ANALYZING HOTEL SERVICE IMPROVEMENT STRATEGY BY IMPORTANCE AND PERFORMANCE ANALYSIS

Thesis
Submitted to International Program
Faculty of Industrial Technology in Partial Fulfillment of
The Requirements for the degree of
Sarjana Teknik Industri at
Universitas Islam Indonesia

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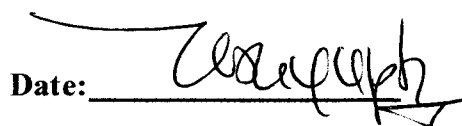**Approved Date** : 04.06.2008

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Date: _____

Dr. rer. nat. Wahyu Supartono

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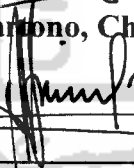
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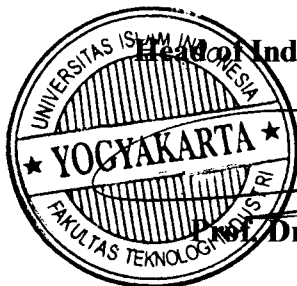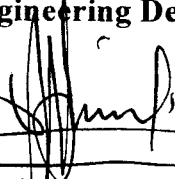
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Accepted By

Head of Industrial Engineering Department

Prof. Dr. Ir. R. Chairul Saleh M. Sc

THIS THESIS DEDICATED TO:

My Beloved Parents and Brother,

also my beloved "Ang Dwi"

for always support me in my life...

The joy would never happen without the things you

gave, give, and will you give to me
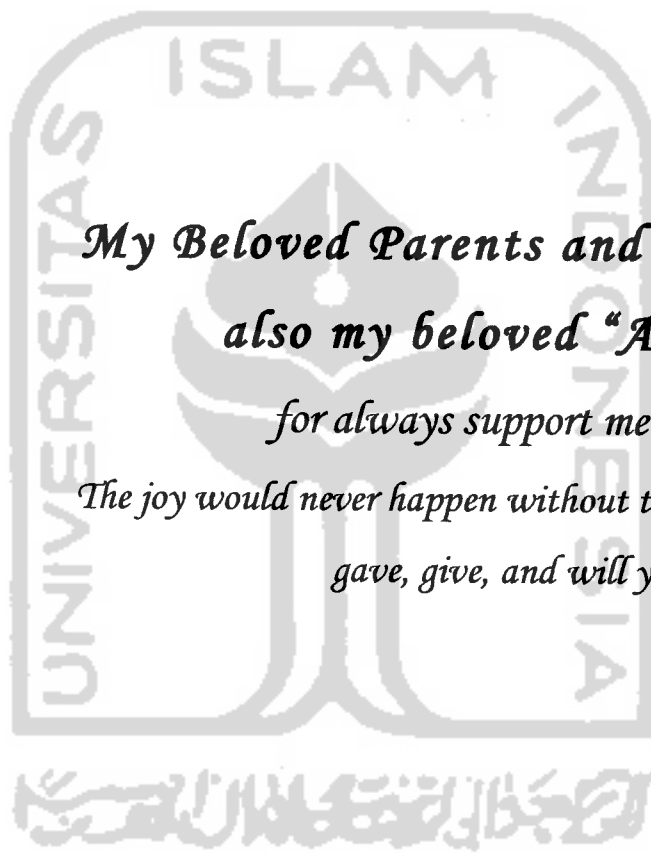
Motto

"On no soul doth God place a burden greater than it can bear. It gets every good

that it earns, and it suffers every ill that it earns.

(Al-Baqarah: 286)

"because after a misery there will be an ease, after a misery there will be an ease"

(Al-Insyirah : 05 - 06)

" Truly no one despairs of God's soothing Mercy, except those who have no faith"

(Yusuf : 87)

"Thing that never change is the change its self, so keep tries to be better"

(Adelin Sagitariany)

PREFACE

بِسْمِ اللهِ الرَّحْمٰنِ الرَّحِيْمِ

Assalaamu'alaikum, Wr. Wb

I would like to thank to Allah SWT who always giving me strength and His guidance for me so I can finished this thesis with title "Analyzing Hotel Service Improvement Strategy By Importance and Performance Analysis".

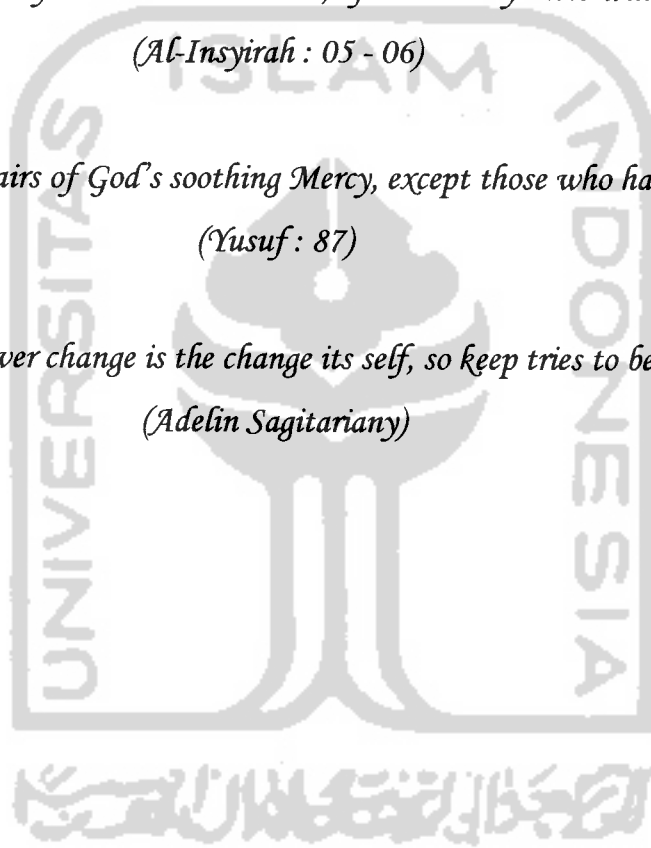This thesis submitted to International Program, Faculty of Industrial Technology in Partial Fulfillment of The Requirements for the degree of Sarjana Teknik Industri at Universitas Islam Indonesia.

During research, the author have faced problems, but it can be solved with help from everyone related to this research performing, that is why I would like to thanks to:

1. Head Department of Industrial Engineering, Universitas Islam Indonesia, and also for his supervised during this research.
2. Dr. Wahyu Supartono also as supervisor for his help during this research.
3. All of General Manager and staff of Novotel Hotel Balikpapan, Blue Sky Hotel Balikpapan, and Pacific Hotel Balikpapan.
4. IP management and IP family for cooperation.
5. My friends: Kemal, Dela, Vino, Angga, Erwin, Ichan, Veby, Joni and all peoples who support me during this research.

The author realizes that this research is not perfect, but I hope that this research will be useful for others.

Wassalamu'alaikum, Wr. Wb

Yogyakarta, July 2008
Author

Adelin Sagitariany

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ABSTRACT

Hotel numbers in Balikpapan city as one of development city in Indonesia has increased rapidly about 25% from 2005 to 2007. This fast indented to support the preparation of Balikpapan as the hometown of National Sports' Event (PON) in 2008. The increase of the hotel numbers, the competition will be getting tighter the businessman knows that the competition become tighter. Considering the unstable financial condition in Indonesia, the performance of the company will be directly impacted. The improvement the strategies should be concerned in facing the unstable financial condition and tighter competition. Those strategies could be implemented by performing better services that meet the customer's necessities, evaluating the effectiveness of implemented strategy that recently emerged as the important issues in hotel industry.

The main purposes of this study is to present an evaluation method that employs the well-established Importance-Performance Analysis (IPA) for understanding hotel customer's degree of care, degree of satisfaction and priority list on some critical service attributes in three kind of hotels stars categorized, there are Novotel Hotel Balikpapan (five stars categorized hotel), Blue Sky Hotel Balikpapan (four stars categorized hotel), and Pacific Hotel Balikpapan (three stars categorized hotel). The analysis results will serve as the basis for hotels to improve their service strategies in response to customer needs.

Data resulted from Analysis based on customer's degree of care indicated that even in five, four, or three stars categorized hotel, customers paid attention to the hotel service almost in same factors, quality service, emotional, and facilities. Based on customer's degree of satisfaction, they should have difference performance because the characteristics of those hotels are different especially in facilities factors.

The GAP between importance and performance of those hotels make the different strategies to improve their quality. For Novotel hotel and Blue Sky hotel which have better facilities should more attention to their quality service by giving training to their employee or offered service with service realization to customer. For Pacific hotel, beside more attention to the quality service also attention the facilities especially internet facilities.

CHAPTER I

INTRODUCTION

1.1 Background

Balikpapan is a stable and secure city, different from other Indonesian areas which mostly are touched by riots, which also happened in other part of East Kalimantan. As melting pot area, Balikpapan accumulated pluralism with strong created of assets for the future development as one of eight strategic cities of Indonesia. Development of Balikpapan city is also supported by the local government policy that has strategy to assure secure and pleasant investors.

Since 2002, Balikpapan is positioned as an economic, industrial, business, service and tourism city. As the economic, industry, business, service and tourism city, Balikpapan should provide good facilities and infrastructures which can support the industrial development in many sectors, especially in tourism. In Balikpapan from 2005 to 2007, hotel growth is rapidly increasing about 25%. This fast indented to support the preparation of Balikpapan as the home town of National Sports' Event (PON) in 2008.

There are two stability aspects in reinforcing the tourists attention to visit the tourism objects. Political stability accommodates comfort and freedom for foreign tourists to socialize with community of the tourist objects, while the economic stability provides easiness to do the travel and other tourist's access. Therefore, better services and facilities to customer should be provided by the owner of the hotel in order to keep their business survive.

With the increasing of the hotel numbers, the competition will be getting tighter the businessman knows that the competition become tighter. Considering the unstable financial condition in Indonesia, the performance of the company will be directly impacted. The improvement the strategies should be concerned in facing the unstable financial condition and tighter competition. Especially in the objects of this research, there are Novotel hotel Balikpapan which is the newest five stars catagorized hotel in Balikpapan that established in 2007, Blue Sky Hotel Balikpapan which is the oldest four stars hotel that stablished in 1973, and Pacific hotel is one of three stars categorized hotel in Balikpapan should have different strategies to keep their business if remember that these hotel have same strategic location. Those strategies could be implemented by performing better services that meet the customer's necessities, evaluating the effectiveness of implemented strategy that recently emerged as the important issues in hotel industry.

Parasuraman, Zeithaml and Berry (1985) believed that it was more difficult for customers to define the service quality than to define the product quality. They also stated that the recognition of service qualities is generated from the comparison between a customer's expectation and the performance he/she has actually perceived, and the evaluation of service quality should consider not only the results but also its process. According to Parasuraman, Zeithaml, and Berry (1985), the dimensions of services quality are *reliability, responsiveness, assurance, empathy, tangible.*

The Importance-Performance Analysis (IPA) is one the effective tool for use in identifying critical parts of service that remain be improved (Sethna, 1982). The Importance-Performance Analysis identified the strengths and weakness of brands, product, and services (Martilla and James, 1997). The IPA technique identifies strengths and weaknesses by comparing the two criteria that consumer in making

choice; the relative importance of attributes and consumer's evaluation of the offering in terms of those attributes. Unlike SERVQUAL model, which is the best described as an absolute performance measure of consumer perceptions of service quality, the Importance-Performance paradigm also seeks to identify the underlying importance attributed by consumers to the various quality criteria being assessed (Sampson and Showalter 1999 in Kitcharoen 2004). The result of analyzing is able effectively identify critical hotel service items to be improved, and serve as a valuable tool to assist hotel managers in developing hotel service improvement strategies and to identify appropriate plans for improving their service quality and responding to the expectation of their customer. The Importance-Performance Analysis (IPA) approach is then applied to analyze the degrees of satisfaction and care toward different service items from the perspective of both overall customers and different classified groups of customers. Research findings from this study can provide valuable information for hotel managers to identify appropriate plans for improving their service quality and responding to the expectation of their customer.

1.2 Problem Formulation

Based on the background to the study, hence it can be defined the problem formulation as follows:

1. What service factors that should be improved after conducted performance measurement by using IPA method?

2. What performance factor had fulfill the customer expectation?

3. What strategy should be implemented after performance measurement?

1.3   Problem Boundary

Problems boundary need to be defined in order to focus the research so that the research objective can be well-achieved. Later on, the problem boundary can be defined as follow:

1. Hotel services are applied as the object of researches.

2. All assumptions, data and discussions are based on the mathematic model that being proposed.

3. The respondents are customers of the hotel with no distinction of gender and profession.

1.4   Objective of Research

The objective of this research is to formulate the strategies in improving the hotel services its correlation to costumer needs by using Importance-Performance Analysis (IPA) for measuring the customer satisfaction; degree of care, degree of satisfaction, and priority list on some critical service items.

1.5   Significance of Research

For student:

a. Accommodate with knowledge about the research object that able to be applied to the real world.

b. Accommodate with relevant knowledge and skill to survive in competition and intellectual intelligent.

For the Company:

c. Provided some suggestions for companies in improving the previous services.

d. Suggested in arranging the market strategy based on Importance Performance Analysis

For the University:

e. Provided with study that concern more with service improvement.

f. Accommodate with new network among university with other companies, and institutions that related with the improvement of education quality.

1.6 Writing Structure

Writing organization could be arranged as follows:

CHAPTER I   INTRODUCTION

This chapter contains the general information of operational section that will be carried out in the institution where the research is intended problem statement, scope of the research, objective of the research, significances of the research, and report outline.

CHAPTER II   LITERATURE REVIEW

The content of this chapter is about the concept and basic theory which is needed to solve the problem, also figuring out the relevant research result ever done by other researcher

CHAPTER III   RESEARCH METHODOLOGY

The content of this chapter is about the framework and flowchart of research, technique and model being used, model

building and development, materials, tools, research method and recited data also its analysis tool.

CHAPTER IV   **DATA PROCESSING AND RESEARCH RESULT**

The content of this chapter is about describing the data that being captured and how to analyze it. The processing data is being well-figured in graphic or table. This processing data includes the analysis to the result. This chapter will be the reference for discussing the result which will be written in Chapter V.

CHAPTER V   **DISCUSSION**

This chapter will discuss the result of research and the fitness between result and research objective so it can be applied as a recommendation.

CHAPTER VI   **CONCLUSION AND RECOMMENDATION**

This content of this chapter is the conclusion of the analysis being done, recommendation or suggestion to the result being achieved and the problem that being found among the researches, so that it recommend to be conducted further studies about above matters.

REFFERENCE

APPENDIX

CHAPTER II

LITERATURE REVIEW

2.1   Strategic Management

A strategy is typically an idea that distinguishes a course of action by its premise that a certain future position offers an advantage for acquiring some designated (or chosen) gain. (Richard and Boer: 1991)

Strategy is about choice, which affects outcomes. Organizations can often survive for periods of time in conditions of relative stability, low environmental turbulence and little competition for resources. Virtually none of these conditions prevail in the modern world for great lengths of time for any organization or sector, public or private. Hence, the rationale for strategic management. The nature of the strategy adopted and implemented emerges from a combination of the structure of the organization (loosely coupled or tightly coupled), the type of resources available and the nature of the coupling it has with environment and the strategic objective being pursued. Richard and Boer: 1991)

First, the word "strategy" derives from the Greek word *stratçgos*; which derives from two words: *stratos* which is mean army and *ago* which is the ancient Greek for leading, guiding, or moving to. It originally referred to a 'military commander' during the age of Athenian Democracy.

According to Lamb (1984) in Pearce an Robinson (2000), strategic management is an ongoing process that assesses the business and the industries in which the company is involved; assesses its competitors and sets goals and strategies to meet all existing and potential competitors; and then reassesses each strategy annually or quarterly to determine how it has been implemented and whether it has succeeded or needs replacement by a new strategy to meet changed circumstances, new technology,

new competitors, a new economic environment, or a new social, financial, or political environment.

2.2 Hotels

According to Michael L. Kasavana (1991) in Sujatno (2005), a hotel may be defined as an establishment whose primary business is providing lodging facilities for the general public, and which furnishes one or more of the following service: food and beverage service, room attendant service, uniformed service, laundering of linens and use of furniture and fixtures. Hotel can have anywhere from 50 to 200 rooms and the level of service id more personal.

According to Regional Regulation of Sleman no.7 (2001), hotel is a building which specially provided for people taking rest and achieving service or other facility that managed by one management by paying some fee.

The word *hotel* derives from the French *hôtel*, which referred to a French version of a townhouse or any other building seeing frequent visitors, not a place offering accommodation (in contemporary usage, *hôtel* has the meaning of "hotel", and *hôtel particulier* is used for the old meaning). The French spelling (with the circumflex) was once also used in English, but is now rare. The circumflex replaces the 's' once preceding the 't' in the earlier *hostel* spelling, which over time received a new, but closely related meaning.

Basic accommodation of a room with only a bed, a cupboard, a small table and a washstand has largely been replaced by rooms with en-suite bathrooms and, more commonly in the United States than elsewhere, climate control. Other features found may be a telephone, an alarm clock, a TV, and broadband Internet connectivity. Food and drink may be supplied by a mini-bar (which often includes a small refrigerator) containing snacks and drinks (to be paid for on departure), and tea and coffee making

facilities (cups, spoons, an electric kettle and sachets containing instant coffee, tea bags, sugar, and creamer or milk).

Some hotels offer various combinations of meals as part of a room and board arrangement. These are often advertised as:

European Plan   no meals are included, or only a minimal breakfast

American Plan   all meals included (full board)

Modified American Plan   option of breakfasts and dinners

2.3 Service

2.3.1 Definition

Christopher H. Lovelock in Tjiptono (1996) defines service as including "all action and reactions that customers perceive they have purchased."

According to Berry (1985), service can define as a *deed, act*, or *performance*.

But, according to Kotler (2002:486), Service is all of intangibles action or activity which is offered by a person to other, that no causes any ownership.

2.3.2 Characteristic of Service

According to Kotler (2002:488), characteristics of service can explained as follows :

• *Intangible*

The service which is not tangibles or can felt and dinikmati before brought by consumer.

• *Inseparability*

Generally, the service that produces and felt in the same time and if someone want to give it to others, so he/she still in part of that service.

• *Variability*

Service always changing, depend from who the server, the receiver, and the condition when the service given.

• *Perishability*

The durability of service is depend on the situation that create by some factors.

2.4   Quality Service

Daryl Wyckoff in Tjiptono (1996) has defined service quality in this way, "Quality is the degree of excellence intended, and the control of variability in achieving that excellence, in meeting customers' requirements." An early step, then, in quality control specifying the service level (i.e., "the excellence intended") and the degree of variability, if an, from those standards to be tolerated."

2.4.1 Component of Quality Service

There are three kind of basic component of Quality service (Gronroos in Tjiptono, 1996:60), there are:

a. *Technical Quality* is a component that related with output quality service that received with customer.

b. *Functional Quality* is a component that has related with quality of service delivery.

c. *Corporate Image* profile, reputation, general image, and special attraction of a company.

2.4.2 Dimensions of Quality Service

Parasuraman, Zeithaml and Berry (1985) suggest five dimensions of quality service. Those are *reliability, responsiveness, assurance, empathy,* and *tangible.*

a. *Reliability*

Is a capability in give service accurately and capability of dependably, especially gives service on time with the time that already promise without any wrongness every time.

b. *Responsiveness*

Is a desire of employee to help and give service that needed by customers.

c. *Assurance*

Include of knowledge, ability, friendly, respectful, and can be trusted, from personal contact o omit the customer hesitation and customer feel free from danger and risk.

d. *Empathy*

Include personal employee and company to understand the consumer difficulty, good communication, self attention, and ease to make communication between employee and customer.

e. *Tangible*

Availability of physic facility, equipment, means of communication, and others that should be in service process. Evaluation of this dimension can expand to relation among others consumers.

2.5   Customer Satisfaction

Customer satisfaction not only related to effort but also related to company culture. Top management is responsible to establish company culture which has customer satisfaction orientated. The most important was not adding the quantity to increase the quality, but how to change the *mind-set* of worker that related to their attitude. Paying attention to what the customer wants was considered as the easiest method to know whether the customer satisfied or not. This method was used to obtain information that was able to accommodate customer wants systematically.

Customer satisfaction was determined by many factors, but only five factors or drivers that has important role. The five factors mentioned are as below:

a.   Quality of Product

Quality of product has significant influence to customer satisfaction, because what customer wants was given by the product. Quality of product was influenced by several factors, such as performance, reliability, conformance, durability, feature, etc.

b.   Quality of Service.

Quality of service had the most important role especially in service industry. Customer will be satisfied if they get good service as they expected before. Quality of service was influenced by five dimension, such as; reliability, responsiveness, assurance, empathy and tangible. In many case, quality of service is more important than quality of product itself.

c.   Emotional.

High quality product and good service quality will increase self-esteem and social value of customer. Customer who used such good product and service will make others amazed, so that they will keep using that product and service.

d. Price

Price also has important role to customer satisfaction, because most of customer using price as indicator to buy or to choose a product or service. It caused price formulation should be adjusted to the quality of product or service offered.

e. Cost and easiness to obtain product or service.

