings of two random variables accord. Pearson's correlation coefficient is used to calculate the strength of the relationship. r always has a value between -1 and +1. If Y rises as X rises, the two have a positive or direct relationship. There is a negative or indirect relationship if Y falls when X rises. A study of the relationship between service quality and customer satisfaction is depicted in Table.

Table (4.14) Correlation Analysis between Service Quality and Customer Satisfaction

No.	Description	Pearson Correlation Coefficient	P-Value
1	Tangibility	0.438***	0.000
2	Reliability	0.596***	0.000
3	Responsiveness	0.351***	0.000
4	Assurance	0.433***	0.000
5	Empathy	0.596***	0.000

Source: Survey Data, (2024)

*** Correction is significant at the 0.01 level (2-tailed)

To assess the relationship between service quality criteria (tangibility, dependability, responsiveness, assurance, and empathy) and customer satisfaction, Pearson correlation was utilized. Table (3.14), with all correlation coefficients significant at the 1% level of significance, reveals a significant positive link between the six attributes (Tangibility, Reliability, Responsiveness, Assurance, Empathy, and Customer Satisfaction).

Tangibility has a strong relationship with customer satisfaction ($r=0.438$, $p<0.01$), and reliability has a strong relationship with customer satisfaction ($r=0.596$, $p<0.01$). Positive correlations exist between responsiveness and customer satisfaction

($r = 0.351$, $p < 0.01$), assurance and customer satisfaction ($r = 0.433$, $p < 0.01$), and empathy and customer satisfaction ($r = 0.596$, $p < 0.01$). Dependability and empathy have the highest Pearson correlation coefficient values of any dimension. This implies that dependability and empathy are critical components of client satisfaction.

4.6 Analysis on the Impact of Service Quality on Customer Satisfaction

Before presenting the regression models, check to see if there are any excessive correlations between the model variables. As a first step, scan the correlation matrix for multicollinearity ($R > 0.9$) between the predictors. Although regression and correlation must be considered separately, the correlation matrix can be scanned to identify potential links that may appear in regression models. Regression analysis is a common statistical approach used in social and behavioral research, as well as physical science, that involves discovering and analyzing the relationship between a dependent variable and one or more independent variables, which are often referred to as predictor or explanatory variables. Multiple linear regressions will be used by several predictors in the model. (Field, 2013).

Tangibility, reliability, responsiveness, assurance, and empathy are all components of service quality. We will investigate the relationship between those components and consumer pleasure based on the survey findings. In this study, the independent variables are tangibility, dependability, responsiveness, assurance, and empathy, whereas customer satisfaction is the dependent variable. This study's significance level is 5%, which is typical of comparable research. Multiple linear regression is used to validate the link between the dependent and independent variables.

The outcome of a regression analysis based on the five independent variables contained in the basis of the connection versus customer happiness. The assessed association between service quality and customer satisfaction is displayed in the table (4.15).

Table (4.15) The Impact of Service Quality on Customer Satisfaction

Coefficients^a					
Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	1.139	0.243		4.696	.000
Tangibility	0.078**	0.092	0.066	0.848	.039
Reliability	0.457***	0.075	0.406	6.122	.000
Responsiveness	0.133***	0.070	0.135	1.896	.004
Assurance	0.076**	0.063	0.075	1.202	.023
Empathy	0.424***	0.073	0.439	5.775	.000
N=200, R=0.678, R square=0.460 Adj R square=0.449, F=40.572 (P=0.000)					

Source: Survey Data, (2024)

*** Correction is significant at the 0.01 level (2-tailed)

** Correction is significant at the 0.05 level (2-tailed)

a. Dependent Variable: Customer Satisfaction

The influence of the independent variables on the dependent variable can be clarified by the following formula.

