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The 8th STOU National Research Conference**Factors Affecting Customer Satisfaction:
A Case Study of Shinta Mani Hotels in Siem Reap, Cambodia**Channtreavatey Kean¹ Penjira Kanthawongs²**Abstract**

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

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

Introduction

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

¹ Master of Business Administration Student, School of Business Administration (International program), Bangkok University, kc.vatey@gmail.com

² Ph.D., Management, School of Business Administration, Bangkok University, penjira.k@bu.ac.th



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

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

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



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

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

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

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



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

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

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

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



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

Objective of Study

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

Theoretical Framework

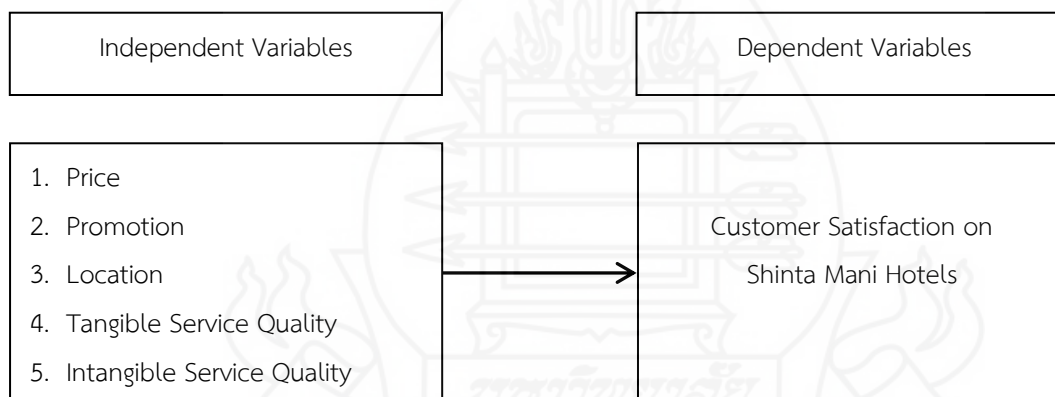


Figure 1: Theoretical Framework

Research Methodology

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



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

Table 1.1 Research variables and references

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

Research Findings and Analysis

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

Table 1.2: Profile of Respondents

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



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

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

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



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Table 1.3: Hotel Consumption Behavior of Respondents

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

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



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

Independent Variables	Unstandardized Coefficients		T	Sig.	Collinearity Statistics	
	B	Std. Error			Tolerance	VIF
(Constant)	.376	.207	1.819	.071		
Price	.168**	.043	3.900	.000	.532	1.879
Promotion	-.037	.036	-1.034	.302	.608	1.645
Location	.108	.059	1.836	.068	.337	2.970
Tangible Service Quality	.208**	.072	2.891	.004	.276	3.624
Intangible Service Quality	.494**	.070	7.095	.000	.373	2.679
R = 0.853 R ² = 0.727 Adjusted R ² = .719 SEE = .28388 F = 92.750 Sig. = 0.000						

Significant Level at .01

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

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



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

Recommendations

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



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