This cost is additional cost that customer should spend to obtain the product or service, for example, trip cost to get the product or service. Easy access and availability of product and service will make customer more comfortable and satisfied.

Questionnaire can be used in estimating total customer satisfaction. Customer can give different value in each aspect influenced their satisfaction.

Leonard Berry (1999) in Peters and Ameijde (2003) proposed seven points in giving service:

a. Excellence

b. Innovation

c. Teamwork

d. Respect

e. Pleasure

f. Social involvement

g. Integrity

According to Murdick, Render and Russel (1990) in Peters dan Ameijde (2003)

explained in table about Service and Service Process as below:

Table 2.1 Service and Service Process

	TANGIBLE	INTANGIBLE
CUSTOMER	PEOPLE PROCESSING	MENTAL STIMULUS PROCESSING
	Civil transportation Heart transplantation Immunization Physics therapy Criminal judgment system	Entertainment Education Art exhibition Concert/music performance TV Program
ASSETS	POSSESSION PROCESSING	INFORMATION PROCESSING
	Reparation and Maintenance Dry cleaning Household service Garden construction Package delivery	Internet service Bank Financial service Software development

(Peters and Ameijde, 2003)

In recent days, most of service marketing used "Expanded Marketing Mix" method, a broadening of 4P concepts (Product, Price, Place and Promotion) by adding the next 4P (People, Process, Partnership and Physical Evidence).

Roger Schmenner proposed process matrix service that described two dimensions which has significance influence to service process. The matrix is as below:

Table 2.2 Process Service Matrix

		Interaction and customer service level	
		LOW	HIGH
Worker intensity level	LOW	**Service company:** Aircraft Transportation Hotel Resort and recreation area	**Service Place** Hospital Auto repair shop Other reparation place
	HIGH	**Mass service** Retail and wholesaler School Bank	**Professional Service** Architect Lawyer Accountant

(Peters and Ameijde, 2003)

2.6   Important Performance Analysis

Slack (1991) in Kitcharoen (2004) presented an IPA model that considered a relationship between importance and performance and theories that target levels of performance for particular product attributes should be proportional to he importance of those attributes. In other words, importance is seen as viewed as a reflection of the relative value of the various quality attributes to consumers. According to Barsky (1995) in Kitcharoen (2004), lower importance ratings are likely to play a lesser role in affecting overall perceptions, while higher importance ratings are likely to play more critical role in determining customer satisfaction. The objective is to identify which attributes, or combinations of the attributes are more influential in repeat purchase behavior and which have less impact. The information is valuable for the development of marketing strategies in organization (Ford et al., 1991 in Kitcharoen 2004). It also has the benefit of pinpointing which service attributes should be maintained at present levels and "those on which significant improvement will have title impact".

The Importance-Performance Analysis conceptually rest on multi-attribute models. This technique identifies strengths and weaknesses of a market offering in terms of two criteria that consumers use in making a choices. One criterion is the relative importance of attributes. The other is consumers' evaluation of the offering in terms of those attributes. A particular application of the techniques starts with an identification of the attributes that are relevant to the choices situation investigated. The list of attributes can be developed after canvassing the relevant literature, conducting focus group interviews, and using managerial. Otherwise, a set of attributes pertaining to a particular service (or goods) are evaluated on the basis of

how important each id to the customer, and how the service or goods is perceived to be performing relative to each attribute. This evaluation is typically accomplished by surveying a sample of customers. After determining those attributes that are worthy of subsequent examination, consumers are asked two questions. One related to the salience of the attributes and the other to the company's own performance in terms of delivery of these attributes.

The traditional IPA, however has two inherent weaknesses, First. While the technique considers an object's own performance in terms of a particular attribute, it ignores its performance relative to competitors (Burns 1996 in Kitcharoen 2004). Yet, consumer evaluation of an object do not occur in a competitive vacuum. On the contrary, the ultimate degree of a differential advantage a product enjoys is determined by its performance relative to competitors. In other words, the absolute own performance measure of the traditional importance-performance analysis needs to be augmented with a relative performance measure. Therefore, Burns (1986) in Kitcharoen (2004) added "performance' of "competitors" as a third dimension. Dolinsky and Cuputi (1991) in Kitcharoen (2004) apply what appears to be Burns extension in a study of health care.

The Importance-Performance Analysis (IPA) is an effective toll for use in identifying critical parts of service that remain be improved. (Sethna, 1982).

O'Sullivian (1991) in Feng and Jeng (2005) suggested a four steps process to conduct the IPA approach, which are :

1. Listing every service items and then developing a questioner based on the listed items.

2. Giving a score to these items associated with an "Importance" and "Performance" for every service items. The first indicator of Importance is to reflect a customer's degree of care to a product or a service. The second indicator of Performance is specified to capture a customer's degree of satisfaction to a product or service.

3. Assigning the scores for each of those service items in a two-dimensional diagram using Performance as the X axle and Importance as the Y axle.

4. Dividing the entire diagram into four cells, using the men scores on each axle as the dividing point.
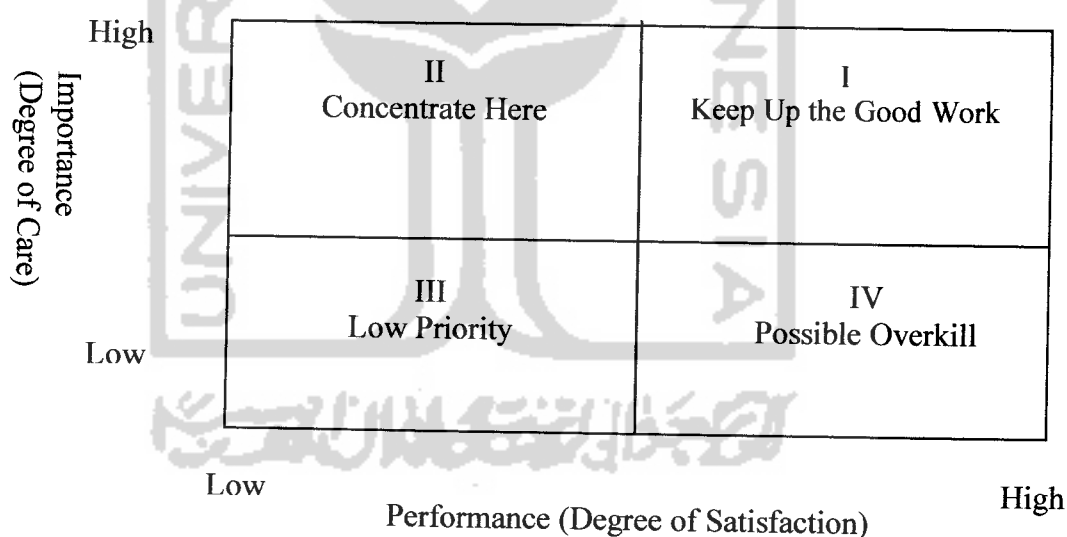
Figure 2: The Diagram of Importance-Performance Analysis (Martila and James, 1997)

Where:

- Cell I : <u>Keep Up the Good Work:</u> It means that customers care more about the service items in this cell and express a high level if satisfaction. Usually, items in this area are the main sources that constitute the product's main strength.

- Cell II : <u>Concentrate Here:</u> It means that customer care about he service items in this cell, but they are not satisfied with the service performance. In other words, these service items are the apparent weak points of the product Companies need to pay more their attentions on the items in this region and identify the solutions as soon as possible.

- Cell III : <u>Low Priority:</u> It means that customer care less about the service items in this cell, and they are not satisfied with these service performance either. It appears that items in this cell are not important issues, but there exist some potential to change customer's attitude if a brand new solution can be identified.

- Cell IV : <u>Possible Overkill:</u> It means that customer care less about the service items in this cell, but they satisfy these service performance. It means that companies may over emphasize the role of those items.

CHAPTER III

RESEARCH METHODOLOGY

3.1. Research Object

Research is performed in three hotels in Balikpapan, Kalimanatan Timur on January 21st until February 28th 2008. There are Novotel Hotel located in Brigjen Eri Supandan Street no.2 Balikpapan (categorized as five stars hotel), Blue Sky Hotel located on Let.Jend Suprapto Street no.1 Balikpapan (categorized as four stars hotel), and Pacific Hotel located on A.Yani Street no.33 Balikpapan (categorized as three stars hotel). The research object is the customers of those hotels.

3.2. Research structure

The study is based on the overall research structure describe in Figure 3.1, intends to explain how is the gap between Importance and Performance could emerge using the appropriate service improvement strategies based on the existing service items can be appropriately handled with the composition of different service items.

Service Items	
Service Quality	Reliability
	Responsiveness
	Assurance
	Empathy Intangible
Facility	Completeness
	Pleasure in using
Hotel Situation	Strategy Place
	Suitable price
	Performance
	Conformance
	Prestige
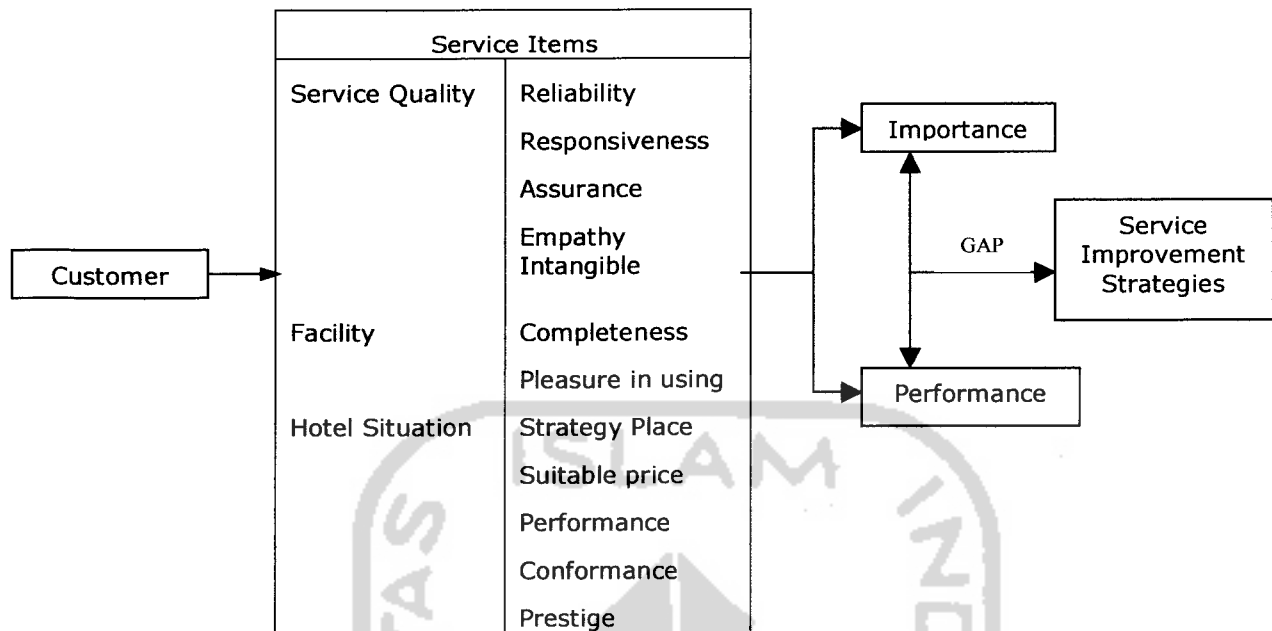
Figure 3.1 A Graphical Illustration Of The Over All Research Structure

(Feng and Jeng, 2005)

3.3. Literature Study

There are two kinds of literature studies, they are inductive and deductive studies. Inductive study is literature study that protects research originality and useful for research becoming recent research topic. This review is gotten from journal, proceeding, seminar, magazine, etc. In inductive literature, developments of recent methods that have been performed by other researchers are published. Deductive study builds a conceptual phenomenon or relevant parameters that systematically arranged, classified and correlated to become general. Deductive study is a basic theory that used as a basic for solving research problem.

3.4. Model Analysis

3.4.1 Descriptive Analysis

Descriptive analysis is used to analyze data by giving explanation about the research objective. Those explanations represent of everything that has relation with the attributes. The data analysis will be conducted to obtain clear description about the problem. This analysis explained and served in percentage with table.

3.4.2 Quantitative Analysis

Data from respondent is analyzed using Important-Performance Analysis Method. Important-Performance analysis has two components, there are: quadrant analysis and gap analysis. Quadrant analysis is used to know the consumer respond about plotted attributes based on important and performance from those attributes. Gap analysis is used to identify gap between performance of attributes and consumer expectation upon those attributes.

First step to quadrant analysis is calculate the average of importance and performance score to each attribute using formula as follow (Suprapto, 2001) :

$$\overline{Xi} = \frac{\sum_{i=1}^{k} Xi}{n}$$

$$\overline{Yi} = \frac{\sum_{i=1}^{k} Yi}{n}$$

Where:

$\overline{Xi}$ = Average value of attribute performance level to-i

$\overline{Yi}$ = Average value of attribute importance level to-i

Next step is calculating average of importance and performance level from general attribute using formula as follow :

$$\overline{\overline{Xi}} = \frac{\sum_{i=1}^{k} \overline{Xi}}{n}$$

$$\overline{\overline{Yi}} = \frac{\sum_{i=1}^{k} \overline{Yi}}{n}$$

Where:

$\overline{\overline{Xi}}$ = Average value of attribute performance

$\overline{\overline{Yi}}$ = Average value of attribute importance

This value of $\overline{\overline{X}}$ cutting upright in horizontal axle which reflecting attribute performance (X) and $\overline{\overline{Y}}$ cutting upright in vertical axle which reflecting attribute importance (Y). After get score of performance and importance attribute and also average value of performance and importance attribute, plotted to cartecius diagram as figure. 1 bellow

Performance (X) (Degree of Satisfaction)
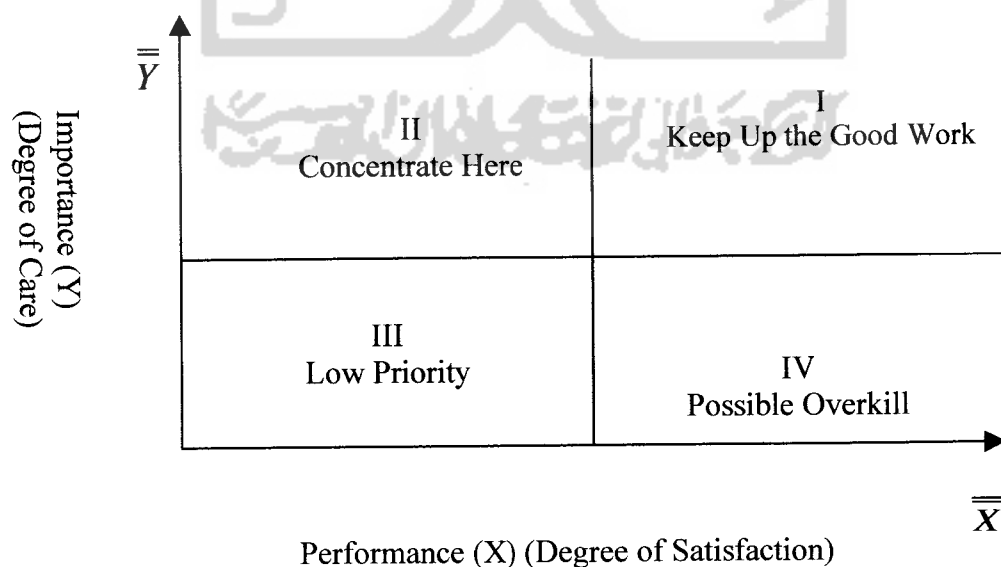
Figure 3.2 Quadrant of Importance-Performance Analysis

(Suprapto, 2001)

This diagram is divided into four quadrants (Suprapto, 2001). First quadrant (priority quadrant) contains of hotels attributes that considered important by customer's important but in fact, those attributes do not meet the customer satisfaction. Performance level from those attributes is lower than customer satisfaction level upon those attributes. The performance of attribute in this quadrant should be improved to satisfy the customer. Second quadrant (keep performance), attributes in second quadrant indicate that they are important and have high performance. Those attributes should be maintained. Third quadrant (low priority), attributes in third quadrant considered less importance by customer and in reality either the performance is not too special. The improvement of attributes that performance categorized in third quadrant can re-considered because its affect to customer is very low. Fourth quadrant (possible overkill) contains attributes that considered not important by customers and felt over. The efforts of improving attributes performance only will cause the resource contracting.

3.5. Collecting Data Method

Questionnaires distributed to customer in Novotel hotel (five stars), Blue Sky hotel (four stars), and Pacific hotel (three stars) in Balikpapan, East Kalimantan. The questionnaire consist of two parts, first part is consist of customer's degree of care which is importance indicator that reflects a customer's degree of care to a service. And second part is performance indicator that specified to capture a customer's degree of satisfaction to a service.

3.6 Research Flowchart

Research steps are as follows:


```
                    ┌──────────┐
                    │  Start   │
                    └──────────┘
                         │
                    ┌──────────────────┐
                    │ Literature Review│
                    └──────────────────┘
                         │
                    ┌────────────────────────┐
                    │       Problem          │
                    │ Identification & Formulation │
                    └────────────────────────┘
                         │
                    ┌──────────────────┐
                    │ Data Collecting  │
                    └──────────────────┘
                         │
                    ┌────────────────────────────┐
                    │ Validation and Reliability Test │
                    └────────────────────────────┘
                         │
                    ┌──────────────────┐
                    │ Data Processing  │
                    └──────────────────┘
                         │
        ┌──────────┐  No    ◇
        │   Data   │◄──────  Accepted
        │ omitted  │         ◇
        └──────────┘         │ Yes
                    ┌──────────────────────────┐
                    │ Data calculating & Analysis │
                    │    Using IPA Method        │
                    └──────────────────────────┘
                         │
                    ┌──────────────────┐
                    │    Discussion    │
                    └──────────────────┘
                         │
                    ┌──────────────────┐
                    │    Conclusion    │
                    └──────────────────┘
                         │
                    ┌──────────────────┐
                    │  Recommendation  │
                    └──────────────────┘
                         │
                    ┌──────────┐
                    │  Finish  │
                    └──────────┘
```
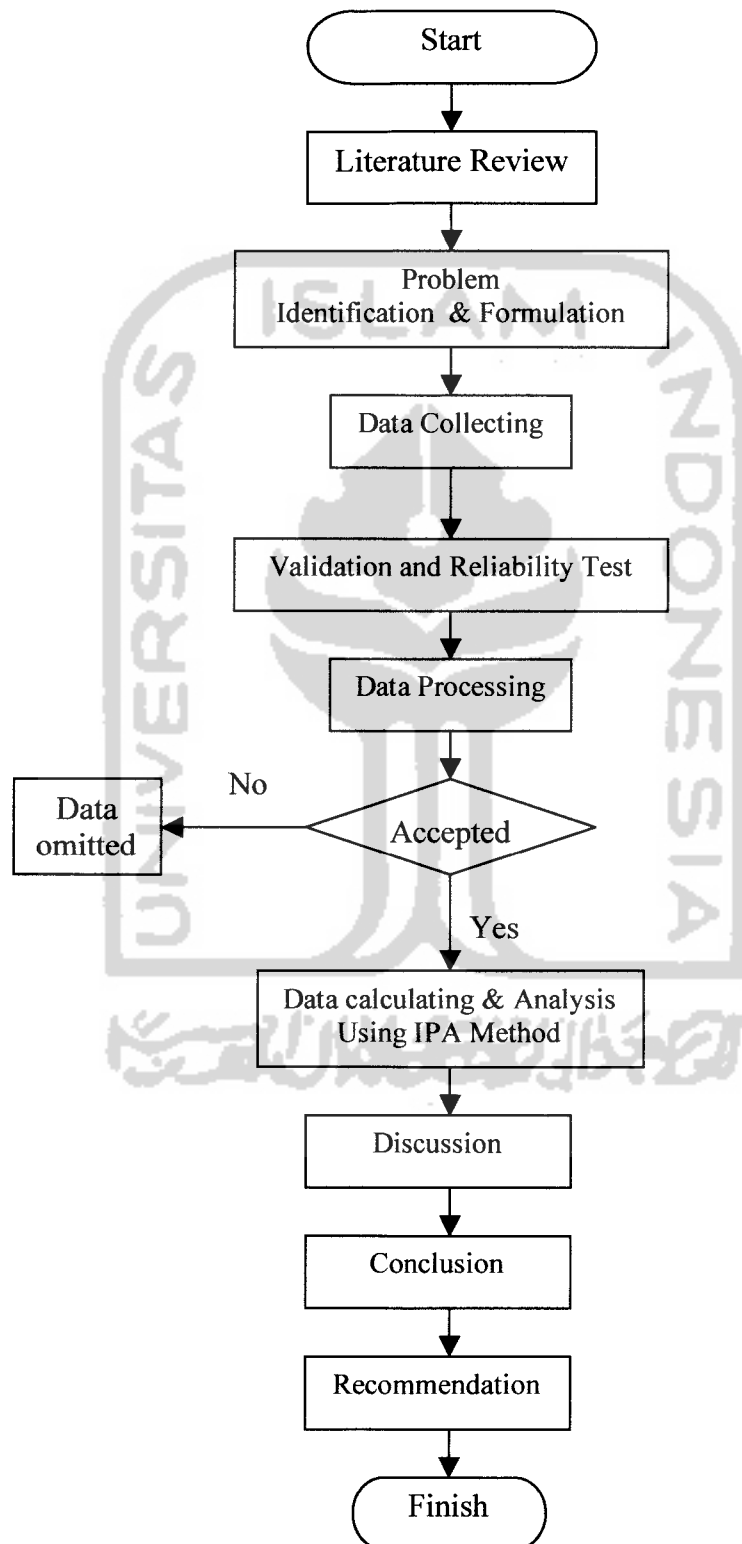
Figure 3.3   Research Flow Diagrams

CHAPTER IV
DATA COLLECTING AND PROCESSING

4.1 Company Profile

4.1.1 NOVOTEL Hotel

The Novotel Balikpapan is a 5 star hotel located in the centre of Balikpapan. The ideal choice for business trips and holidays alike, the hotel features 198 rooms, 2 restaurants, 3 bars, fitness centre, spa, swimming pool, and conference facilities for up to 1200 delegates. Enjoy a choice of two restaurants, relax with a drink in one of our three bars and unwind with our swimming pool and fitness centre. The Novotel Balikpapan is centrally located close to shops and the entertainment precinct.