$$y = \beta_0 + \beta_2 x_2 + \beta_3 x_3 + \beta_5 x_5 + e_i$$

Therefore, the predicted multiple regression model

$$\hat{Y} = B + b_2 x_2 + b_3 x_3 + b_5 x_5$$

Where,

$\hat{Y}$ = y = Customer Satisfaction

B = Constant (intersection)

b = Coefficient (the slope of the regression)

x_1 = Tangibility Dimension

x_2 = Reliability Dimension

x_3 = Responsiveness Dimension

x_4 = Assurance Dimension

x_5 = Empathy Dimension

e_i = The Random Error

Therefore, the multiple regression equation was:

$$\text{Customer Satisfaction} = 1.139 + 0.078 \text{ Tangibility} + 0.457 \text{ Reliability} + 0.133 \text{ Responsiveness} + 0.076 \text{ Assurance} + 0.424 \text{ Empathy}$$

Above the customer satisfaction equation revealed that even the Park Royal Hotel has no service quality, the effect of service quality on customer satisfaction is 1.139. The evaluation of the result points out that increasing service quality would increase customer satisfaction.

As shown in the Table (4.15), R (the correlation between the observed value and the predicted value of criterion variable) is 0.678. Thus, levels of satisfaction reported by respondents and the levels predicted for them by predictor variables are correlated. R^2 (proportion of the variance in the criterion variable accounted by model) is 0.460 and adjusted R^2 is 0.449 (44.9%) which is the variance of the independent variable and dependent variable.

It is found that the relationship between tangibility and customer satisfaction is highly significant at 5 percent level. Tangibility has the expected positive sign and highly significant at 5 percent level, the positive relationship indicates that the increase in tangibility lead to more customer satisfaction of Park Royal Hotel. The increase in tangibility by 1 unit will also raise the effect on customer satisfaction of Park royal Hotel by 0.078 units.

Moreover, it is also found that the relationship between reliability and customer satisfaction is highly significant at 1 percent level. Reliability has the expected positive and highly significant value at 1 percent level, the positive relationship indicates that the increase in reliability lead to more satisfaction of customers at Park royal Hotel. The increase in reliability by 1 unit will also rise the effect on satisfaction of customers at Park royal Hotel by 0.457 units.

Responsiveness is highly significant to customer satisfaction and significant at 1 percent level because sig value is 0.004. Responsiveness has the expected positive significant. The positive relationship means that the increase in Responsiveness factors lead to more customer satisfaction in Park Royal Hotel. The

increase in Responsiveness by 1 unit will also raise customer satisfaction by 0.133 units.

Customer satisfaction will be high if the satisfaction with Assurance factors provided by hotel. Assurance has the expected positive sign and highly significant coefficient value at 5 percent level because sig value is 0.023. If there is an increase in Assurance by 1 unit, this will similarly raise the customer satisfaction by 0.076 units.

Finally, Empathy factor is also highly significant to customer satisfaction and significant at 1 percent level because sig value is 0.000. Empathy has the expected positive sign. The positive relationship means that the increase in Empathy factor leads to more customer satisfaction on hotel. The increase in Empathy by 1 unit will also raise the customer satisfaction by 0.424 units in Park Royal Hotel.

In summary, the findings show that all categories have a significant influence on customer satisfaction at the Park Royal Hotel, with dependability and empathy ranking highest. As a consequence, the traits of dependability and empathy may significantly boost customer satisfaction at Park Royal Hotel.

CHAPTER V

CONCLUSIONS

This chapter describes the findings of an investigation into the relationships between service quality parameters and customer satisfaction. The analysis' findings will be discussed first. Based on the discussions and outcomes, recommendations will be made. The recommendations, limitations, and call for additional research are also discussed.

5.1 Findings and Discussion

The delivery of structured questionnaires to 200 Park Royal Hotel guests aids this conversation. A high efficiency score for assessing service quality by component. Each responder was given a standardized questionnaire to collect data. The goal of this research is to look at the Park Royal Hotel's service quality. Furthermore, the poll will gauge customer satisfaction with the Park Royal Hotel's service quality. According to demographic statistics, men make up the vast majority of clients. A bachelor's degree is the most common educational level. Engineer is the most common occupation. The bulk of them are between the ages of 32 and 38. Profits total more than MMK 1,500,000.

The tangibility dimension, total mean value, has attained the permissible level, according to data. Aside from that, "Customers praise "easily available brochures, technical information, and specifications" for their high mean values. It's nearly astonishing to see goods on exhibit such as hand tools, equipment, and replacement components." In contrast, has the lowest mean value. According to Pearson Link values, tangibility has a substantial positive link with customer happiness. Despite the fact that multi-linear analysis reveals a weak positive link between tangibility and customer satisfaction.