ROOMS

Novotel rooms provide modern comfort, a unique feeling of spaciousness and contemporary decor for both business and leisure travel.

Room(s) : 198

Non-smoking rooms : 58

Total number of suites : 17

RESTAURANT AND BARS

COLORS : Colors restaurant overlooks the swimming pool and features evening entertainment and Mediterranean and Asian cuisine. Opening hours from18:00 - 23:00. Type of cuisine is International.

THE SQUARE : The Square presents the new Novotel concept dining experience. Offers Asian, Western and authentic Indonesian cuisine. Mouth watering buffets are available daily for breakfast, lunch and dinner. Air conditioning and non smoking area. Opening hours from 06:00 - 23:00. Type of cuisine is other cooking style.

COLORS BAR : The perfect place for an apéritif and trendy music with tapas food. Opening hours from 18:00 - 01:00.

O2 LOUNGE : O2 Lounge Bar is a perfect place to meet friends and enjoy wide variety of cocktails and snacks. The bar overlooks the sea. Opening hours : 10:00 - 01:00.

SPLASH POOL BAR : Serves fruit juices and cocktails with snacks. Opening hours : 10:00 - 20:0

MEETING ROOMS

Table 4.1 Meeting Rooms of Novotel Hotel

Room Name	Theater	U-Shape	Board-room	Class-room	Banquet	Height	Surface
BORNEO	1000	0	0	700	700	7.00m	960
BORNEO A	300	80	80	200	200	7.00m	320
BORNEO B	300	80	80	200	200	7.00m	320
BORNEO C	300	80	80	200	200	7.00m	320
BEKAPAI	35	16	18	20	30	2.60m	56
BENGKIRAI	60	24	26	35	50	2.60m	80
DAMAR	0	0	10	0	0	2.60m	40
KARIANGAU	35	16	18	20	30	2.60m	56
MERANATI	40	20	22	30	40	2.60m	64
ULIN	20	0	16	14	0	2.60m	32

BUSINESS INFORMATION

Business Services in hotel

WiFi wireless Internet access

Business center with support staff

Copy/print service available

Fax machine

Internet connectivity

Secretarial service (typing)

Self service business centre

Business Services in the room

WiFi wireless Internet access

High speed transmission line

RJ 11 outlet

RJ 25 outlet

Event organizers and centers nearby

Company Chevron Oil (6.00km)

Company Halliburton (25.00km)

Company Pertamina (7.00km)

Company Schlumberger (25.00km)

Company Total E and P (6.00km)

Business centre Government Offices (0.50km)

ACTIVITIES AND EVENTS IN THE HOTEL

Relaxation and fitness

Fitness centre

Jacuzzi

Massage

Outdoor unheated pool

Thalassotherapy

Golf

Golf course 18 holes

Tennis court

Tennis lessons

Clay tennis court

Indoor tennis court : **1**

Outdoor tennis court : **1**

Other sports activities at hotel

Billiards/Snooker

Entertainment

Disco/nightclub

4.1.2 BLUESKY Hotel

Blue Sky Hotel is 4 stars Hotel with 122 rooms. Blue Sky Hotel is located in the west side of Oil City Balikpapan, five minutes drives from major Oil Company offices, twenty five minutes drives from Sepinggan International Airport, make it most ideal location for your business and pleasure trip to Balikpapan. Blue Sky Hotel is a place with luxurious interior modern and graciously finished, soft color scheme create a feeling of warmth the minutes you step through the door. With 122 Luxurious rooms and suites, high enjoyable dining in the Golden Palace Suki&Oriental Restaurant, Kaizeki Japanese Restaurant, Garden Coffee Shop Restaurant, Island Seafood Restaurant, enjoy morning and afternoon coffee and tea at Piano Lounge, My Bread and perfectly mixed cocktail in the Color Beat Pub and Lounge and Wine Cellar. An abundance of amenities and services to delight both business and holiday travelers Fully-equipped conferencing facilities including the gorgeous Kalimantan Ballroom with could be divided into nine others conference room. Round the-clock

room service, a Business Center, Body fresh Health Club & Spa, Drug Store, Swimming Pool and Tennis Court.

TYPE OF ROOMS

- Business Room : 42
- Business Deluxe : 40
- Executive Room : 23
- Studio : 6
- Executive Suite : 6
- Apartment : 4
- Royal Suite : 1

FOOD & BEVERAGE

GARDEN COFFEE SHOP

Open 24 hours daily, Serving Indonesian and Western cuisine for everyday with different cuisine styles, serve the highest quality food standard for our guest by Executive Sous Chef Mr. Asep Surachman.

GOLDEN PALACE SUKI & ORIENTAL RESTAURANT

The "Golden Palace Suki & Oriental Restaurant" renowned to be the best Szechuan, Dimsum, Cantonese and other Oriental foods In town with fresh life seafood. Shabu-shabu delicately prepared by our experienced Chinese Chef "Kho Herman" in the environment of comfort and elegant Private Dinning rooms with karaoke equipment and VIP rooms are available.

KAIZEKI JAPANESE RESTAURANT

The best luxurious Japanese Restaurant in town. Decorating in original atmosphere, complete with Tatami Room (a traditional Japanese dining room) Presenting the best art of dining, Teppanyaki handled by "Chef Ismadi" a professional Japanese Chef.

ISLAND SEAFOOD RESTAURANT

Unique philosophy of live seafood restaurant. Atlantis flair our popular live seafood features a sumptuous fish, shell crab and various selected seafood with 25 aquarium. Our Executive Chef "Kho Herman", will serve you a unique style of oriental seafood.

COLOR BEAT PUB & LOUNGE

The "Color Beat Pub & Lounge" with it's colorful, stunning decoration and a lively place to hang out by night accompanied by Live Band entertainment, DJ and Crew Show till drop.

PIANO LOUNGE

An enchanting and sophisticated Lobby Lounge that entertained by piano performance and singer for spending leisure time or have an appointment accompanied by cocktail, coffee, tea and light meals. With Hot Spot to provide you the High speed Internet access

MY BREAD PASTRY

This is our pastry and bakery outlets that develop into outstanding delicatessen. Provide kinds of bakery, pastries, cakes, chocolate pralines, jelly and cookies to fit any of customer's needs for any occasion.

BALLROOM

Blue Sky Hotel provides the most luxurious meeting and function rooms which can accommodate up to 850 peoples. The perfect choice for your personal function and company's event in Balikpapan.

FACILITIES and SERVICES

Business Center

Located on the 1st floor of the Hotel, the business center is open daily and provides comprehensive bilingual secretarial and administrative assistant services. There is a small meeting room, facsimile service and private computer work stations providing ready access to the internet along with a well-trained staff knowledgeable in all area of support services. The business center also provides printing and business facilitation support in the way of the market research, directory assistance, business listings and other business equipment.

Transportation Services

Airport transfer is available either by private Hotel Car or Mini-Vans cars with drivers are available via the concierge to take you around town

Shops

There is a convenient drugstore open daily for all your toiletry, book, magazine, camera film, drugs and confectionery needs.

Other Services

Doctor on call, I.D.D. (001), Money Exchange, Daily Newspaper, Luggage Room Storage. Shoe shining, Service Laundry & Dry cleaning Services, Car Rental Free guarded underground & Outdoor Parking, Valet Parking3

Bodyfresh Health Club & Spa

Bodyfresh Health Club & Spa equipped with outdoor Swimming Pool, Fitness Center & Aerobic, Tennis & Squash Court, Hot – Cold Whirl Pool, Shiatsu Traditional Aromatherapy Massage, Foot Reflexology , and Cream bath. Located at the back of the hotel the Bodyfresh Health Club & Spa offer you a journey into physical and mental wellness.

AIRPORT EXECUTIVE LOUNGE

Designed exclusively only for comfort present for the passenger while waiting departures and still well-informed (Balikpapan, Jogjakarta, Banjarmasin & Surabaya).

4.1.3 PACIFIC Hotel

Pacific Hotel is a three stars hotel with 99 rooms. Pacific is located strategic place, in Jend A. Yani Street, No.33, Balikpapan, the centre of the famous Balikpapan Oil City. It is about 10 minutes from Sepinggan International Airport, and only a few minutes from shopping centre, banks, the hospital and several Oil Companies.

TYPE OF ROOM

Standard Room   : 6 unit

Superior Room   : 73 unit

Deluxe Room   : 10 unit

Executive Room   : 5 unit

Pasific Suite   : 5 unit

BANQUET MEETING FACILITIES

Our Banquet and Meeting Room provides for participants from 15 up to 200 with modern rooms of various sizes.

Table 4.2 Meeting Rooms of Blue Sky Hotel

Venue	Jamrud	Shappire	Kecubung
U – Shape	80	30	20
Theater	150	50	30
Class Room	80	30	15
Round Table	100	40	30
Cocktail / Standing	200	60	40

FOOD & BEVERAGE

Atlantic Palace Restaurant

Located on 1st floor (Lobby level) of Pacific Hotel which serve you in serving Oriental, Western, and Indonesia Food.

Artic Café

Located on 2nd floor of Pacific Hotel – Balikpapan, for you who want take a rest with your business partner, served kind of coffee, tea, cocktail, mocktail, and fresh juice, and also serve delicious snack.

Rom Service

24 hours service for you that want to order food and drink from your room.

Outside Catering

Ready to serve all kind of party, meeting, and event wherever you want. With our delicious served that accordance to your choose and taste.

OTHER FACILITIES

- Parking area for maximum 100 cars.
- Valet parking is available.
- Business Center, provide Administration or Secretarial services such as : Correspondence, Photocopying, Facsimile, Computer also Internet Connection
- Safety box at Receptions Desk.
- Doctor On Call, in corporation with RESTU IBU HOSPITAL
- Health Club / Fitness Centre
- Laundry
- Water Treatment Processing (WTP) Water capacity 16.000 liters.

HOTEL SAFETY SYSTEM

- Fire Brigade Team.

- Fire Hydrant in all floor of Hotel Building.

- Fire Extinguisher at all corridor.

- Water Sprinkle in every rooms.

- Heat Detector in every rooms.

- Emergency stairs

- Emergency lamps

- Electric power backup (Generator)

- Muster Point

HOTEL SECURITY SYSTEM

- Car Body checking for all coming and outgoing car

- Security control every hour in all Floor

- CCTV at :

    - Lobby Area

    - Basement & Parking Area

    - Restaurant

    - Café

    - Room Corridor

- Secure Room Key by VingCard, with Lock Link System

- Secure Access to Rooms in all Floor, by VingCard

- Secure Access in Elevator to several Floor, by VingCard

4.2 Data Collection Result

Data collection is done by using questionnaire. Questionnaires are given to customers in each hotels, Novotel Hotel, Blue Sky Hotel, Pacific Hotel, Balikpapan..

The questioner was divided to 35 questionnaires each hotels with 30 attributes. 13 attributes about service quality, 6 attributes about quality of its hotel, 4 attributes about emotional, 1 attribute about the price, and 6 attributes about facilities. All questioners returned and can use. Total of all questioner are 105 questioners.

4.2.1 Respondent Profiles

Respondent profiles in this research are as below:

1) Gender distribution
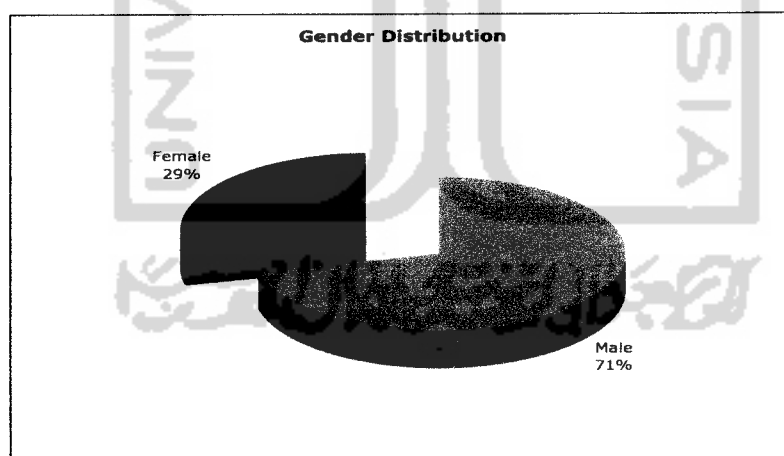
Figure 4.1 Gender distribution

From the figure 4.1, it can be seen that 71% of the respondents are male and 29% of the respondents are female.

2) Age distribution
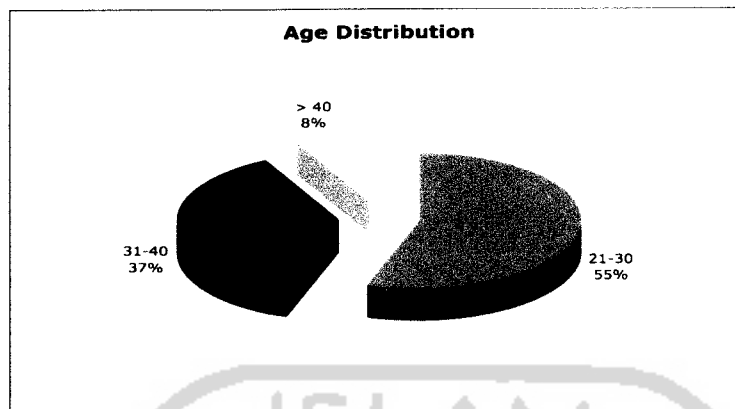
Figure 4.2 Age distribution

Group of age was divided into four categories. Respondents of age

21-30 years counted as 55%, age 31-40 years are 37%, and 8%

respondents are aged 40 and more respectively.

3) City of Origin Distribution
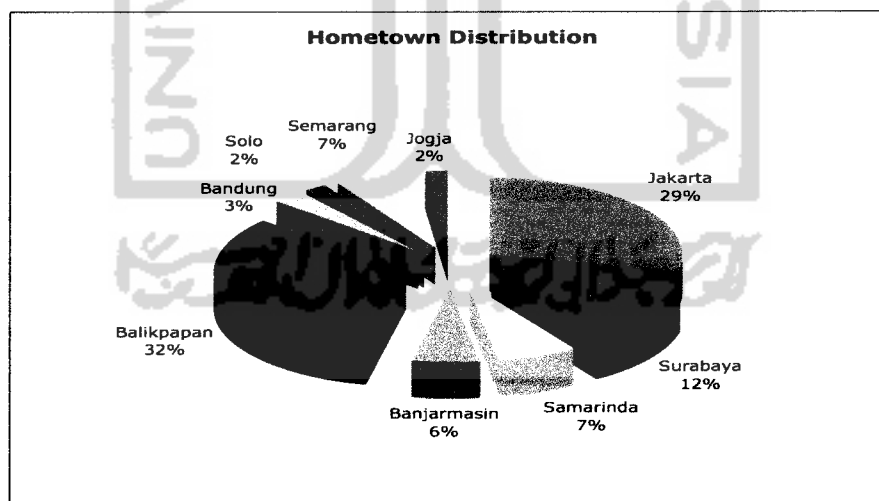
Figure 4.3 City of Origin Distribution

City distribution divided into 9 categories. The largest respondents

are from Balikpapan counted as 32%, followed by Jakarta,

Surabaya, Semarang, Banjarmasin, Solo, Yogyakarta respectively.

4) Job Distribution
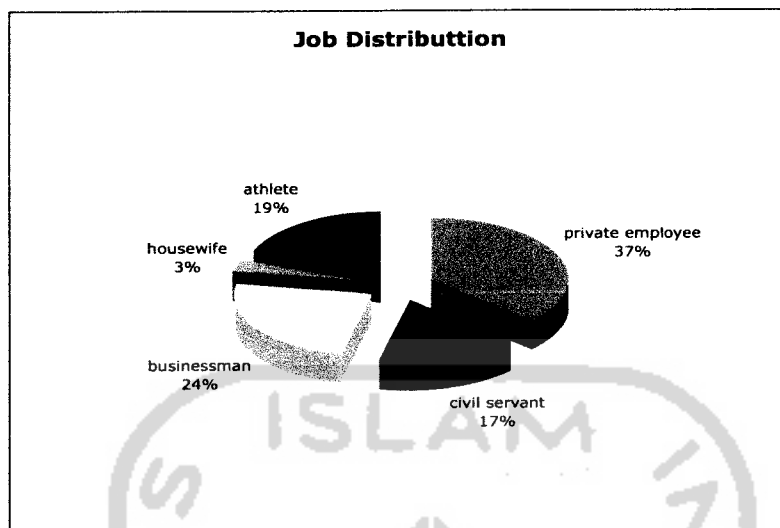
Figure 4.4 Job Distribution

From the diagram above, it can be seen that Private employee dominate the respondent about 37% followed by businessman counted as 24%, athlete is 19%, civil servant is 17%, and housewife is 3%.

5) Income Distibution
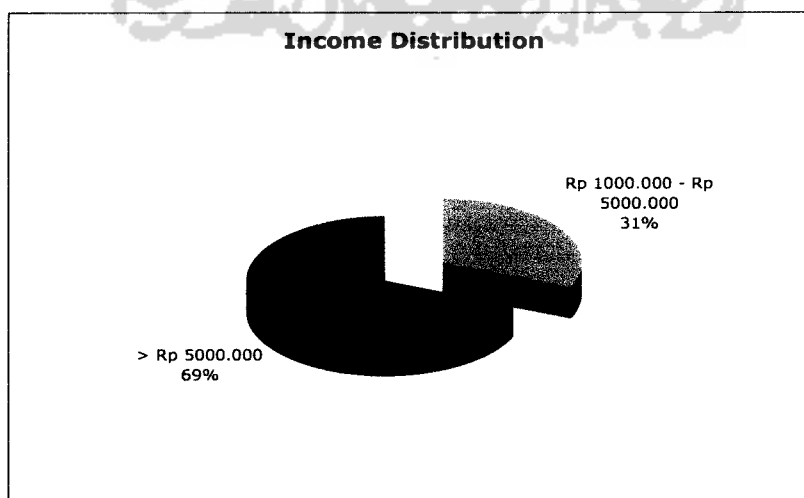
Figure 4.5 Income distribution

Respondent's income per month was divided into two categories. 69% has income upper than Rp 5000.000/month and 31% has income between Rp 1000.000 until Rp 5000.000/month.

6) Frequency distribution
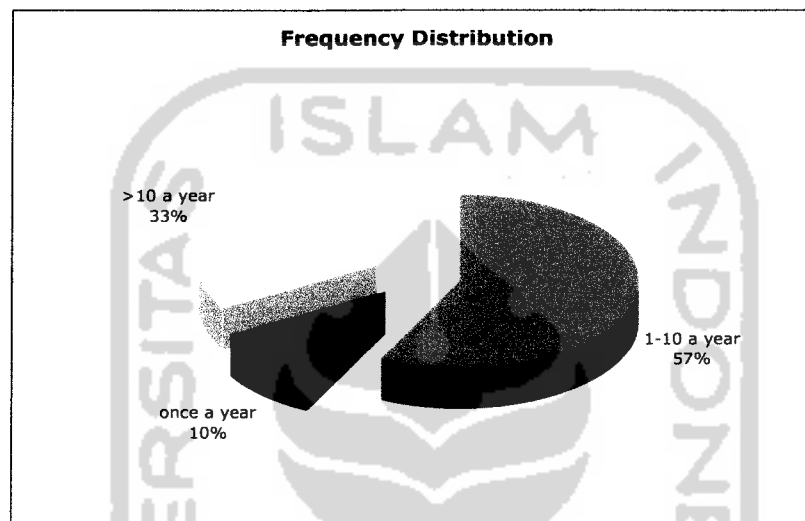
Figure 4.6 Frequency Distribution

Respondent's frequency stay at hotel a year was divided in three categories. 57% respondents stay at hotel 1-10 times a year, 33% respondents stay at hotel more than 10 times a year, and 10% respondents stay at hotel only once a year.

7) Objective distribution
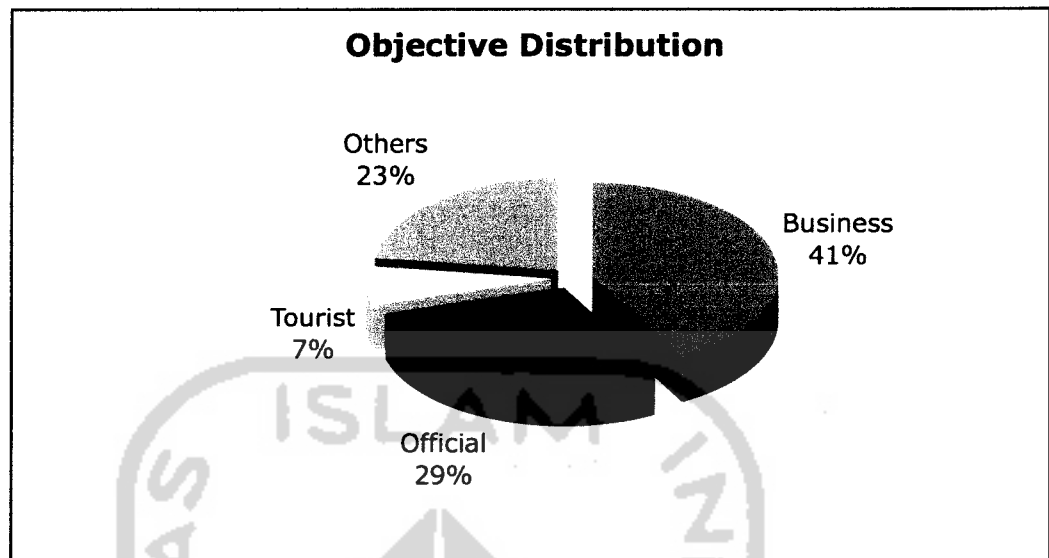
Figure 4.7 Objective Distribution

Objective distribution was divided into four categories. Respondents who have business objective counted as 55%, official objective are 29%, others objective are 23% and tourist objective are 7%.

4.3 Processing Data

In this research, data processing will be conducted by several steps, which are Variability test, Reliability test, and Importance Performance analysis.

4.3.1 Validity Test

Validity test are conducted as below:

a. *Determine the hypothesiss*

H_0 : Questionnaire is valid

H_1 : Questionnaire is not valid

b. *Determine value of* r_{table}

With significance level 5 %, degree of freedom (df)= n – 2, then value of r_{table} = 0.222

c. *Determine value of* r_{count}

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

$$r_{count} = \frac{(rxy)(SBy) - SBx}{\sqrt{\left[\left(SBx^2\right) + \left(SBy^2\right) - 2(rxy)(SBx)(SBy)\right]}}$$

r_{count} can be calculated by using SPSS 12 for Windows software. The steps for calculating r_{count} in SPSS 12 for Windows software are as below:

1. Enter coefficient of questionnaire attribute in *variable view*.
2. Enter data of questionnaire result in di *data view*.
3. Click *Analyze – Scale – Reliability Analysis*.
4. Enter all of coefficient of questionnaire attribute to *item*.
5. Click *Statistic – Descriptive for – Scale if item delete*.
6. Click *Continue – OK*.

d. *Compare the value of* r_{table} *with* r_{count}

If r_{count} has positive value, and $r_{count} > r_{table}$ then H_0 is accepted.

If r_{count} has positive value, and $r_{count} < r_{table}$ then H_0 is rejected.

If r_{count} has negative value, and $r_{count} > r_{table}$ then H_0 is rejected.

e. *Conclusion*

Because of r_{count} has positive value, and $r_{count} > r_{table}$ then H_0 is accepted, means the data are valid.

4.3.1.1 Validity Test of Important Attributes in Novotel Hotel

For 35 sample respondents (n), it could be resulted the degree of freedom (db) is N-2 =35-2 and r_{table} = 0.222 at 5% of significant level. From further calculation using SPSS 12 software can be resulted important factor in Novotel hotel as displayed by table 4.3.

Table 4.3 Item-Total Statistics of Novotel hotel

	Corrected Item-Total Correlation	Explanation
attribute1	.480	Valid
attribute2	.301	Valid
attribute3	.722	Valid
attribute4	.581	Valid
attribute5	.451	Valid
attribute6	.604	Valid
attribute7	.660	Valid
attribute8	.655	Valid
attribute9	.687	Valid
attribute10	.669	Valid
attribute11	.630	Valid
attribute12	.607	Valid
attribute13	.348	Valid
attribute14	.558	Valid
attribute15	.418	Valid
attribute16	.446	Valid
attribute17	.239	Valid
attribute18	.523	Valid
attribute19	.450	Valid
attribute20	.559	Valid
attribute21	.119	Not valid
attribute22	.440	Valid
attribute23	.641	Valid
attribute24	.387	Valid
attribute25	.598	Valid
attribute26	.484	Valid
attribute27	.431	Valid
attribute28	.443	Valid
attribute29	.407	Valid
attribute30	.585	Valid

After conducting test variability using SPSS 12 for Windows, the results are shown in *Corrected Item_Total Correlation* in table 4.3, attribute 21 is not valid because $R_{calculation}$ (0.119) < R_{table} (0.222). That attribute will be omitted for next test and analysis.

4.3.1.2 Validity Test of Important Attributes in Blue Sky Hotel

For 35 sample respondents (n), it could be resulted the degree of freedom (db) is N-2 =35-2 and r_{table} = 0.222 at 5% of significant level. From further calculation using SPSS 12 software can be resulted important factor in Blue Sky hotel as displayed by table 4.4.

Table 4.4 Item-Total Statistics of Blue Sky hotel

	Corrected Item-Total Correlation	Explanation
attribute1	.237	Valid
attribute2	.528	Valid
attribute3	.562	Valid
attribute4	.501	Valid
attribute5	.452	Valid
attribute6	.608	Valid
attribute7	.546	Valid
attribute8	.456	Valid
attribute9	.685	Valid
attribute10	.648	Valid
attribute11	.544	Valid
attribute12	.563	Valid
attribute13	.293	Valid
attribute14	.230	Valid
attribute15	.270	Valid
attribute16	.263	Valid
attribute17	.335	Valid
attribute18	.341	Valid
attribute19	.303	Valid
attribute20	.248	Valid
attribute21	.422	Valid
attribute22	.331	Valid
attribute23	.274	Valid
attribute24	-.183	Not valid

attribute25	.382	Valid
attribute26	-.252	Not valid
attribute27	.412	Valid
attribute28	.148	Not valid
attribute29	.277	Valid
attribute30	.250	Valid

After conducting test variability using SPSS 12 for Windows, the results are shown in *Corrected Item_Total Correlation* in table 3.4, for attribute 24 is not valid because $r_{calculation}$ (-0.183) < r_{table} (0.222). Also for attribute 26 which $r_{calculation}$ (-0.252) < r_{table} (0.222) and attribute 28 which $r_{calculation}$ (0.148) < r_{table} (0.222). Those attributes will be omitted for next test and analysis.

4.3.1.3 Validity Test of Important Attributes in Pacific Hotel

For 35 sample respondents (n), it could be resulted the degree of freedom (db) is N-2 =35-2 and r_{table} = 0.222 at 5% of significant level. From further calculation using SPSS 12 software can be resulted important factor in Pacific hotel as displayed by table 4.5.

Table 4.5 Item-Total Statistics of Pacific hotel

	Corrected Item-Total Correlation	Explanation
Attribute1	.261	Valid
Attribute2	.325	Valid
Attribute3	.638	Valid
Attribute4	.616	Valid
Attribute5	.311	Valid
Attribute6	.596	Valid
Attribute7	.641	Valid
Attribute8	.687	Valid
Attribute9	.666	Valid
Attribute10	.673	Valid
Attribute11	.642	Valid
Attribute12	.671	Valid
Attribute13	.372	Valid
Attribute14	.691	Valid

Attribute15	.380	Valid
Attribute16	.561	Valid
Attribute17	.255	Valid
Attribute18	.215	Not valid
Attribute19	.317	Valid
Attribute20	.547	Valid
Attribute21	.554	Valid
Attribute22	.417	Valid
Attribute23	-.024	Not valid
Attribute24	.495	Valid
Attribute25	.625	Valid
Attribute26	.260	Valid
Attribute27	.476	Valid
Attribute28	.242	Valid
Attribute29	.211	Not valid
Attribute30	.424	Valid

After conducting test variability using SPSS 12 for Windows, the results are shown in *Corrected Item_Total Correlation* in table 4.5, for attribute 18 is not valid because $r_{calculation}$ (0.215) < r_{table} (0.222). Also for attribute 23 which $r_{calculation}$ (-0.024) < r_{table} (0.222) and attribute 29 which $r_{calculation}$ (0.211) < r_{table} (0.222). Those attributes will be omitted for next test and analysis.

4.3.1.4 Validity Test of Performance Attributes in Novotel Hotel

For 35 sample respondents (n), it could be resulted the degree of freedom (db) is N-2 =35-2 and r_{table} = 0.222 at 5% of significant level. From further calculation using SPSS 12 software can be resulted performance factor in Novotel hotel as displayed by table 4.6.

Table 4.6 Item-Total Statistics of Novotel hotel

	Corrected Item-Total Correlation	Explanation
Attribute1	.344	valid
Attribute2	.238	valid
Attribute3	.446	valid
Attribute4	.392	valid
Attribute5	.493	valid

Attribute6	.435	valid
Attribute7	.287	valid
Attribute8	.417	valid
Attribute9	.632	valid
Attribute10	.348	valid
Attribute11	.377	valid
Attribute12	.510	valid
Attribute13	.520	valid
Attribute14	.442	valid
Attribute15	.567	valid
Attribute16	.649	valid
Attribute17	.105	Not valid
Attribute18	.508	valid
Attribute19	.092	Not valid
Attribute20	.013	Not valid
Attribute21	.270	valid
Attribute22	.287	valid
Attribute23	.290	valid
Attribute24	.359	valid
Attribute25	-.178	Not valid
Attribute26	.201	Not valid
Attribute27	.387	valid
Attribute28	.368	valid
Attribute29	.280	valid
Attribute30	.240	valid

After conducting test variability using SPSS 12 for Windows, the results are shown in *Corrected Item_Total Correlation* in table 4.6, for attribute 17 is not valid because $r_{calculation}$ (0.105) < r_{table} (0.222). Also for attribute 19 which $r_{calculation}$ (0.092) < r_{table} (0.222), attribute 20 which $r_{calculation}$ (0.013) < r_{table} (0.222), attribute 25 which $r_{calculation}$ (-0.178) < r_{table} (0.222), and attribute 26 which $r_{calculation}$ (0.201) < r_{table} (0.222). Those attributes will be omitted for next test and analysis.

4.3.1.5 Validity Test of Performance Attributes in Blue Sky Hotel

For 35 sample respondents (n), it could be resulted the degree of freedom (db) is N-2 =35-2 and r_{table} = 0.222 at 5% of significant level. From further calculation using SPSS 12 software can be resulted performance factor in Blue Sky hotel as displayed by table 4.7.

Table 4.7 Item-Total Statistics of Blue Sky hotel

	Corrected Item-Total Correlation	Explanation
Attribute1	.633	Valid
Attribute2	.633	Valid
Attribute3	.574	Valid
Attribute4	.594	Valid
Attribute5	.589	Valid
Attribute6	.463	Valid
Attribute7	.652	Valid
Attribute8	.372	Valid
Attribute9	.540	Valid
Attribute10	.726	Valid
Attribute11	.727	Valid
Attribute12	.736	Valid
Attribute13	.693	Valid
Attribute14	.648	Valid
Attribute15	.720	Valid
Attribute16	.625	Valid
Attribute17	.581	Valid
Attribute18	.790	Valid
Attribute19	.285	Valid
Attribute20	.624	Valid
Attribute21	.699	Valid
Attribute22	.582	Valid
Attribute23	.753	Valid
Attribute24	.762	Valid
Attribute25	.197	Not valid
Attribute26	.242	Valid
Attribute27	.297	Valid
Attribute28	.435	Valid
Attribute29	.592	Valid
Attribute30	.153	Not valid

After conducting test variability using SPSS 12 for Windows, the results are shown in *Corrected Item_Total Correlation* in table 4.7, for attribute 25 is not valid because $r_{calculation}$ (0.197) $<$ r_{table} (0.222), and also for attribute 30 is not valid because $r_{calculation}$ (0.153) $<$ r_{table} (0.222). Those attributes will be omitted for next test and analysis.

4.3.1.6 Validity Test of Performance Attributes in Pacific Hotel

For 35 sample respondents (n), it could be resulted the degree of freedom (db) is N-2 =35-2 and r_{table} = 0.222 at 5% of significant level. From further calculation using SPSS 12 software can be resulted performance factor in Pacific hotel as displayed by table 4.8.

Table 4.8 Item-Total Statistics of Pacific hotel

	Corrected Item-Total Correlation	Explanation
Attribute1	.273	Valid
Attribute2	.215	Not valid
Attribute3	.375	Valid
Attribute4	.497	Valid
Attribute5	.245	Valid
Attribute6	.362	Valid
Attribute7	.333	Valid
Attribute8	.611	Valid
Attribute9	.593	Valid
Attribute10	.336	Valid
Attribute11	.084	Not valid
Attribute12	.485	Valid
Attribute13	.253	Valid
Attribute14	.483	Valid
Attribute15	.376	Valid
Attribute16	.289	Valid
Attribute17	-.037	Not valid
Attribute18	.340	Valid
Attribute19	.439	Valid
Attribute20	.051	Not valid
Attribute21	.380	Valid
Attribute22	.318	Valid

Attribute23	.223	Valid
Attribute24	.288	Valid
Attribute25	.275	Valid
Attribute26	.312	Valid
Attribute27	.350	Valid
Attribute28	.115	Not valid
Attribute29	.205	Not valid
Attribute30	.353	Valid

After conducting test variability using SPSS 12 for Windows, the results are shown in *Corrected Item_Total Correlation* in table 4.8, for attribute 2 is not valid because $r_{calculation}$ (0.215) < r_{table} (0.222). Also for attribute 11 which $r_{calculation}$ (0.084) < r_{table} (0.222), attribute 17 which $r_{calculation}$ (-0.037) < r_{table} (0.222), attribute 20 which $r_{calculation}$ (0.051) < r_{table} (0.222), attribute 28 which $r_{calculation}$ (0.115) < r_{table} (0.222), and attribute 29 which $r_{calculation}$ (0.205) < r_{table} (0.222). Those attributes will be omitted for next test and analysis.

4.3.2 Reliability Test

Reliability test are conducted as below:

a. *Determine the hypothesiss*

H_0 : Questionnaire is reliable.

H_1 : Questionnaire is not reliable.

b. *Determine value of* r_{table}

With significance level 5 %, degree of freedom (df)= n − 2, then value of r_{table} = 0.222

c. *Determine value* $r_{Cronbach's\ Alpha}$

$$r_{Cronbach's\ Alpha} = \frac{M}{M-1}\left(1 - \frac{Jkx}{JKy}\right)$$

Calculation result of $r_{Cronbach's\ Alpha}$ in SPSS 15 *software* can be seen in value of *Cronbach's Alpha*. If reliability coefficient is closed to 1, then questionnaire is reliable.

d. *Compare the value of* $r_{Cronbach's\ Alpha}$ *with* r_{table}

If the value of $r_{Cronbach's\ Alpha} > r_{table}$ then H_0 is accepted

If the value of $r_{Cronbach's\ Alpha} < r_{table}$ then H_0 is rejected

e. *Conclusion*

Because value of $r_{Cronbach's\ Alpha} > r_{table}$ then H_0 is accepted, means that questionnaires are reliable.

4.3.2.1 Reliability Test of Important Attributes in Novotel Hotel

Table 4.9 Reliability Statistics of Novotel Hotel

Cronbach's Alpha	N of Items
.921	29

Data processing using SPSS 12 for Windows r_{alpha} value can be seen from *Cronbach's Alpha* value in table 4.9 result r_{alpha} 0.860 after omitting invalid attributes. Because r_{alpha} close to 1, can be concluded that the questioner has good reliability. And because r_{alpha} (0.860) > r_{table} (0.222), also can be concluded that the attributes of this questioner are reliable. It means that attributes of this questioner can show them firmness and stability of research result if measured by certain attributes. The result will similar with others even the attributes of questionnaire asked repeadly to other respondents.

4.3.2.2 Reliability Test of Importance Attributes in BlueSky Hotel

Table 4.10 Reliability Statistics of Blue Sky Hotel

Cronbach's Alpha	N of Items
.860	27

Data processing using SPSS 12 for Windows r_{alpha} value can be seen from *Cronbach's Alpha* value in table 4.10 result r_{alpha} 0.860 after omitting invalid attributes. Because r_{alpha} close to 1, can be concluded that the questioner has good reliability. And because r_{alpha} (0.860) > r_{table} (0.222), also can be concluded that the attributes of this questioner are reliable. It means that attributes of this questioner can show them firmness and stability of research result if measured by certain attributes. The result will similar with others even the attributes of questionnaire asked repeadly to other respondents.

4.3.2.3 Reliability Test of Importance Attributes in Pacific Hotel

Table 4.11 Reliability Statistics of Pacific Hotel

Cronbach's Alpha	N of Items
.896	30

Data processing using SPSS 12 for Windows r_{alpha} value can be seen from *Cronbach's Alpha* value in table 4.11 result r_{alpha} 0.896 after omitting invalid attributes. Because r_{alpha} close to 1, can be concluded that the questioner has good reliability. And because r_{alpha} (0.896) > r_{table} (0.222), also can be concluded that the attributes of this questioner are reliable. It means that attributes of this questioner can show them firmness and stability of research result if measured by

certain attributes. The result will similar with others even the attributes of questionnaire asked repeadly to other respondents.

4.3.2.4 Reliability Test of Performance Attributes in Novotel Hotel

Table 4.12 Reliability Statistics of Novotel Hotel

Cronbach's Alpha	N of Items
.854	25

Data processing using SPSS 12 for Windows r_{alpha} value can be seen from *Cronbach's Alpha* value in table 4.12 result r_{alpha} 0.854 after omitting invalid attributes. Because r_{alpha} close to 1, can be concluded that the questioner has good reliability. And because r_{alpha} (0.854) > r_{table} (0.222), also can be concluded that the attributes of this questioner are reliable. It means that attributes of this questioner can show them firmness and stability of research result if measured by certain attributes. The result will similar with others even the attributes of questionnaire asked repeadly to other respondents.

4.3.2.5 Reliability Test of Performance Attributes in BlueSky Hotel

Table 4.13 Reliability Statistics of Blue Sky Hotel

Cronbach's Alpha	N of Items
.939	30

Data processing using SPSS 12 for Windows r_{alpha} value can be seen from *Cronbach's Alpha* value in table 4.13 result r_{alpha} 0.939 after omitting invalid attributes. Because r_{alpha} close to 1, can be concluded that the questioner has good reliability. And because r_{alpha} (0.939) > r_{table} (0.222), also can be concluded that

the attributes of this questioner are reliable. It means that attributes of this questioner can show them firmness and stability of research result if measured by certain attributes. The result will similar with others even the attributes of questionnaire asked repeadly to other respondents.

4.3.2.6 Reliability Test of Performance Attributes in Pacific Hotel

Table 4.14 Reliability Statistics of Novotel Hotel

Cronbach's Alpha	N of Items
.818	25

Data processing using SPSS 12 for Windows r_{alpha} value can be seen from *Cronbach's Alpha* value in table 4.14 result r_{alpha} 0.818 after omitting invalid attributes. Because r_{alpha} close to 1, can be concluded that the questioner has good reliability. And because r_{alpha} (0.818) > r_{table} (0.222), also can be concluded that the attributes of this questioner are reliable. It means that attributes of this questioner can show them firmness and stability of research result if measured by certain attributes. The result will similar with others even the attributes of questionnaire asked repeadly to other respondents.

4.4 Importance-Performance Analysis

4.4.1 Importance Analysis

From the observation of customer in each hotel known the attributes that paid more attention by the customer are as follow:

4.4.1.1 Importance Analysis of Novotel Hotel

Table 4.14 Importance Analysis of Novotel Hotel

		Score	Priority
	A. Service Quality		
1	Customer satisfaction	4.4	4
2	Well service	4.46	2
3	Employee's availability for customer	4.46	2
4	Employee quick respond	4.4	4
5	Trusted employee	4.48	1
6	Well manner employee	4.43	3
7	Attractive employee	4.34	5
8	Well-groomed staff	4.23	9
9	Employee skill	4.2	11
10	The availability of clear information	4.45	2
11	Personal attention for customer	3.83	15
12	Communicative hotel staff	4.03	13
13	Room service 's proper work	4.31	6
	B. Product quality (Hotel/Room)		
14	Room comfort	4.34	5
15	Neat and clean room	4.34	5
16	Room completeness (alarm lock, towel, hand luggage rack, etc)	4.4	4
18	Hotel interior & exterior	3.85	14
	C. Emotional		
22	Prestige	4.31	6
23	Ease in using hotel facility	4.11	12
	D. Price		
24	Room price	4.23	10
	E. Facilities		
26	Internet facility	4.28	7
28	Reservation by call center	4.25	8
29	Price Information	4.31	6
30	Customer identification	3.57	16
	AVERAGE	**4.25**	

Data analysis results listed in Table 4.14 indicate that customers in Novotel hotel pay more attention to the service attributes of trusted employee, well service, employee's availableness for customer, the availableness of clear information, well manner employee, employee quick respond, room completeness, customer

satisfaction, attractive employee, room comfort, neat and clean room, room service's proper work, prestige, price information, and internet facility. The Importance scores of these service items are higher than the average scores of 4.25.