The dependability dimension's aggregate mean value is at the agreed-upon level. "The staff's readiness to listen to and assist clients," according to the most extreme mean values, promotes high customer satisfaction. "On the other hand, has the lowest mean value." Schneider Electric Myanmar has qualified sales and service engineers on staff. According to Pearson Link values, customer satisfaction has a

significant positive correlation with dependability. Furthermore, in multi linear analysis, there is a significant positive relationship between dependability and customer satisfaction.

The total mean value of the responsiveness dimension is at the agreed-upon level. The item "disseminating crucial information in time" meets the customer's high satisfaction, according to the highest mean values. The lowest mean value is obtained by "providing prompt services without an appointment with sales and service engineers." Customer contentment has a substantial positive link with responsiveness, according to Pearson Link values. Furthermore, there is a considerable positive association between responsiveness and customer satisfaction in multi linear analysis. The assurance component's aggregate mean value is at the agreed-upon level. According to the highest mean values, "customer communication with respect and dignity" provides extraordinary customer satisfaction. The mean value of "Staffs never make mistakes on their connected services" is the lowest. According to Pearson Link values, customer satisfaction has a significant positive relationship with certainty. Despite the fact that multi-linear regression research indicates a slight positive relationship between assurance and customer satisfaction.

The total mean value of the empathy component is at the agreed-upon level. One of the factors with the highest mean values that fulfills the customer's high satisfaction is "providing thorough explanations on predicted technical challenges and solutions." "Staff explain technical problems in a reasonable manner" has the lowest average score. Customer satisfaction has a very large positive association with dependability and empathy, according to the Pearson Link research. According to the findings of the multiple regression analysis, all factors have a significant effect on customer satisfaction at Park Royal Hotel, with dependability and empathy ranking highest. As a consequence, reliability and empathy may considerably boost customer satisfaction at Park Royal Hotel.

The following service quality indicators had the greatest predictive effect on customer satisfaction, according to statistics: tangibility, dependability, responsiveness, assurance, and empathy. As service quality improves, so does consumer satisfaction. This implies that hotels can improve customer satisfaction by directing more resources toward the factors that have the greatest influence.

The study also found that different service quality indicators have varying effects on customer satisfaction. The most important trait was dependability,

followed by empathy and responsiveness. Tangibility and certainty were shown to have the least impact on consumer satisfaction. Park Royal Hotel, on the other hand, received high marks in all five categories, indicating that it provides high-quality services.

Improving service quality and meeting customer expectations, in particular, have an impact on the company's ability to provide relatively error-free service that pleases customers, thereby enhancing the company's reputation and positive image, increasing sales volume, satisfied customers purchase more frequently, indicating increased loyalty, improving more effective responses to customer needs, increasing staff stability, and constituting a means to increase profitability and m Maintaining excellent service quality within the hotel, on the other hand, is a difficult task that requires continual monitoring and identification of areas of activity that may be held accountable for service quality requirements.

5.2 Suggestions and Recommendations

In this study, the service quality dimension was used to explore the impact of service quality on Park Royal Hotel customer satisfaction. Customer satisfaction is defined as any operational, physical, or human resource or component that has the capacity to affect consumer perceptions of supermarket service quality and must be cognitively comprehended or enhanced. Service failures are inescapable in the hospitality sector, can be caused by a range of circumstances, and can occur at any moment. Managers in the tourism and hospitality industries should be familiar with the most common types of service failures so that they can deal with them as soon as they occur on their premises. In contrast, service management necessitates empathy, beauty, speed, and ability. The purpose of this chapter is to shed some light on these critical issues while also addressing the art of assessing the severity of the situation and choosing effective recovery strategies that will not only remedy a bad situation and compensate those affected, but will also impress the guest and bring positive results if properly planned.

Based on the findings of the descriptive study, the researcher recommends that the hotel use additional customer loyalty and retention measures, as well as marketing efforts. Profitability falls considerably when profitable clients depart, and the cost of acquiring a new client is estimated to be five times that of keeping an

existing customer satisfied. According to the study, Park Royal Hotel should provide appropriate service quality and monitor client needs in the hotel environment to increase customer pleasure and loyalty.