4.4.1.2 Importance Analysis of Blue Sky Hotel

Table 4.15 Importance Analysis of Blue Sky Hotel

		Score	Priority
	A. Service Quality		
1	Customer satisfaction	4.43	7
2	Well service	4.43	7
3	Employee's availability for customer	4.57	2
4	Employee quick respond	4.51	4
5	Trusted employee	4.6	1
6	Well manner employee	4.48	5
7	Attractive employee	4.54	3
8	Well-groomed staff	4.31	10
9	Employee skill	4.31	10
10	The availability of clear information	4.48	6
11	Personal attention for customer	4.03	16
12	Communicative hotel staff	4.14	14
13	Room service 's proper work	4.23	12
	B. Product quality (Hotel/Room)		
14	Room comfort	4.34	9
15	Neat and clean room	4.31	10
16	Room completeness (alarm lock, towel, hand luggage rack, etc)	4.17	13
17	Completeness of hotel facility (restaurant, café, etc)	4.34	9
18	Hotel interior& exterior	3.8	18
19	Facilities quality: meeting room, meeting equipment, etc	3.8	18
	C. Emotional		
20	Privacy assurance	4.37	8
21	Secure feeling	4.28	11
22	Prestige	4.11	15
23	Ease in using hotel facility	4.11	15
	E. Facilities		
27	Complaint and suggestion media	3.54	19
29	Price information	4.03	17
	AVERAGE	**4.25**	

Data analysis results listed in Table 4.15 indicate that customers in Blue Sky hotel pay more attention to the service attributes of trusted employee, employee's availableness for customer, attractive employee, employee quick respond, well manner employee, the availableness of clear information, customer satisfaction, well service, privacy assurance, room comfort, completeness of hotel facility, well-groomed staff, employee skill, neat and clean room, and secure feeling. The Importance scores of these service items are higher than the average scores of 4.25.

4.4.1.3 Importance Analysis of Pacific Hotel

Table 4.16 Importance Analysis of Pacific Hotel

		Score	Priority
	A. Service Quality		
1	Customer satisfaction	4.35	6
3	Employee's availability for customer	4.38	5
4	Employee quick respond	4.32	7
5	Trusted employee	4.55	1
6	Well manner employee	4.38	5
7	Attractive employee	4.29	8
9	Employee skill	4.09	11
10	The availability of clear information	4.53	2
12	Communicative hotel staff	4.05	12
13	Room service 's proper work	4.41	4
	B. Product quality (Hotel/Room)		
14	Room comfort	4.35	6
15	Neat and clean room	4.26	9
16	Room completeness (alarm lock, towel, hand luggage rack, etc)	4.5	3
18	Hotel interior & exterior	3.73	14
19	Facilities qualities: meeting room, meeting equipment, etc	3.76	13
	C. Emotional		
21	Secure feeling	4.38	5
22	Prestige	4.12	10
	D. Price		
24	Room price	4.32	7

	E. Facilitator		
25	Strategic hotel location	4.26	9
26	Internet facility	4.26	9
27	Complaint and suggestion media	3.53	15
30	Customer identification	3.44	16
	AVERAGE	**4.19**	

Data analysis results listed in Table 4.16 indicate that customers in Pacific hotel pay more attention to the service attributes of trusted employee, the availability of clear information, room completeness, room service 's proper work, employee's availability for customer, well manner employee, secure feeling, customer satisfaction, room comfort, employee quick respond, room price, attractive employee, neat and clean room, strategic hotel location, and internet facility. The Importance scores of these service items are higher than the average scores of 4.19.

4.4.2 Performance Analysis

4.4.2.1 Performance Analysis of Nonvoter Hotel

Table 4.17 Performance Analysis of Novotel Hotel

		Score	Priority
	A. Service Quality		
1	Customer satisfaction	4.03	5
2	Well service	4.05	4
3	Employee's availability for customer	4	7
4	Employee quick respond	3.85	10
5	Trusted employee	3.97	8
6	Well manner employee	4.17	2
7	Attractive employee	3.97	8
8	Well-groomed staff	3.91	9
9	Employee skill	3.6	15
10	The availability of clear information	3.6	15
11	Personal attention for customer	3.54	17
12	Communicative hotel staff	4	7
13	Room service 's proper work	3.54	17
	B. Product quality (Hotel/Room)		
14	Room comfort	4.08	3

		Score	Priority
15	Neat and clean room	4.03	5
16	Room completeness (alarm lock, towel, hand luggage rack, etc)	3.71	14
18	Hotel interior & exterior	3.8	12
	C. Emotional		
22	Prestige	3.77	13
23	Ease in using hotel facility	4.25	1
	D. Price		
24	Room price	3.28	18
	E. Facilities		
26	Internet facility	3.85	11
28	Reservation by call center	4.03	6
29	Price Information	3.77	13
30	Customer identification	3.57	16
	AVERAGE	**3.85**	

Data analysis results listed in Table 4.17 indicate that customers of Novotel hotel feel more satisfied on the service items of ease in using hotel facility, well manner employee, room comfort, well service, customer satisfaction, neat and clean room, reservation by call center, employee's availability for customer, communicative hotel staff, attractive employee, trusted employee, and well-groomed staff. The scores of Performance of these service items are higher than the average score of 3.85.

4.4.2.2 Performance Analysis of Blue Sky Hotel

Table 4.18 Performance Analysis of Blue Sky Hotel

		Score	Priority
	A. Service Quality		
1	Customer satisfaction	3.65	11
2	Well service	3.77	10
3	Employee's availability for customer	3.57	12
4	Employee quick respond	3.54	13
5	Trusted employee	3.8	9
6	Well manner employee	3.83	8
7	Attractive employee	3.8	9

8	Well-groomed staff	3.97	5
9	Employee skill	3.83	8
10	The availability of clear information	3.83	8
11	Personal attention for customer	3.34	15
12	Communicative hotel staff	3.48	14
13	Room service 's proper work	3.8	9
	B. Product quality (Hotel/Room)		
14	Room comfort	3.91	6
15	Neat and clean room	4.05	2
16	Room completeness (alarm lock, towel, hand luggage rack, etc)	4.05	2
17	Completeness of hotel facility (restaurant, café, etc)	4.23	1
18	Hotel interior& exterior	4.03	3
19	Facilities quality: meeting room, meeting equipment, etc	4	4
	C. Emotional		
20	Privacy assurance	3.91	6
21	Secure feeling	3.88	7
22	Prestige	3.31	16
23	Ease in using hotel facility	4.05	2
	E. Facilities		
27	Complaint and suggestion media	3.57	12
29	Price information	3.91	6
	AVERAGE	3.8	

Data analysis results listed in Table 4.18 indicate that customers of Blue Sky hotel feel more satisfied on the service items of completeness of hotel facility, neat and clean room, room completeness, ease in using hotel facility, hotel interior& exterior, facilities quality, well-groomed staff, room comfort, privacy assurance, secure feeling, well manner employee, employee skill, and the availability of clear information. The scores of Performance of these service items are higher than the average score of 3.8.

4.3.2.3 Performance Analysis of Pacific Hotel

Table 4.19 Performance Analysis of Pacific Hotel

		Score	Priority
	A. Service Quality		
1	Customer satisfaction	4.11	1
3	Employee's availability for customer	3.97	3
4	Employee quick respond	3.83	8
5	Trusted employee	3.97	3
6	Well manner employee	4.03	2
7	Attractive employee	3.97	3
9	Employee skill	3.97	3
10	The availability of clear information	4.03	2
12	Communicative hotel staff	3.94	4
13	Room service 's proper work	3.91	5
	B. Product quality (Hotel/Room)		
14	Room comfort	3.85	7
15	Neat and clean room	3.88	6
16	Room completeness (alarm lock, towel, hand luggage rack, etc)	3.74	11
18	Hotel interior & exterior	3.8	9
19	Facilities qualities: meeting room, meeting equipment, etc	4.11	1
	C. Emotional		
21	Secure feeling	3.91	5
22	Prestige	3.8	9
	D. Price		
24	Room price	3.83	8
	E. Facilitator		
25	Strategic hotel location	4.03	2
26	Internet facility	3.77	10
27	Complaint and suggestion media	3.54	12
30	Customer identification	3.83	8
	AVERAGE	**3.9**	

Data analysis results listed in Table 4.19 indicate that customers of Pacific hotel feel more satisfied on the service items of customer satisfaction, facilities qualities, well manner employee, the availability of clear information, strategic hotel location, employee's availability for customer, attractive employee, employee skill,

communicative hotel staff, room service 's proper work, and secure feeling. The
scores of Performance of these service items are higher than the average score of 3.9.

4.4.3 Importance Performance Analysis

4.4.3.1 Importance Performance Analysis of Novotel Hotel

Table 4.20 GAP Between Importance and Performance Analysis of Novotel Hotel

		Importance	Performance	GAP	Priority
	A. Service Quality				
1	Customer satisfaction	4.4	4.03	0.37	12
2	Well service	4.46	4.05	0.41	11
3	Employee's availability for customer	4.46	4	0.46	9
4	Employee quick respond	4.4	3.85	0.55	6
5	Trusted employee	4.48	3.97	0.51	8
6	Well manner employee	4.43	4.17	0.26	16
7	Attractive employee	4.34	3.97	0.37	11
8	Well-groomed staff	4.23	3.91	0.32	13
9	Employee skill	4.2	3.6	0.6	5
10	The availability of clear information	4.45	3.6	0.85	2
11	Personal attention for customer	3.83	3.54	0.29	15
12	Communicative hotel staff	4.03	4	0.03	18
13	Room service 's proper work	4.31	3.54	0.77	3
	B. Product quality (Hotel/Room)				
14	Room comfort	4.34	4.08	0.26	16
15	Neat and clean room	4.34	4.03	0.31	14
16	Room completeness (alarm lock, towel, hand luggage rack, etc)	4.4	3.71	0.69	4
18	Hotel interior & exterior	3.85	3.8	0.05	18
	C. Emotional				
22	Prestige	4.31	3.77	0.54	7
23	Ease in using hotel facility	4.11	4.25	0.14	17
	D. Price				
24	Room price	4.23	3.28	0.95	1
	E. Facilities				
26	Internet facility	4.28	3.85	0.43	10
28	Reservation by call center	4.25	4.03	0.22	16
29	Price Information	4.31	3.77	0.54	7
30	Customer identification	3.57	3.57	0	20
	AVERAGE	**4.25**	**3.85**	**0.41**	

Table 4.20 shown the list of priority that should be improve from all of attributes based on the result of observation in Priority column. The first attribute that should be improve in Novotel hotel is Room price, the 2nd attribute is The availability of clear information, the 3rd attribute is Room service 's proper work, and the 4th attribute is Room completeness, etc.
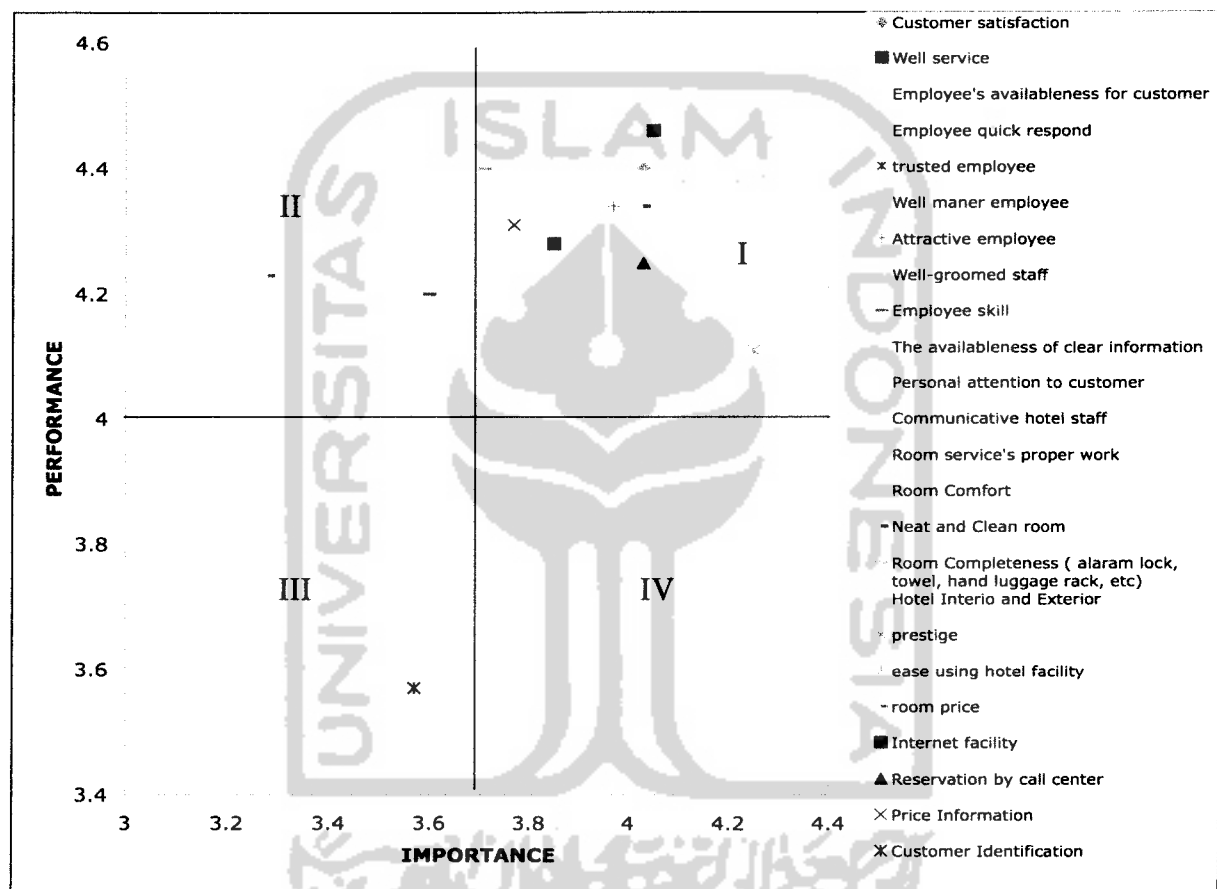
Figure 4.8 Importance Performance Analysis of Novotel Hotel

The result from observation to all respondents in Novotel hotel will be describe in figure 4.8 that shows the level of Importance and Performance on those twenty-four service items. As already describe about the importance performance analysis diagram before in chapter 2 that diagram is consist of four cell, where:

- Cell I : <u>Keep Up the Good Work:</u> It means that customers care more about the service items in this cell and express a high level if satisfaction. Usually, items in this area are the main sources that constitute the product's main strength.

- Cell II : <u>Concentrate Here:</u> It means that customer care about he service items in this cell, but they are not satisfied with the service performance. In other words, these service items are the apparent weak points of the product Companies need to pay more their attentions on the items in this region and identify the solutions as soon as possible.

- Cell III : <u>Low Priority:</u> It means that customer care less about the service items in this cell, and they are not satisfied with these service performance either. It appears that items in this cell are not important issues, but there exist some potential to change customer's attitude if a brand new solution can be identified.

- Cell IV : <u>Possible Overkill:</u> It means that customer care less about the service items in this cell, but they satisfy these service performance. It means that companies may over emphasize the role of those items.

Based on the result of IPA, it obviously showed that four items of the availability of clear information, room service's proper work, room price, and employee skill are located in the cell of Concentrate Here, which means that Novotel Hotel should pay more attention to improve the availability of clear information, room service's proper work, room price, and employee skill. Besides, the items of personal attention for customer and customer identification are in the cell of Low Priority, the attributes of room completeness, trusted employee, employee quick respond, internet facility, well groomed staff, price information, attractive employee, employee's availableness for customer, communicative employee, well service to customer, customer satisfaction, neat and clean room, reservation by call center, room comfortable, well manner employee, and

easement in using hotel facility are in the cell of Keep Up the Good Work, and the items

of hotel interior and exterior are in the cell of Possible Overkill.

4.4.3.2 Importance Performance Analysis of Blue Sky Hotel

Table 4.21 GAP Between Importance and Performance Analysis of BlueSky Hotel

		Importance	Performance	GAP	Priority
	A. Service Quality				
1	Customer satisfaction	4.43	3.65	0.78	5
2	Well service	4.43	3.77	0.66	7
3	Employee's availability for customer	4.57	3.57	1	1
4	Employee quick respond	4.51	3.54	0.97	2
5	Trusted employee	4.6	3.8	0.8	3
6	Well manner employee	4.48	3.83	0.65	8
7	Attractive employee	4.54	3.8	0.74	5
8	Well-groomed staff	4.31	3.97	0.34	13
9	Employee skill	4.31	3.83	0.48	9
10	The availability of clear information	4.48	3.83	0.65	8
11	Personal attention for customer	4.03	3.34	0.69	6
12	Communicative hotel staff	4.14	3.48	0.66	7
13	Room service 's proper work	4.23	3.8	0.43	11
	B. Product quality (Hotel/Room)				
14	Room comfort	4.34	3.91	0.43	11
15	Neat and clean room	4.31	4.05	0.26	14
16	Room completeness (alarm lock, towel, hand luggage rack, etc)	4.17	4.05	0.12	17
17	Completeness of hotel facility (restaurant, café, etc)	4.34	4.23	0.11	18
18	Hotel interior& exterior	3.8	4.03	0.23	15
19	Facilities quality: meeting room, meeting equipment, etc	3.8	4	0.2	16
	C. Emotional				
20	Privacy assurance	4.37	3.91	0.46	10
21	Secure feeling	4.28	3.88	0.4	12
22	Prestige	4.11	3.31	0.8	3
23	Ease in using hotel facility	4.11	4.05	0.06	24
	E. Facilities				
27	Complaint and suggestion media	3.54	3.57	0.03	19
29	Price information	4.03	3.91	0.12	17
	AVERAGE	**4.25**	**3.8**	**0.48**	

Table 4.21 shown the list of priority that should be improve from all of attributes based on the result of observation in Priority column. The first attribute that should be improve in Blue Sky hotel is Employee's availableness for customer, the 2nd attribute is Employee quick respond, the 3rd attribute are Trusted employee and prestige, and the 4th attribute is customer satisfaction, etc.
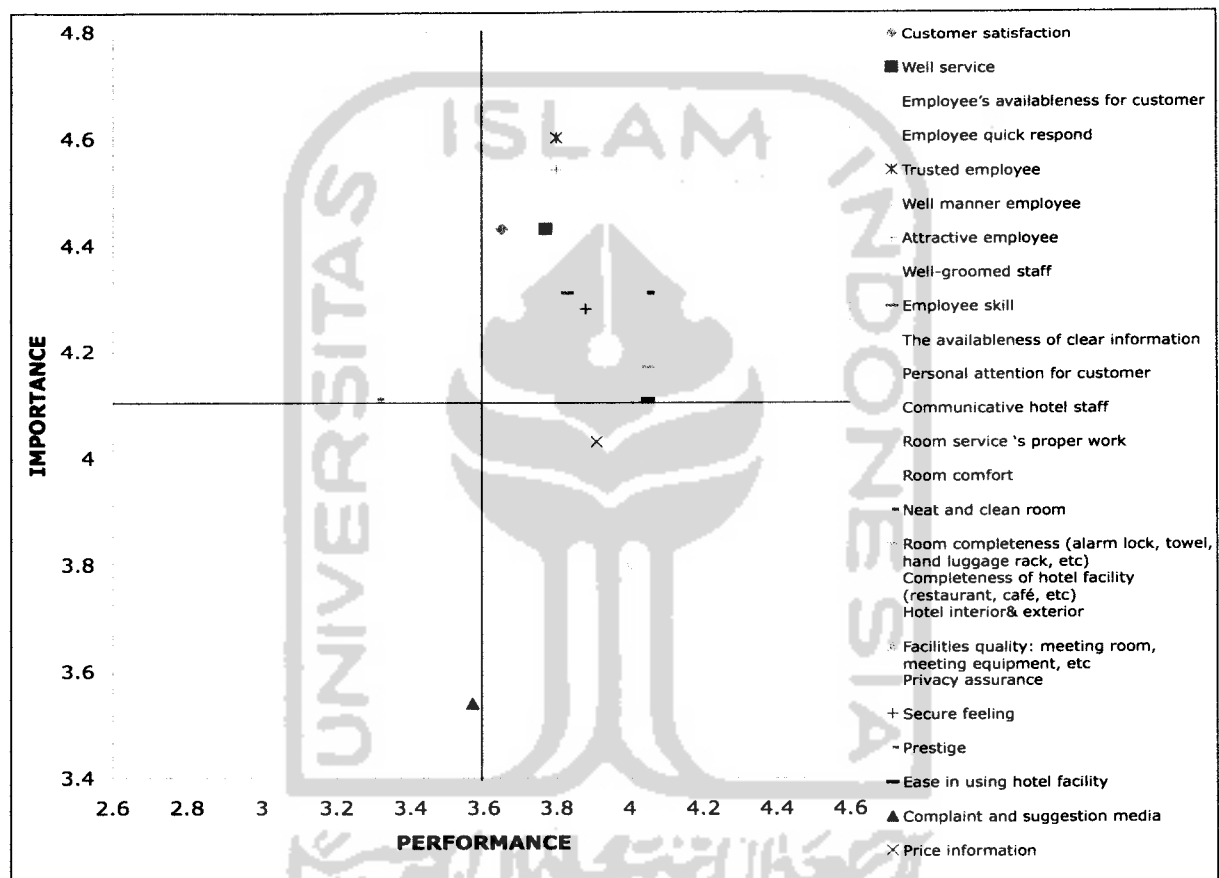
Figure 4.9 Importance Performance Analysis of Blue Sky Hotel

The result from observation to all respondents in Blue Sky hotel will be described in figure 4.9 that shows the level of Importance and Performance on those twenty-five service items. Based on the result of IPA, it obviously showed that four items of employee's availability for customer, employee quick respond, communicative staff hotel, and prestige are located in the cell of Concentrate Here, which means that Blue Sky Hotel should pay more attention to improve the employee's availableness for

customer, employee quick respond, communicative staff hotel, and prestige. Besides, the items of prestige, personal attention for customer, complaint and suggestion media for customer are in the cell of Low Priority, the items of customer satisfaction, trusted employee, attractive employee, well manner employee, the availability of clear information, well service for customer, employee skill, room service's proper, secure feeling at hotel, privacy assurance, room comfortable, well groomed staff, ease in using hotel facility and completeness of hotel facility are in the cell of Keep Up the Good Work, and the items of have meeting or business facilities, hotel interior and exterior, price information are in the cell of Possible Overkill.

4.4.3.3 Importance Performance Analysis of Pacific Hotel

Table 4.21 GAP Between Importance and Performance Analysis of Pacific Hotel

		Importance	Performance	GAP	Priority
	A. Service Quality				
1	Customer satisfaction	4.35	4.11	0.24	11
3	Employee's availableness for customer	4.38	3.97	0.41	6
4	Employee quick respond	4.32	3.83	0.49	4
5	Trusted employee	4.55	3.97	0.58	2
6	Well manner employee	4.38	4.03	0.35	9
7	Attractive employee	4.29	3.97	0.32	10
9	Employee skill	4.09	3.97	0.12	13
10	The availableness of clear information	4.53	4.03	0.5	3
12	Communicative hotel staff	4.05	3.94	0.11	14
13	Room service 's proper work	4.41	3.91	0.5	3
	B. Product quality (Hotel/Room)				
14	Room comfort	4.35	3.85	0.5	3
15	Neat and clean room	4.26	3.88	0.38	8
16	Room completeness (alarm lock, towel, hand luggage rack, etc)	4.5	3.74	0.76	1
18	Hotel interior & exterior	3.73	3.8	0.07	15
19	Facilities qualities: meeting room, meeting equipment, etc	3.76	4.11	0.35	9
	C. Emotional				
21	Secure feeling	4.38	3.91	0.47	5
22	Prestige	4.12	3.8	0.32	10

	D. Price				
24	Room price	4.32	3.83	0.49	4
	E. Facilitator				
25	Strategic hotel location	4.26	4.03	0.23	12
26	Internet facility	4.26	3.77	0.49	4
27	Complaint and suggestion media	3.53	3.54	0.01	16
30	Customer identification	3.44	3.83	0.39	7
	AVERAGE	**4.19**	**3,9**	**0.37**	

Table 4.22 shown the list of priority that should be improve from all of attributes based on the result of observation in Priority column. The first attribute that should be improve in Blue Sky hotel is Room completeness, the 2nd attribute is Trusted employee, the 3rd attribute are The availability of clear information, Room service 's proper work, and Room comfort, and the 4th attribute are employee quick respond, room price and internet facility, etc.
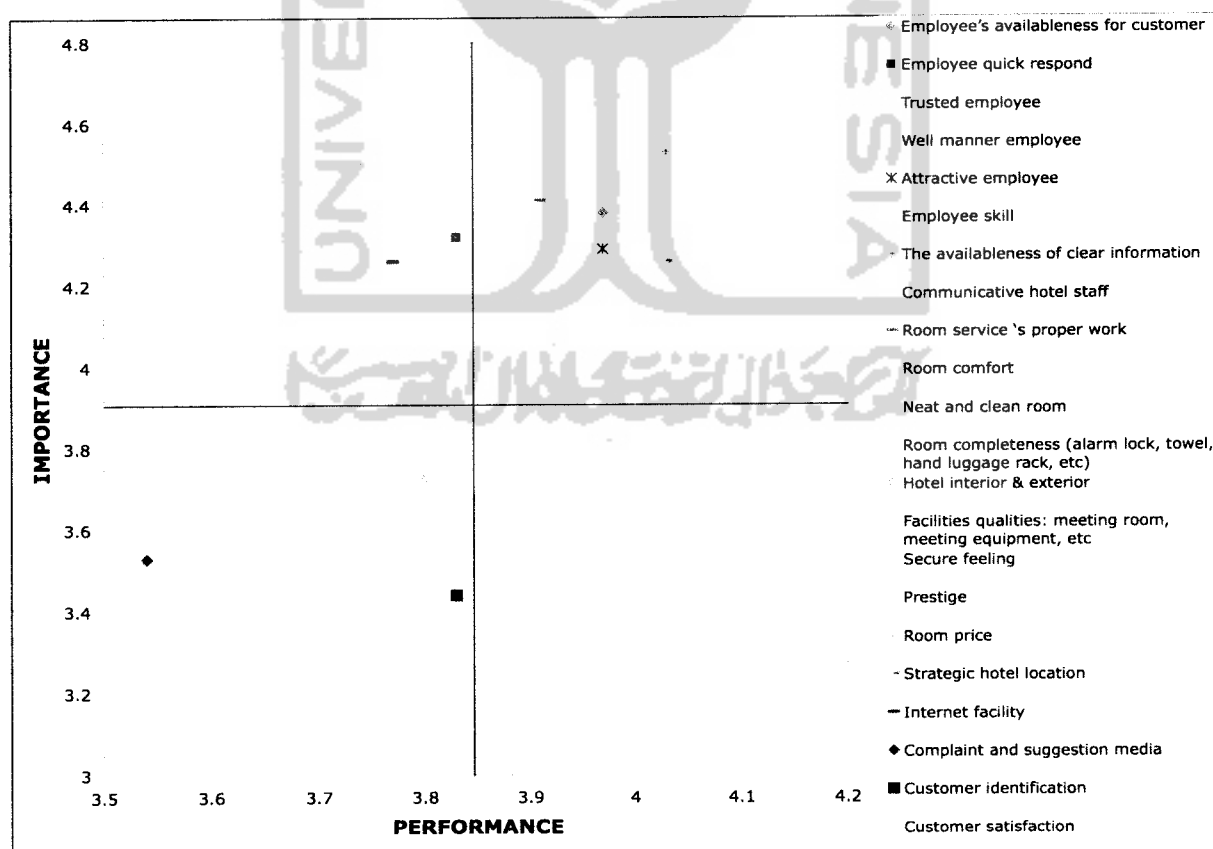
Figure 4.10 Importance Performance Analysis of Pacific Hotel

The result from observation to all respondents in Pacific hotel will be described in figure 4.10 that shows the level of Importance and Performance on those twenty service items. Based on the result of IPA, it obviously showed that five items of room completeness, room price, employee quick respond, internet facility and prestige are located in the cell of Concentrate Here, which means that Pacific hotel should pay more attention to improve the room completeness, availability of clear information, employee quick respond, internet and prestige. Besides, the items of hotel interior and exterior hotel, complaint and suggestion media for customer, and customer identification are in the cell of Low Priority, the items of room comfortable, neat and clean room, room service's proper work not, secure feeling at hotel, communicative staff hotel, trusted employee, employee's availability for customer, attractive employee, employee skill, availableness of clear information, well manner employee, strategic hotel location, and customer satisfaction are in the cell of Keep Up the Good Work, and the item of meeting or business facilities is in the cell of Possible Overkill.

CHAPTER V

DISCUSSION

5.1 Importance Analysis

Data resulted from analysis based on customer's degree of care indicated that even in five, four or three stars categorized hotel, customers paid more attention to the hotel service almost in the same attributes, they are: trusted employee, well service to customer, attractive employee, well manner employee, customer satisfaction, completeness of hotel facility, room comfortable, neat and clean room, room service's proper work, secure feeling at hotel, employee quick respond, and internet facility.

5.2 Performance Analysis

Each hotel, Novotel Hotel (five stars), Blue Sky (four stars), and Pacific hotel (three stars), has difference performance based on customer's degree of satisfaction.

a. In Novotel hotel, customers feel satisfy to almost aspect from customer satisfaction factors (service quality, product quality, factor emotional, and factor facilities). It means that performance in Novotel hotel categorized as five stars hotel already almost fulfill customer expectation.

b. In Blue Sky hotel, customers also feel satisfy to almost all aspect of customer satisfaction factors (service quality, product quality, factor emotional, and factor facilities). It means that performance of Blue Sky hotel already almost fulfill customer expectation although not in all attributes.

c. In Pacific hotel, customers satisfy only in service quality aspect and factor of emotional, because of its categorized as three stars hotel could not accommodate it with facilities quality as good as Novotel and Blue Sky hotel.

5.3 Importance and Performance Analysis

Data analysis resulted that each hotel has different attributes to improve their quality based on Importance Performance Analysis (IPA)

1. In Novotel hotel, based on the result of IPA, it seems that four items of the availability of clear information, room service's proper work, room price, and employee skill are located in the cell of Concentrate Here, which means that Novotel Hotel should pay more attention to improve the availability of clear information, room service's proper work, room price, and employee skill. On the other, the items of personal attention to customer and identification of customer identification are in the cell of Low Priority, the items of room completeness, trusted employee, employee quick respond, internet facility, well groomed staff, price information, attractive employee, employee's availability for customer, communicative employee, well service to customer, customer satisfaction, neat and clean room, reservation by call center, room comfortable, well manner employee, and easement in using hotel facility are in the cell of Keep Up the Good Work, and the items of hotel interior and exterior are in the cell of Possible Overkill.

2. In Blue Sky hotel, based on the result of IPA, it seems that three items of employee's availableness for customer, employee quick respond, communicative staff hotel, and prestige are located in the cell of Concentrate Here, which means that Blue Sky Hotel should pay more attention to improve employee's availability for customer, employee quick respond, communicative staff hotel,

and prestige. On the other, the items of prestige, personal attention, complaint and suggestion media for customer are in the cell of Low Priority, the items of customer satisfaction, trusted employee, attractive employee, well manner employee, availability of clear information, well service to customer, employee skill, room service's proper work, secure feeling at hotel, privacy assurance for customer, room comfortable, well groomed staff, ease in using hotel facility, and completeness of hotel facility are in the cell of Keep Up the Good Work, and the items of have meeting or business facilities, hotel interior and exterior, price information are in the cell of Possible Overkill.

3. In Pacific hotel, based on the result of IPA, it seems that five items of room completeness, availability of clear information, employee quick respond, internet facility, and prestige are located in the cell of Concentrate Here, which means that Pacific hotel should pay more attention to improve the room completeness, availableness of clear information, employee quick respond, internet facility, and prestige. On the other, the items of hotel interior and exterior hotel, complaint and suggestion media for customer, and identification customer are in the cell of Low Priority, the items of comfortable room, neat and clean room, room service's proper work, secure feeling at hotel, communicative staff hotel, trusted employee, employee's availability for customer, attractive employee, employee skill, availableness clear information, well manner employee, strategic hotel location, and customer satisfaction are in the cell of Keep Up the Good Work, and the item of meeting or business facilities is in the cell of Possible Overkill.

CHAPTER VI

CONCLUSION AND SUGGESTION

6.1 Conclusion

Based on collecting and calculating data, it can be concluded that:

Each hotel should has different strategies to improve their quality based on Importance Performance Analysis (IPA)

1. In Novotel hotel, based on five attributes are located in the cell of "Concentrate Here" in figure 4.8, so the Novotel Hotel should

    a. Always give clear information to the customer in directly when the customer need or in media information.

    b. Conduct the trainings that related with basic knowledge and skills to employees or staff enhancing the service quality.

    c. Improve the quality of the facilities so appropriate with the price of the room.

2. In Blue Sky hotel, based on the result of IPA in figure 4.9, it seems that four attributes are located in the cell of "Concentrate Here", so the Blue Sky Hotel should:

    a. Always give clear information to the customer in directly when the customer need or in media information.

    b. Conduct the trainings that related with basic knowledge and skills to employees or staff enhancing the service quality.

    c. Improve the quality of the service and facilities to improve the prestige of the Blue Sky Hotel as four stars categorized hotel

3. In Pacific hotel, based on five attributes are located in the cell of "Concentrate Here" in figure 4.10, so the Pacific hotel should:

    a. Improve the facilities of the hotels such as internet facility and the completeness of the room facilities.

    b. Conduct the trainings that related with basic knowledge and skills to employees or staff enhancing the service quality.

    c. Improve the quality of the service or facilities to improve he prestige of hotel.

    d. Consider the appropriateness of offered service with service realization to customer.

6.2 Suggestion

1. The company better to take the proper action and decision towards variables on attributes that categorized in cell of "concentrate here".

2. Beside the attributes that categorized n cell of "Concentrate Here", the companies also can improve in other attributes maintain their performance.

    a. Novotel hotel as the new one of five stars categorized hotel in Balikpapan is suggested to have customer identification as the personal attentention to the customer and also improve their interior and exterior of the building.

    b. Blue Sky hotel as the old one of the fourth stars categorized hotel in Balikpapan is suggested to have customer identification as personal attention to the customer, improve the qualities of the facilities, have

complaint and suggestion media, and also improve their interior and exterior of the building.

c. Pacific hotel as one of the third stars categorized hotel in Balikpapan is suggested to improve their quality of the facilities such as meeting room and meeting equipment and also still should improve the interior and exterior of the building to keep the prestige of the hotel.

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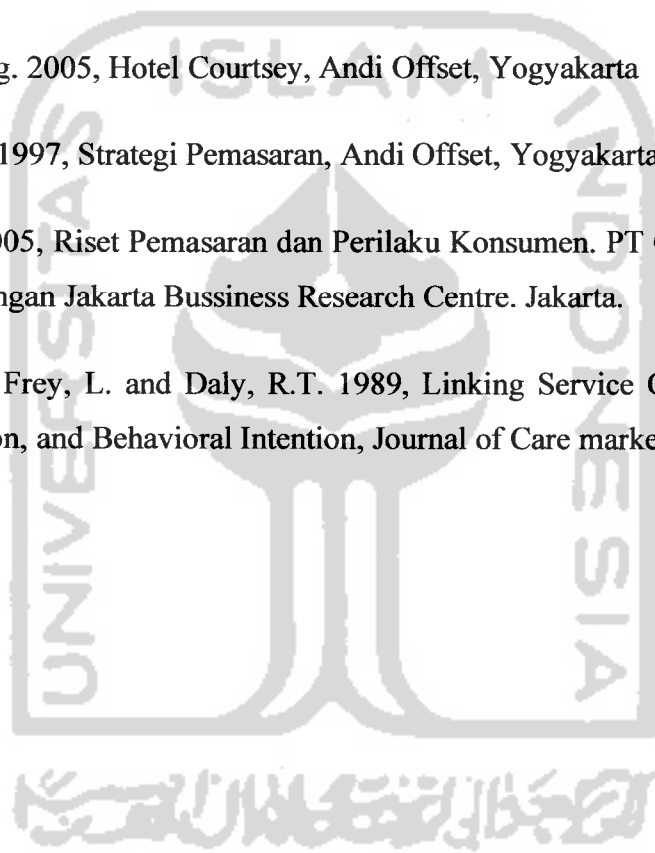
APPENDIX

Nomor responden :

Kuisioner Penelitian

Oleh : Adelin Sagitariany

Dalam rangka penelitian untuk skripsi dengan judul "**Metode *Importance-Performance Analysis* Dalam Usaha Meningkatkan Servis Hotel**". Saya Mohon Kesediaan Bapak/Ibu/Sudara/I untuk mengisi kuisioner penelitian tentang kepuasan Anda sebagai pelanggan Novotel Hotel Balikpapan.

Atas Bantuan dan partisipasi Anda dalam mengisi kuisioner ini, penulis ucapkan terimaksih sebesar-besarnya.

Bagian I

Identitas Pribadi Respondent

Isi dan beri tanda silang (X) pada pilihan-pilihan dari jawaban yang paling sesuai menurut Bapak/Ibu/Sudara/i.

1. Usia   :

2. Jenis Kelamin   :

3. Kota tempat tingal :

4. Pekerjaan   :

    ☐ PNS /ABRI/POLRI

    ☐ Pegawai Swasta

    ☐ Wiraswasta

    ☐ Pelajar/Mahasiswa

    ☐ Lain-lain (mohon disebutkan ....)

5. Pendapatan Bapak/Ibu/Saudara/i (jika sudah bekerja) atau uang saku Bapak/Ibu/Sudara/i (jika belum bekerja), dalam satu bulan.

    ☐ < Rp 1.000.000

    ☐ Rp. 1000.000 – Rp. 5000.000

    ☐ > Rp. 5000.000

6. Seberapa seringkah Bapak/Ibu/Saudara/i menginap di hotel

    ☐ 1 kali dalam setahun

    ☐ 1 – 10 kali dalam setahun

    ☐ > 10 kali dalam setahun

7. Tujuan Bapak/Ibu/Saudara/i menginap di Hotel:

    ☐ Bisnis

    ☐ Dinas

    ☐ Wisata

    ☐ Edukasi

    ☐ Lain-lain (mohon disebutkan ....)

8. Alasan Bapak/Ibu/Saudara/i memilih Hotel ini untuk menginap:

Bagian II:

Petunjuk Pengisian

Beri tanda (X) pada kolom yang Anda pilih sesuai dengan tingkat kepeningan bagi
Anda dan tingkat kinerja perusahaan.

Keterangan :

SP = Sangat Penting   SB = Sangat Baik

P   = Penting   B   = Baik

CP = Cukup Penting   CB = Cukup Baik

KP = Kurang Penting   KB = Kurang Baik

TP = Tidak Penting   TB = Tidak Baik

No	PERNYATAAN	Tingkat Kepentingan					Tingkat Kinerja				
		SP	P	CP	KP	TP	SB	B	CB	KB	TB
	A. KUALITAS PELAYANAN										
1	Pelayanan Hotel yang memuaskan										
2	Pihak Hotel melayani tamu dengan baik										
3	Karyawan selalu ada disaat anda butuhkan										
4	Kemampuan staff karyawan hotel untuk cepat tanggap dalam menghadapi masalah										
5	Staff Hotel dapat dipercaya										
6	Staf Hotel ramah dan sopan dalam melayani tamu										
7	Staf Hotel mampu berkomunikasi baik dengan tamu Hotel										
8	Staf Hotel berpenampilan rapi										
9	Pengetahuan dan kecakapan para karyawan										
10	Karyawan bersedia memberikan informasi yang dibutuhkan oleh konsumen dengan jelas										
11	Staf Hotel memberikan perhatian secara individual										
12	Staff hotel yang dapat menciptakan										

12	Staff hotel yang dapat menciptakan komunikasi yang baik dan effektif dengan pelanggan										
13	Pekerjaan room service tidak menggangu kenyamanan tamu										

	B. KUALITAS HOTEL	SP	P	CP	KP	TP	SB	B	CB	KB	TB
14	Kenyamanan kamar sesuai dengan yang ditawarkan										
15	Kebersihan kamar dan kerapian kamar										
16	Kelengkapan fasilitas Hotel (restoran, café, dll) sesuai dengan yang ditawarkan										
17	Tampilan interior dan exterior gedung baik										
18	Tersedianya fasilitas seperti: meeting room, meeting equipment, dll										
19	Tersedianya fasilitas Internet										

	C. EMOSIONAL	SP	P	CP	KP	TP	SB	B	CB	KB	
20	Adanyana jaminan privacy bagi para tamu										
21	Tamu merasa aman saat menginap di hotel										
22	Timbulnya kebanggaan karena memilih Hotel ini sebagai tempat menginap										
23	Kenyamanan dalam menggunakan										

	D. HARGA	SP	P	CP	KP	TP	SB	B	CB	KB	TB
24	Harga kamar yang sesuai dengn fasilitas yang ada										

	E. FASILITAS/KEMUDAHAN	SP	P	CP	KP	TP	SB	B	CB	KB	TB
25	Lokasi hotelynag berdekatan dengan empat yang menjadi tujuan kedatangan (lokasi pariwisata, business center, dll)										
26	Ketersediaan fasilitas Internet										
27	Ketersediaan media penyampaian saran, pendapat, dan keluhan pelanggan										
28	Kemudahan pemesanan kamar melalui fasilitas call center.										
29	Informasi yang lengkap dan akurat mengenai harga-harga kamar										
30	Terdapat identifikasi data pelanggan secara lengkap										
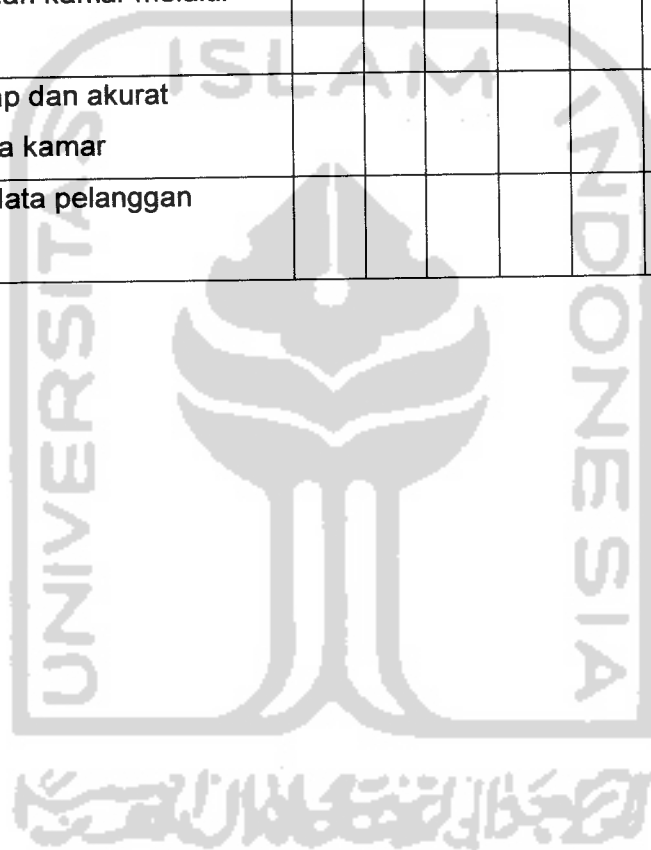
No of Respondent :

Questionnaire Research

by : Adelin Sagitariany

In doing my final year project of "*Analyzing Hotel Service Improvement Strategy By Importance and Performance Analysis*", I hope your willingness to give information to this questioner about your satisfaction as customer of Novotel Hotel Balikpapan.