Because they have a beneficial influence on client satisfaction, the hotel should improve the five service quality criteria. The five attributes of tangibility, dependability, responsiveness, assurance, and empathy have a high significant value and a considerable effect on customer satisfaction, according to the survey results. The first factor to evaluate is tangibility. When allocating resources, physical resources should be prioritized above intangible resources since they have the least influence on service quality and customer happiness. Because of their tangibility, planners and managers will be able to build appropriate amenities and keep them running at a high level. The front desk should be located at the main door of the hotel's lobby area, with a clean atmosphere and needed amenities, in order to serve the guest as the first and last impression of customer satisfaction.

The second factor, reliability, has the largest impact on customer satisfaction. When allocating resources, emphasize reliability since it has the biggest impact on customer satisfaction. The initial point of contact for the guest who makes the reservation is the reservation. Despite the fact that communication is by phone, the guest has a strong impression of the hotel. As a result, excellent phone manners and telemarketing skills are essential. A hotel must also be recognized if it offers its customers extra in-room services and facilities such as eating, television, telephones, internet connections, minibars, and hygiene products. Hotel management should also ensure that every paid service provided satisfies the expectations of the client. Employees must be taught or have a thorough understanding of their services or the surrounding environment in order to respond effectively.

Adequate short and long-term client handling training and orientations should be provided when hiring or retaining competent management specialists, particularly in hotel management and tourism, to overcome staff assurance difficulties. To address the response dimension issue, hotel managers and owners must first encourage their employees. When a hotel employs outstanding employees, trains them, and integrates them into their work team, they must inspire them to remain and perform effectively. When services are offered with expertise, efficacy, and efficiency, customers are more happy. Every member of staff must be confident in their abilities to handle any unanticipated issues expressed by a visitor.

The hotel industry encompasses a diverse spectrum of cultures, origins, and lifestyles. Employees must accept and tolerate the variety that occurs in the workplace and among international tourists. One strategy is for hotel management to provide regular training to its employees in order for them to successfully assist visitors while also providing relevant and up-to-date information. Their communication and helpfulness may improve as well. Everyone in the hotel industry, whether employees or visitors, must be prepared to treat customers with dignity. Hotel management should put in place a hospitality information technology system that includes a security system with strategically placed cameras around the property.

To solve difficulties, managers must give counsel, feedback, encouragement, discipline, and interpersonal sensitivity. Internal communication must be constant and direct at all levels of the company. A truly successful workplace necessitates a diverse set of characteristics and attitudes, including striving for greatness while remaining humble, being proactive without being pushy, collaborative without being condescending, and decisive without being arrogant. Employees must learn not only to be helpful and pleasant to customers, but also to demonstrate this attitude through their actions. Excellent interpersonal interaction is distinguished by warmth and friendliness, as well as a temperament that gives the guest a sense of control. Managers can differentiate their goods and services in today's highly competitive hotel and tourism sectors by analyzing how well they match the needs and expectations of their clients. Understanding the advantages of concurrent examination will assist destination managers in remaining competitive and increasing their market share.

Customer satisfaction, according to the survey, has a significant impact on the hotel organization. Improving service quality is essential for attaining and maintaining organizational growth and competitiveness. Receiving client satisfaction data via surveys and their network, predicting their desires, and directing personnel to deliver accordingly By keeping and focusing on satisfied clients, you can turn them into loyal customers.

5.3 Limitation and Needs for Further Research

The following were the study's concerns. This study focuses on the Park Royal Hotel; future research should cover the Park Royal Hotel as well as other Myanmar hotels. Second, there was no attempt to compare customer and staff opinions of service quality in the poll. As a result, future research should strive to discover whether there is a difference in customer and staff assessments so that internal management may alter their approach to close any gaps. Future research may provide more situational and control factors. In addition, the researcher concentrated on Park Royal Hotel consumers in Myanmar. As clients become more distant, data collection from multiple sites will be preferred in the future. More research is needed to determine whether other factors influence consumer satisfaction.