Thank you for your participation and willingness to help

Part I

Personal Identity of Respondent

Answer the question below by given cross sign (x) to one or more option on each number toward the direction!

1. Age :
2. Sex :
3 City :
4. Job :

☐ PNS /ABRI/POLRI

☐ Private Employee

☐ Entrepreneur

☐ Student/ University Student

☐ Others (.........................)

5. Salary (if have work) or pocket money (if have not work yet) in a month:

☐ < Rp 1.000.000

☐ Rp. 1000.000 – Rp. 5000.000

☐ > Rp. 5000.000

6. How many times do you stay in Hotel:

☐ 1 – 10 times a year

☐ > 10 times a year

7. What is your propose to stay in Hotel?

☐ Business

☐ Official Duty

☐ Tourist

☐ Education

☐ Others (............................)

8. What your reason in choosing this hotel to stay?

Part II:

Answer the question below by given cross sign (x) to one or more option on each number toward the direction!

Notes :

SP = Very Importance	SB = Very Good
P = Importance	B = Good
CP = Quite Importance	CB = Quite Good
KP = Less Importance	KB = Less Good
TP = Not Importance	TB = Bad

No	STATEMENT	Importance Level					Performance Level				
		SP	P	CP	KP	TP	SB	B	CB	KB	TB
	A. Service Quality										
1	Customer satisfaction										
2	Well service										
3	Employee's availableness for customer										
4	Employee quick respond										
5	Trusted employee										
6	Well manner employee										
7	Attractive employee										
8	Well-groomed staff										
9	Employee skill										
10	The availableness of clear information										
11	Personal attention for customer										
12	Communicative hotel staff										
13	Room service 's proper work										

	B. Product quality (Hotel/Room)	SP	P	CP	KP	TP	SB	B	CB	KB	TB
14	Room comfort										
15	Neat and clean room										
16	Room completeness (alarm lock, towel, hand luggage rack, etc)										
17	Completeness of hotel facility (restaurant, café, etc)										

18	Hotel interior& exterior										
19	Facilities quality: meeting room, meeting equipment, etc										

	C. Emotional	SP	P	CP	KP	TP	SB	B	CB	KB	TB
20	Privacy assurance										
21	Secure feeling										
22	Prestige										
23	Ease in using hotel facility										

	D. Price	SP	P	CP	KP	TP	SB	B	CB	KB	TB
24	Room price										

	E. Facilities	SP	P	CP	KP	TP	SB	B	CB	KB	TB
26	Internet facility										
27	Complaint and suggestion media										
28	Reservation by call center										
29	Price Information										
30	Customer identification										

PART 1 (Customer Profile)

1. Gender Distribution

No	Age	Total of Respondent	Percentage (%)
1	Male	75	71
2	Female	30	29
		105	

Gender Distribution

Female 29%

Male 71%
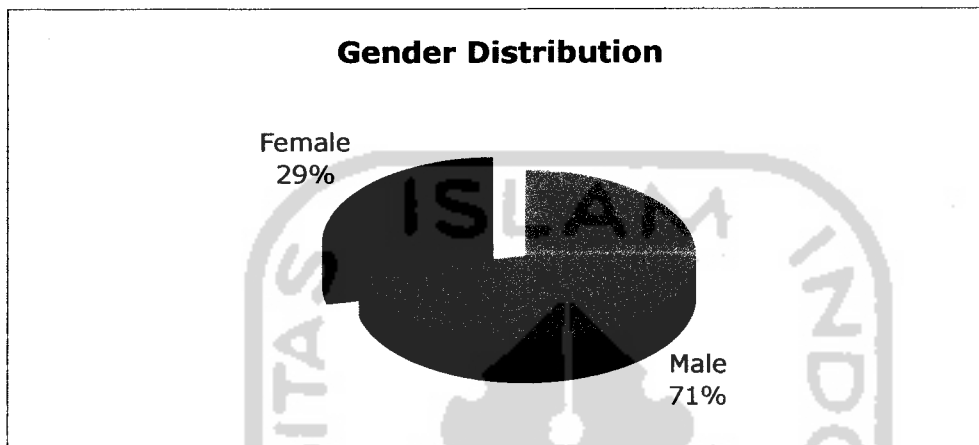
2. Age

No	Age	Total of Respondent	Percentage (%)
1	21-30 years	58	55
2	31-40 years	39	37
3	> 40 years	8	8
		105	

Age Distribution

> 40 years 8%

31-40 years 37%

21-30 years 55%

3. Hometown Distribution

No	HomeTown	Total of Respondent	Percentage (%)
1	Jakarta	30	29
2	Surabaya	13	12
3	Samarinda	7	7
4	Banjarmasin	6	6
5	Balikpapan	35	33
6	Bandung	3	3
7	Solo	2	2
8	Semarang	7	7
9	Jogja	2	2
		105	

Hometown Distribution

Solo 2%
Semarang 7%
Jogja 2%
Bandung 3%
Jakarta 29%
Balikpapan 32%
Surabaya 12%
Banjarmasin 6%
Samarinda 7%
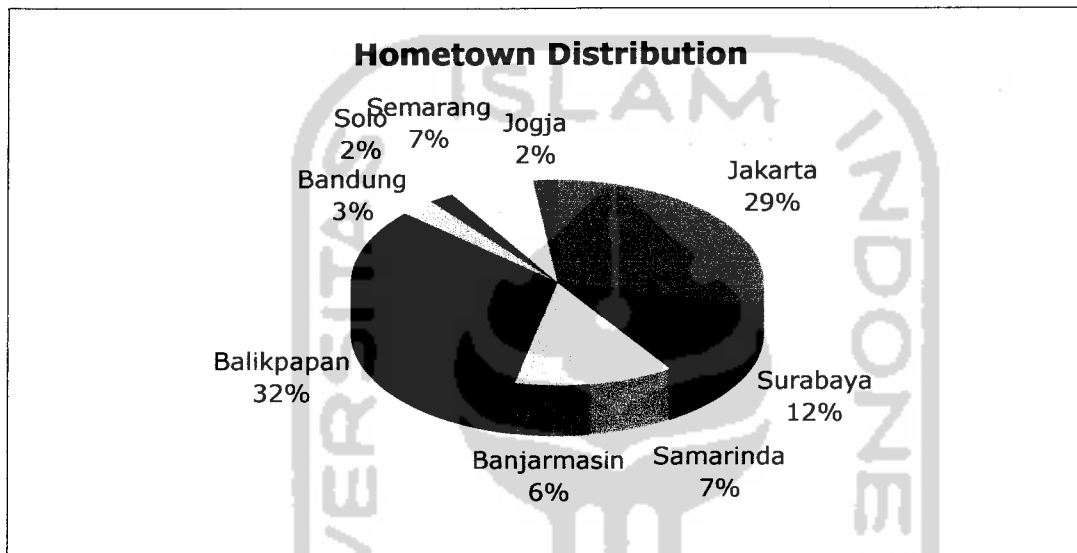
4. Job Distribution

No	Job	Total of Respondent	Percentage (%)
1	private employee	39	37
2	civil servant	18	17
3	businessman	25	24
4	housewife	3	3
5	athlete	20	19
		105	

Job Distributtion

athlete 19%
housewife 3%
private employee 37%
businessman 24%
civil servant 17%
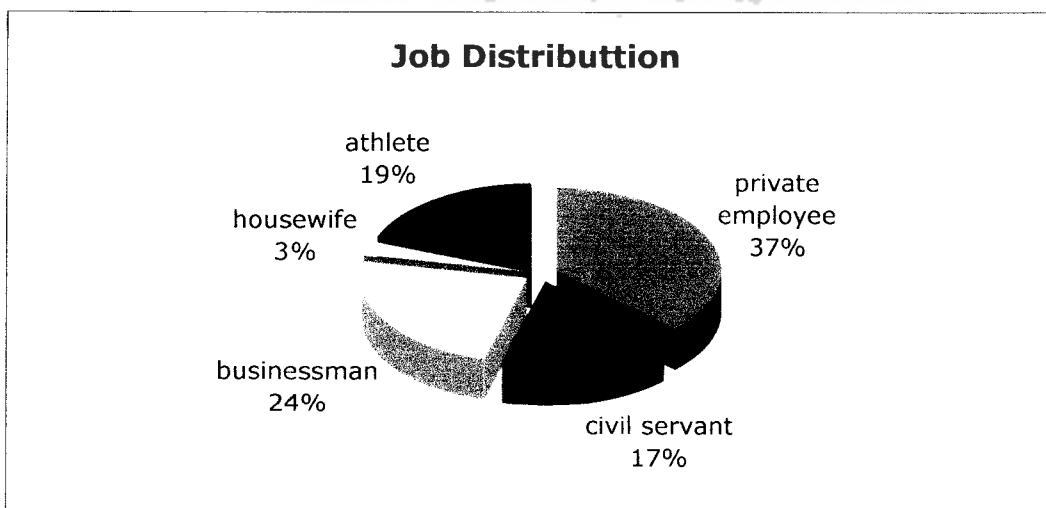
5. Income Distribution

No	Income	Total of Respondent	Percentage (%)
1	Rp 1000.000 - Rp 5000.000	33	31
2	> Rp 5000.000	72	69
		105	

Income Distribution

Rp 1000.000 -
Rp 5000.000
31%

> Rp
5000.000
69%
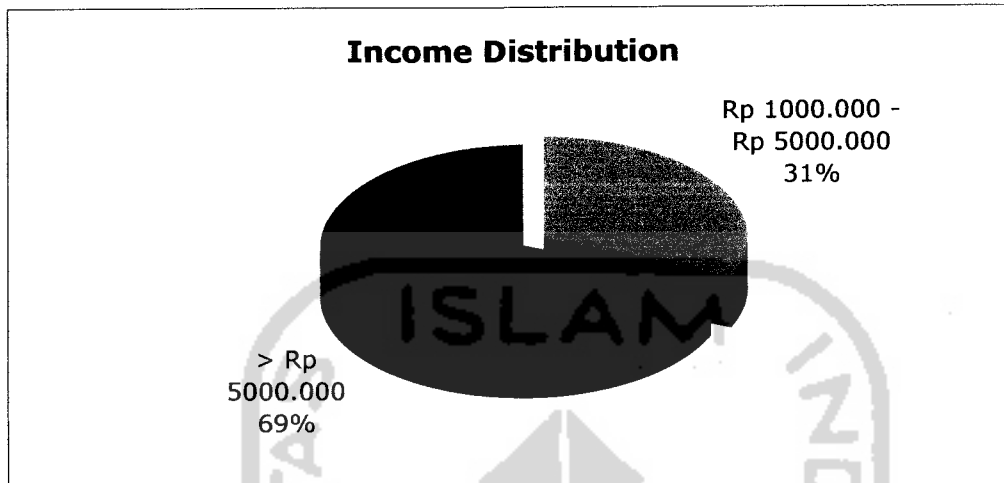
6. Frequency stay in Hotel

No	Frequency	Total of Respondent	Percentage (%)
1	Once a year	35	33
2	1-10 a year	10	10
3	> 10 a year	60	57
		105	

Frequency Distribution

Once a year
33%

> 10 a year
57%

1-10 a year
10%
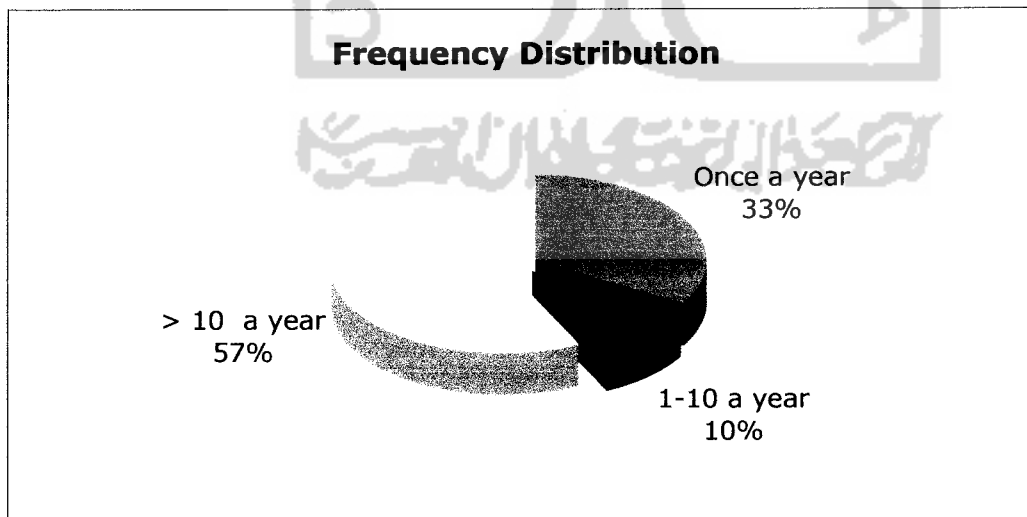
7. Objecive to stay n Hotel

No	Objective	Total of Respondent	Percentage (%)
1	Business	44	42
2	Official	30	29
3	Tourist	7	7
4	Others	24	23
		105	

Objective Distribution

Reliability of Importance Analysis in Novotel Hotel

Case Processing Summary

		N	%
Cases	Valid	35	100.0
	Excluded[a]	0	.0
	Total	35	100.0

a. Listwise deletion based on all variables in the procedure.

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
attribute1	122.8000	134.988	.480	.916
attribute2	122.7429	137.197	.301	.918
attribute3	122.7429	131.844	.722	.914
attribute4	122.8000	132.341	.581	.915
attribute5	122.7143	134.681	.451	.917
attribute6	122.7714	130.711	.604	.914
attribute7	122.8571	130.008	.660	.914
attribute8	122.9714	129.382	.655	.914
attribute9	123.0000	128.412	.687	.913
attribute10	122.7429	130.961	.669	.914
attribute11	123.3714	127.005	.630	.914
attribute12	123.1714	129.970	.607	.914
attribute13	122.8857	134.751	.348	.918
attribute14	122.8571	132.832	.558	.915
attribute15	122.8571	134.361	.418	.917
attribute16	122.8000	132.459	.446	.917
attribute17	122.7714	137.064	.239	.920
attribute18	123.3429	132.644	.523	.916
attribute19	123.1714	133.617	.450	.917
attribute20	122.7714	133.240	.559	.915
attribute21	122.8857	139.281	.119	.921
attribute22	122.8857	135.163	.440	.917
attribute23	123.0857	127.610	.641	.914
attribute24	122.9714	132.852	.387	.918
attribute25	122.9429	131.997	.598	.915
attribute26	122.9143	133.022	.484	.916
attribute27	123.5143	133.787	.431	.917
attribute28	122.9429	132.879	.443	.917
attribute29	122.8857	132.222	.407	.918
attribute30	123.6286	129.417	.585	.915

Reliability Statistics

Cronbach's Alpha	N of Items
.921	29

Reliability of Importance Analysis in Blue Sky Hotel

Case Processing Summary

		N	%
Cases	Valid	35	100.0
	Excluded[a]	0	.0
	Total	35	100.0

a. Listwise deletion based on all variables in the procedure.

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
attribute1	121.6571	88.997	.237	.821
attribute2	121.6571	85.761	.528	.813
attribute3	121.5143	85.963	.562	.813
attribute4	121.5714	85.546	.501	.813
attribute5	121.4857	86.198	.452	.815
attribute6	121.6000	83.776	.608	.809
attribute7	121.5429	84.550	.546	.811
attribute8	121.7714	85.123	.456	.814
attribute9	121.7714	81.123	.685	.804
attribute10	121.6000	83.835	.648	.809
attribute11	122.0571	83.644	.544	.810
attribute12	121.9429	83.114	.563	.809
attribute13	121.8571	87.008	.293	.819
attribute14	121.7429	88.903	.230	.821
attribute15	121.7714	88.476	.270	.820
attribute16	121.9143	87.139	.263	.821
attribute17	121.7429	87.020	.335	.818
attribute18	122.2857	85.328	.341	.818
attribute19	122.2857	85.975	.303	.819
attribute20	121.7143	88.387	.248	.821
attribute21	121.8000	86.400	.422	.815
attribute22	121.9714	85.499	.331	.818
attribute23	121.9714	87.617	.274	.820
attribute24	122.3429	94.703	-.183	.842
attribute25	121.9143	85.904	.382	.816
attribute26	121.8286	95.440	-.252	.839
attribute27	122.5429	85.197	.412	.815
attribute28	122.0286	88.029	.148	.827
attribute29	122.0571	86.055	.277	.821
attribute30	122.5429	86.373	.250	.822

Reliability Statistics

Cronbach's Alpha	N of Items
.860	27

Reliability of Importance Analysis in Pacific Hotel

Case Processing Summary

		N	%
Cases	Valid	34	97.1
	Excluded[a]	1	2.9
	Total	35	100.0

a. Listwise deletion based on all variables in the procedure.

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
attribute1	121.7353	127.776	.261	.896
attribute2	121.6176	127.213	.325	.895
attribute3	121.7059	124.396	.638	.891
attribute4	121.7647	121.882	.616	.890
attribute5	121.5294	126.984	.311	.895
attribute6	121.7059	119.790	.596	.890
attribute7	121.7941	119.259	.641	.889
attribute8	121.8824	119.501	.687	.888
attribute9	122.0000	118.909	.666	.888
attribute10	121.5588	121.406	.673	.889
attribute11	122.2059	116.653	.642	.888
attribute12	122.0294	118.514	.671	.888
attribute13	121.6765	125.741	.372	.894
attribute14	121.7353	121.413	.691	.889
attribute15	121.8235	125.119	.380	.894
attribute16	121.5882	122.977	.561	.891
attribute17	121.7941	127.017	.255	.896
attribute18	122.3529	126.963	.215	.898
attribute19	122.3235	124.286	.317	.896
attribute20	121.6471	123.205	.547	.891
attribute21	121.7059	123.850	.554	.892
attribute22	121.9706	122.393	.417	.894
attribute23	121.8824	131.561	-.024	.901
attribute24	121.7647	122.185	.495	.892
attribute25	121.8235	122.029	.625	.890
attribute26	121.8235	126.695	.260	.896
attribute27	122.5588	122.739	.476	.892
attribute28	121.9118	125.477	.242	.898
attribute29	122.0000	126.364	.211	.899
attribute30	122.6471	121.750	.424	.894

Reliability Statistics

Cronbach's Alpha	N of Items
.906	27

Reliability of Performance Analysis in Novotel Hotel

Case Processing Summary

		N	%
Cases	Valid	35	100.0
	Excluded[a]	0	.0
	Total	35	100.0

a. Listwise deletion based on all variables in the procedure.