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APPENDIX B: SPSS SOFTWARE RESULT

Frequencies

		Gender	Age	Education	Occupation	Monthly Income
N	Valid	200	200	200	200	200
	Missing	0	0	0	0	0
Mean		1.52	2.17	3.05	1.95	3.00
Median		2.00	2.00	3.00	2.00	3.00
Std. Deviation		.505	.621	.379	.936	.855
Minimum		1	1	2	1	2
Maximum		2	3	4	4	4

Frequency Table

Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	68	34.0	34.0	34.0
	Female	132	66.0	66.0	100.0
	Total	200	100.0	100.0	

Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18-24 years	18	9.0	9.0	9.0
	25-31 years	33	16.4	16.4	25.4
	32-38 years	88	43.8	43.8	69.2

	39-45 years	30	15.2	15.2	84.4
	46 years and above	31	15.6	15.6	100.00
	Total	200	100.0	100.0	

Occupation

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Company Staff	28	13.9	13.9	13.9
	Government Staff	13	6.6	6.6	20.5
	Student	34	17.2	17.2	37.7
	Self-Employed	27	13.5	13.5	51.2
	Others	98	48.8	48.8	100.0
	Total	200	100.0	100.0	

Income

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	less than 200,000	52	8.2	8.2	8.2
	200,000 to 349,999	15	7.4	7.4	15.6
	350,000 to 499,999	21	10.7	10.7	35.6
	500,000 to 649,999	22	11.1	11.1	57.3
	650,000 to 799,999	64	32	32	89.3
	above 800,000	61	30.7	30.7	100.0
	Total	200	100.0	100.0	

Education

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	High School	16	5.3	5.3	5.3
	University Student	34	11.5	11.5	16.8
	Graduate	137	45.5	45.5	62.3
	Master/PhD	54	18	18	80.3
	Others	59	19.7	19.7	100.0
	Total	200	100.0	100.0	

Descriptives

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
The hotel has modern-looking equipment	200	3	5	4.02	0.748
The hotel's employees are neat appearing	200	3	5	3.95	0.735
The restaurant's atmosphere is nice and pleasant	200	2	5	4.10	0.892
The hotel's physical facilities are visually appealing	200	3	5	3.91	0.737
The hotel is appropriate environment for taking a rest	200	3	5	3.87	0.748

Tangibility Mean	200	3	5	3.97	0.540
Valid N (listwise)	200				

DESCRIPTIVES VARIABLES=TA1 TA2 TA3 TA4 TA5 TA6 TAM
/STATISTICS=MEAN STDDEV MIN MAX.

Descriptives

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
The hotel provides services at the time its promise to do	200	3	5	3.80	0.641
The hotel shows dependability in handling service problems	200	3	5	3.83	0.886
TV, radio, A/C Lights and other mechanical equipment worked properly	200	3	5	3.88	0.894
The employees did what they said they would do	200	2	5	3.91	0.870
My reservation was handled efficiently	200	3	5	3.89	0.887

Reliability Mean	200	3	5	3.86	0.564
Valid N (listwise)	200				

DESCRIPTIVES VARIABLES=RE1 RE2 RE3 RE4 RE5 REM

/STATISTICS=MEAN STDDEV MIN MAX.

Descriptives

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Check-in and check-out procedures were fast and efficient	200	2	5	3.72	0.792
The hotel employees are always willing to help you	200	2	5	3.70	0.872
Informative literature about the hotel was provided	200	2	5	3.78	0.856
The hotel employees give you prompt service	200	1	5	3.82	0.791
The hotel is flexible according to guests' demands	200	2	5	3.83	0.777
Responsiveness Mean	200	2.70	4.70	3.77	0.642

Valid N (listwise)	200				
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DESCRIPTIVES VARIABLES=RP1 RP2 RP3 RP4 RP5 RPM

/STATISTICS=MEAN STDDEV MIN MAX.

Descriptives

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Guests feel safe and secure in their stay	200	2	5	3.77	0.809
Staff are courteous and polite	200	1	5	3.89	0.669
Staff have appropriate knowledge to provide guests the information about surrounding areas	200	2	5	3.14	0.806
You feel safe in your transaction with the hotel	200	2	5	3.65	0.869
Staff have the skill to perform the service	200	1	5	3.79	0.751
Assurance Mean	200	2.20	5.00	3.65	0.628
Valid N (listwise)	200				

DESCRIPTIVES VARIABLES=AS1 AS2 AS3 AS4 AS5 ASM

/STATISTICS=MEAN STDDEV MIN MAX.

Descriptives

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
The hotel understands the guest's specific needs	200	2	5	3.90	0.785
Managers are supervising and welcoming me	200	3.0	5.0	4.05	0.869
The hotel's operating hours are convenient to its customers	200	2	5	3.93	0.803
Charges on my account were clearly explained	200	2	5	4.04	0.763
Employees have the guests' best interests at heart	200	3	5	4.10	0.730
Empathy Mean	200	2.80	5.00	4.01	0.658
Valid N (listwise)	200				

DESCRIPTIVES VARIABLES=EP1 EP2 EP3 EP4 EP5 EPM

/STATISTICS=MEAN STDDEV MIN MAX.

Descriptives

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
I would like to stay in this hotel next time	200	2	5	4.08	0.765
I would like to recommend friends and relatives to visit this hotel	200	3.0	5.0	4.17	0.756
The services are timeliness	200	2	5	3.71	0.856
I consider the performance in this hotel strong	200	2	5	3.98	0.898
Staff are always available to serve customers any time	200	3	5	3.59	0.932
Customer Satisfaction Mean	200	2.80	5.00	3.91	0.635
Valid N (listwise)	200				

DESCRIPTIVES VARIABLES=CS1 CS2 CS3 CS4 CS5 CSM

/STATISTICS=MEAN STDDEV MIN MAX.

Correlations

Descriptive Statistics

	Mean	Std. Deviation	N
Tangibility Mean	3.97	0.540	200
Reliability Mean	3.86	0.564	200
Responsiveness Mean	3.77	0.642	200
Assurance Mean	3.65	0.628	200
Empathy Mean	4.01	0.658	200
Customer Satisfaction Mean	3.97	0.635	200

Correlations

		Tangibility Leadership Mean	Reliability Leadership Mean	Responsiveness Leadership Mean
Tangibility Leadership Mean	Pearson Correlation	1	0.677	0.563
	Sig. (2-tailed)		.002	.227
	N	200	200	200
Reliability Leadership Mean	Pearson Correlation	0.677**	1	0.496
	Sig. (2-tailed)	.002		.153
	N	200	200	200
Responsiveness Leadership Mean	Pearson Correlation	0.563**	0.496**	1

	Sig. (2-tailed)	.227	.153	
	N	200	200	200
Assurance Mean	Pearson			
	Correlation	0.655**	0.489**	0.475**
	Sig. (2-tailed)	.000	.188	.583
	N	200	200	200
Empathy Mean	Pearson			
	Correlation	0.654**	0.670**	0.611**
	Sig. (2-tailed)	.217	.629	.470
	N	200	200	200
Customer Satisfaction Mean	Pearson			
	Correlation	0.438**	0.596**	0.351**
	Sig. (2-tailed)	.000	.188	.583
	N	200	200	200

Correlations

		Assurance Mean	Empathy Mean	Customer Satisfaction
Tangibility Leadership Mean	Pearson	0.655	0.654	0.438
	Correlation			
	Sig. (2-tailed)	.000	.217	
	N	200	200	
Reliability Leadership Mean	Pearson	0.489	0.670	0.596
	Correlation			
	Sig. (2-tailed)	.188	.629	
	N	200	200	
Responsiveness Leadership Mean	Pearson	0.475	0.611	0.351
	Correlation			
	Sig. (2-tailed)	.583	.470	
	N	200	200	
Assurance Mean	Pearson		1	0.596
	Correlation	0.600**		

	Sig. (2-tailed)		.153	
	N	200	200	
Empathy Mean	Pearson	.225	1	
	Correlation			
	Sig. (2-tailed)	.153		
	N	200	200	
Customer Satisfaction Mean	Pearson			
	Correlation	0.433**	0.596**	1
	Sig. (2-tailed)	.000	.188	.583
	N	200	200	200

** . Correlation is significant at the 0.01 level (2-tailed).