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
attribute1	112.4286	131.605	.344	.826
attribute2	112.4000	134.894	.238	.829
attribute3	112.4571	131.020	.446	.824
attribute4	112.6000	131.129	.392	.825
attribute5	112.4857	130.963	.493	.823
attribute6	112.2857	132.857	.435	.825
attribute7	112.4857	133.316	.287	.828
attribute8	112.5429	128.844	.417	.824
attribute9	112.8571	126.655	.632	.818
attribute10	112.8571	130.420	.348	.826
attribute11	112.9143	129.728	.377	.825
attribute12	112.4571	128.550	.510	.821
attribute13	112.9143	124.139	.520	.819
attribute14	112.3714	129.711	.442	.823
attribute15	112.4286	127.252	.567	.819
attribute16	112.7429	123.726	.649	.815
attribute17	111.9143	137.375	.105	.832
attribute18	112.6571	124.291	.508	.820
attribute19	112.2571	136.432	.092	.835
attribute20	112.3429	138.703	.013	.835
attribute21	112.5714	131.370	.270	.829
attribute22	112.6857	131.104	.287	.829
attribute23	112.2000	135.341	.290	.829
attribute24	113.1714	127.264	.359	.826
attribute25	112.2857	141.798	-.178	.839
attribute26	112.6000	132.659	.201	.832
attribute27	113.3429	125.938	.387	.825
attribute28	112.4286	131.134	.368	.826
attribute29	112.6857	132.222	.280	.829
attribute30	112.8857	131.045	.240	.831

Reliability Statistics

Cronbach's Alpha	N of Items
.854	25

Reliability of Performance Analysis in Blue Sky Hotel

Case Processing Summary

		N	%
Cases	Valid	35	100.0
	Excluded[a]	0	.0
	Total	35	100.0

a. Listwise deletion based on all variables in the procedure.

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
attribute1	111.2286	230.123	.633	.936
attribute2	111.1143	230.634	.633	.936
attribute3	111.3143	232.281	.574	.937
attribute4	111.3429	230.585	.594	.937
attribute5	111.0857	236.434	.589	.937
attribute6	111.0571	238.526	.463	.938
attribute7	111.0857	232.787	.652	.936
attribute8	110.9143	242.316	.372	.939
attribute9	111.0571	237.173	.540	.937
attribute10	111.0571	232.644	.726	.935
attribute11	111.5429	227.903	.727	.935
attribute12	111.4000	230.129	.736	.935
attribute13	111.0857	232.434	.693	.936
attribute14	110.9714	231.205	.648	.936
attribute15	110.8286	234.087	.720	.936
attribute16	110.8286	237.029	.625	.937
attribute17	110.6571	237.879	.581	.937
attribute18	110.8571	227.832	.790	.934
attribute19	110.8857	244.104	.285	.940
attribute20	110.9714	233.146	.624	.936
attribute21	111.0000	232.294	.699	.936
attribute22	111.5714	231.252	.582	.937
attribute23	110.8286	235.264	.753	.936
attribute24	111.0000	230.706	.762	.935
attribute25	110.8571	245.773	.197	.941
attribute26	110.5143	245.081	.242	.940
attribute27	111.3143	243.692	.297	.940
attribute28	110.9714	238.323	.435	.939
attribute29	111.0286	236.852	.592	.937
attribute30	111.3143	247.163	.153	.941

Reliability Statistics

Cronbach's Alpha	N of Items
.939	30

Reliability of Performance Analysis in Pacific Hotel

Case Processing Summary

		N	%
Cases	Valid	35	100.0
	Excluded[a]	0	.0
	Total	35	100.0

a. Listwise deletion based on all variables in the procedure.

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
attribute1	113.8000	48.635	.273	.798
attribute2	113.6571	49.644	.215	.800
attribute3	113.9429	47.291	.375	.794
attribute4	114.0857	45.845	.497	.787
attribute5	113.9429	48.938	.245	.799
attribute6	113.8857	48.575	.362	.795
attribute7	113.9429	49.114	.333	.797
attribute8	113.9429	45.526	.611	.783
attribute9	113.9429	46.997	.593	.787
attribute10	113.8857	48.457	.336	.796
attribute11	114.1143	50.398	.084	.805
attribute12	113.9714	47.146	.485	.790
attribute13	114.0000	49.647	.253	.799
attribute14	114.0571	47.467	.483	.790
attribute15	114.0286	47.205	.376	.794
attribute16	114.1714	48.852	.289	.798
attribute17	114.1429	51.361	-.037	.811
attribute18	114.1143	48.634	.340	.796
attribute19	113.8000	47.929	.439	.792
attribute20	113.9714	50.852	.051	.805
attribute21	114.0000	46.765	.380	.794
attribute22	114.1143	47.987	.318	.796
attribute23	114.0000	49.353	.223	.800
attribute24	114.0857	47.492	.288	.799
attribute25	113.8857	48.457	.275	.798
attribute26	114.1429	48.479	.312	.797
attribute27	114.3714	48.711	.350	.796
attribute28	113.5714	49.605	.115	.807
attribute29	113.8571	48.832	.205	.802
attribute30	114.0857	47.492	.353	.795

Reliability Statistics

Cronbach's Alpha	N of Items
.818	25

The Result of qestionnaires from respondent in Novotel Hotel (Importance Factor)

Respondent	Attribute																													
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30
1	4	4	4	4	4	3	3	3	4	2	3	4	3	4	4	4	4	3	4	4	4	4	3	4	4	4	4	4	4	3
2	4	4	4	4	5	4	4	4	4	4	3	3	4	4	4	4	4	3	3	4	4	4	4	4	4	4	3	4	4	3
3	4	3	4	4	4	4	4	3	3	5	4	4	5	4	4	5	5	4	4	5	5	4	3	4	4	4	4	5	5	3
4	4	4	4	5	5	4	4	3	3	5	3	3	4	3	4	4	5	4	5	5	5	4	3	4	4	5	4	3	2	4
5	4	4	4	4	4	5	4	3	3	5	2	3	4	4	4	4	5	3	4	4	5	4	3	3	3	4	3	4	3	3
6	4	4	4	4	4	5	4	3	3	4	2	3	4	4	4	4	5	3	4	4	5	4	3	3	3	4	3	4	3	3
7	4	4	4	4	4	3	3	4	4	4	2	3	5	4	4	5	3	4	4	5	4	5	3	5	5	5	3	5	4	4
8	5	5	4	3	5	3	3	4	4	4	3	3	5	5	5	5	3	5	3	3	5	5	4	5	5	3	3	4	4	3
9	5	5	4	3	5	3	3	3	3	4	3	3	5	5	4	5	5	4	5	5	5	4	3	5	5	5	4	5	3	4
10	4	4	4	4	3	3	3	3	3	4	3	3	3	4	4	3	4	4	4	5	4	4	3	4	3	3	4	4	4	3
11	5	5	5	5	5	3	5	4	5	5	4	5	4	4	5	5	5	4	5	5	5	5	4	5	5	5	4	4	4	4
12	5	5	5	5	5	5	5	4	5	5	5	5	4	5	5	5	5	5	5	5	5	5	5	5	5	5	4	4	5	4
13	5	5	5	4	5	4	4	4	4	5	4	4	5	4	5	5	4	4	3	4	4	4	5	4	4	3	4	5	5	4
14	4	4	5	4	4	4	5	5	5	4	4	4	4	4	5	5	4	3	4	5	4	3	3	3	4	4	3	4	5	4
15	4	5	4	5	4	5	4	5	4	5	4	4	5	5	3	3	3	3	3	3	3	5	3	5	3	3	3	5	5	5
16	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	4	5	4	5	5	5	5	5	5	5	5	4
17	5	4	5	5	4	5	5	5	4	5	5	4	5	5	5	5	4	4	5	4	4	4	5	4	4	3	5	5	5	4
18	4	4	4	4	4	4	5	4	4	4	4	4	4	4	4	4	4	4	3	5	4	4	5	5	4	5	4	4	5	5
19	4	4	5	4	5	4	5	5	5	5	4	5	4	5	5	5	5	5	4	5	4	4	5	4	5	5	5	5	5	4
20	5	4	5	5	4	5	5	5	5	5	4	4	5	5	4	5	5	5	5	5	4	5	5	4	5	5	4	5	5	5
21	5	5	5	5	5	5	5	5	5	5	5	5	5	4	5	2	5	5	5	5	5	5	5	5	5	5	5	5	5	5
22	5	5	5	5	5	5	5	5	5	5	5	5	2	5	5	3	5	2	5	5	5	5	5	2	4	5	2	2	2	2
23	3	4	4	4	4	4	4	4	4	5	4	4	3	3	4	3	5	4	3	5	3	4	3	2	3	4	4	4	4	3
24	4	4	4	4	4	4	4	4	4	4	4	4	4	4	5	4	4	4	3	5	3	3	4	3	4	3	3	4	5	3
25	4	5	4	4	4	5	5	4	5	5	4	4	4	5	5	4	3	3	3	5	3	4	5	5	5	4	4	2	5	5
26	4	4	4	5	5	5	4	4	5	5	4	5	5	4	5	5	5	4	4	5	5	5	5	5	4	5	4	4	5	3
27	5	4	5	5	5	5	5	5	5	4	5	5	4	5	5	5	5	4	4	5	5	5	5	5	5	5	5	5	5	5
28	4	4	4	4	4	4	4	4	4	5	4	4	4	5	5	4	4	4	4	4	4	4	3	4	4	4	4	4	4	4
29	5	4	5	5	5	5	4	3	3	4	3	3	4	4	5	5	5	4	3	4	4	5	4	5	5	5	4	5	4	4
30	5	5	5	5	5	5	4	5	4	4	3	3	4	4	5	5	4	4	4	5	4	5	3	5	4	4	4	5	5	5
31	5	4	5	4	5	5	4	4	5	5	3	4	5	5	5	4	5	4	4	4	5	4	5	5	5	5	4	4	5	4
32	4	4	4	3	3	4	4	3	4	4	3	4	4	4	5	5	5	4	3	4	4	5	3	5	4	4	4	5	5	3
33	4	4	3	4	5	4	4	4	4	4	3	4	4	4	5	4	5	4	4	4	4	4	4	4	4	4	4	4	4	4
34	5	5	4	4	5	5	5	5	5	4	5	4	4	4	4	5	5	4	4	4	5	5	5	5	5	4	4	4	5	4
35	4	4	5	5	4	5	5	5	5	5	5	5	5	5	4	5	4	4	3	4	5	4	5	4	5	3	3	5	5	4

Notes: SP = 5   P = 4   KP = 3   CP = 2   TP = 1

The Result of qestionnaires from respondent in Blue Sky Hotel (Importance Factor)

Respondent	Attribute																													
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30
1	5	5	5	5	5	5	5	4	5	5	4	5	4	4	5	5	5	5	5	5	5	5	4	5	5	5	4	4	5	4
2	5	5	5	5	3	5	5	4	5	5	4	5	4	4	5	5	5	4	5	5	5	5	5	3	4	5	4	4	5	4
3	5	5	5	5	4	5	5	5	5	5	5	4	4	4	4	5	5	4	5	5	5	5	5	3	5	5	4	4	5	4
4	5	5	5	5	5	5	5	5	4	5	5	5	4	5	5	5	5	5	3	3	5	4	4	5	5	2	5	5	5	4
5	5	5	5	5	5	5	5	5	5	5	2	5	4	4	5	4	4	2	2	3	3	4	3	5	5	5	2	2	2	2
6	5	4	5	5	5	5	3	3	3	5	5	5	3	4	3	4	3	5	3	4	3	4	3	3	3	4	3	4	4	2
7	4	4	4	4	5	3	3	3	4	4	3	5	3	4	4	4	4	2	2	4	4	4	3	3	3	5	3	4	4	4
8	5	4	5	5	5	5	5	4	4	5	5	5	5	4	4	4	3	2	4	4	4	4	3	3	4	3	4	4	3	3
9	3	5	4	5	5	5	5	5	5	5	4	4	5	5	4	5	5	4	5	5	4	5	3	3	3	5	4	4	3	4
10	4	4	5	4	5	4	4	5	4	4	4	4	5	4	4	5	4	3	4	5	4	4	3	3	3	3	3	4	4	3
11	5	5	5	5	5	5	5	5	5	4	4	4	4	4	4	4	3	2	3	5	4	4	5	3	5	5	2	4	5	4
12	4	4	4	4	4	4	5	5	4	4	4	4	3	4	4	3	3	3	2	5	4	4	3	3	3	4	4	5	5	5
13	5	5	5	5	5	5	5	5	5	5	5	4	4	5	5	3	4	4	4	5	5	3	4	4	4	4	3	5	5	4
14	5	4	5	5	5	5	5	5	5	5	5	5	5	5	5	3	5	3	3	5	5	3	3	4	5	5	3	5	5	5
15	4	4	4	5	4	5	5	5	4	4	4	4	5	5	5	3	4	4	4	5	4	3	3	4	3	4	3	4	5	2
16	5	3	5	5	5	5	5	5	5	4	5	4	3	5	4	3	3	5	4	4	3	5	4	4	4	5	3	2	2	2
17	4	5	4	4	5	4	5	5	4	4	4	5	5	5	4	4	5	5	4	4	4	5	5	3	5	5	2	4	5	2
18	5	5	5	4	5	5	5	5	5	5	5	4	5	5	4	4	5	5	3	4	3	5	5	5	5	4	4	5	4	3
19	4	4	5	4	4	4	5	5	5	5	4	5	5	5	4	5	5	3	3	4	4	3	4	2	4	4	4	4	4	4
20	5	4	5	5	5	5	5	5	3	5	4	4	5	5	4	5	4	4	4	5	3	4	5	5	4	4	5	5	5	5
21	5	4	5	5	5	5	5	4	4	5	5	3	5	5	5	5	4	4	4	4	5	3	4	2	4	4	3	4	5	4
22	5	5	5	5	5	5	4	5	4	5	5	5	5	5	5	5	3	4	5	5	4	5	5	5	5	4	4	5	5	3
23	4	5	5	3	5	4	5	5	3	5	4	3	5	3	4	5	4	5	5	3	3	5	4	4	5	5	4	4	4	3
24	5	3	5	3	5	5	5	5	5	5	4	4	5	4	5	5	4	5	3	4	5	5	5	4	5	5	5	5	3	3
25	5	4	5	5	5	5	5	4	5	4	4	4	5	5	4	4	4	4	5	5	4	4	4	5	3	5	3	4	5	4
26	5	5	5	5	5	5	4	4	5	5	5	5	5	5	5	5	5	5	5	5	4	4	5	5	5	4	4	4	5	5
27	4	5	4	4	4	4	4	3	3	4	4	3	5	5	4	4	4	4	3	4	3	2	4	4	3	4	4	5	5	4
28	4	4	3	3	3	4	3	4	4	4	3	3	5	4	5	5	4	3	4	4	3	3	4	3	4	3	3	4	4	4
29	3	4	4	4	5	3	3	3	3	3	5	3	4	3	3	3	5	5	5	4	3	2	4	2	5	5	5	4	5	5
30	3	5	4	4	5	5	3	4	3	4	3	3	2	4	5	4	4	4	5	4	4	5	4	3	4	3	3	2	4	3
31	4	4	5	4	4	5	5	3	3	4	5	5	4	4	4	5	5	5	5	5	3	2	4	5	5	4	4	5	5	4
32	4	5	5	5	5	5	5	4	5	5	4	5	4	5	5	5	5	4	5	5	4	5	5	5	4	5	5	5	5	5
33	5	5	4	5	4	4	5	4	5	4	4	4	5	5	5	5	4	4	5	4	5	5	4	5	5	4	5	4	5	3
34	4	4	4	4	4	5	5	4	4	4	4	4	5	5	5	3	4	3	3	5	5	3	3	5	4	4	4	2	4	2
35	4	5	5	5	4	5	4	5	5	5	4	4	5	4	5	3	4	4	4	4	5	3	4	5	4	5	3	4	3	3

Notes: SP = 5   P = 4   KP = 3   CP = 2   TP = 1

The Result of qestionnaires from respondent in Pacific Hotel (Importance Factor)

Respondent															Attribute															
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30
1	4	4	4	4	4	3	3	3	4	2	3	4	3	4	4	4	4	3	4	4	4	3	4	4	4	4	4	4	4	3
2	4	4	4	4	5	4	4	4	4	4	3	3	4	4	4	4	4	3	3	4	4	4	4	4	4	4	3	4	4	3
3	4	3	4	4	4	4	4	3	3	5	4	4	5	4	4	5	5	4	4	4	4	3	5	4	4	4	4	5	5	3
4	4	4	5	5	5	4	4	3	3	5	3	3	4	3	4	4	5	4	5	5	4	3	5	4	4	5	4	3	2	4
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9	5	5	5	5	5	5	5	5	5	5	3	5	3	5	5	5	4	4	5	5	5	4	4	4	5	5	3	4	3	2
10	5	5	4	4	3	3	3	3	3	4	3	3	3	4	3	4	5	4	2	3	4	5	4	4	5	4	2	4	4	4
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12	5	5	4	3	5	3	3	4	3	4	3	3	5	4	3	5	3	4	4	5	4	5	4	5	4	4	3	4	4	2
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15	5	5	5	5	5	5	5	4	5	5	4	4	5	5	5	5	5	5	5	5	5	5	4	5	5	5	4	5	5	5
16	5	5	5	5	4	5	5	5	5	5	5	5	5	5	4	5	5	5	4	4	5	5	4	4	5	5	3	5	5	4
17	5	4	5	4	4	5	5	5	5	5	5	4	5	5	4	5	5	2	5	3	5	5	5	4	5	3	3	5	4	4
18	4	4	4	4	4	4	5	4	4	5	5	4	5	5	3	5	3	2	2	5	5	3	5	5	5	4	4	5	5	4
19	4	4	4	4	4	4	4	5	4	5	4	5	5	5	5	5	4	3	2	4	3	3	3	3	3	4	4	5	5	5
20	4	4	5	4	4	4	5	5	5	5	5	5	5	5	3	5	3	3	4	4	5	4	5	5	4	4	4	5	5	5
21	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	4	5	5	5	5	5	5	5	5	5	5	5	5
22	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5
23	3	4	4	4	4	4	4	4	4	5	4	4	4	4	4	4	4	4	3	3	5	3	3	2	3	4	4	2	4	2
24	4	4	4	4	4	5	4	4	4	4	4	5	4	4	4	4	5	4	3	4	4	4	3	3	3	4	4	4	5	3
25	4	5	4	4	5	4	5	5	4	5	5	5	4	5	5	3	3	3	4	5	5	5	5	5	3	4	4	4	5	3
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28	4	4	4	4	5	5	4	5	4	5	5	5	4	4	4	5	4	4	4	5	4	3	4	5	5	5	4	4	4	4
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32	4	5	5	4	5	5	5	5	5	5	5	4	4	4	4	4	4	4	5	4	5	4	5	5	4	3	4	5	4	4
33	4	4	4	4	5	5	4	4	4	5	3	5	4	4	4	5	5	4	3	4	4	5	4	4	4	4	3	5	4	4
34	5	5	4	4	5	5	5	5	4	4	5	4	4	4	4	4	5	4	5	4	5	4	4	5	4	4	4	2	4	4
35	4	4	5	5	4	5	5	5	5	5	5	5	5	5	4	5	5	4	5	4	4	5	4	4	4	4	4	4	4	4

Notes:

SP = 5	P = 4	KP = 3	CP = 2	TP = 1

The Result of qestionnaires from respondent in Novotel Hotel (Performance Factor)

Respondent	Attribute

Respondent	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30
1	4	4	4	4	4	4	4	3	4	3	4	4	4	4	4	4	4	4	4	4	3	4	4	3	4	5	4	4	4	5
2	4	4	4	4	4	4	4	4	3	4	3	4	4	4	4	4	4	4	4	4	3	4	4	3	4	2	4	4	4	3
3	5	5	5	5	5	5	4	4	4	4	3	3	3	5	4	4	4	4	4	3	4	4	4	4	4	3	4	5	5	5
4	4	4	4	4	4	4	4	4	4	4	4	3	3	5	4	4	4	4	4	3	4	4	4	4	3	3	4	4	4	5
5	5	5	4	5	5	5	5	5	5	5	5	4	5	5	5	5	4	5	4	4	5	4	4	5	3	3	4	4	4	4
6	5	5	5	5	4	5	4	5	4	4	5	5	5	4	5	5	5	5	5	4	4	5	4	4	4	5	3	4	4	3
7	4	4	4	4	4	4	4	3	4	4	3	4	4	4	4	4	5	4	4	4	4	5	4	4	3	3	4	4	4	5
8	4	4	4	4	4	4	4	4	4	4	3	4	4	4	5	4	5	4	4	4	4	4	5	4	4	5	2	4	4	4
9	5	5	5	5	4	5	5	5	4	4	3	4	4	5	5	4	5	5	5	4	5	4	4	4	4	5	4	4	5	4
10	4	4	4	5	4	4	4	4	3	3	3	4	4	4	4	3	5	5	4	4	5	5	4	5	4	5	4	4	4	4
11	5	5	5	4	4	4	4	4	4	4	4	3	4	4	4	4	5	4	4	4	4	5	5	4	4	4	4	4	5	5
12	3	4	3	3	3	5	3	5	3	3	2	3	3	3	3	4	5	4	5	3	4	3	3	3	3	3	2	4	3	5
13	4	4	3	4	4	4	4	4	3	3	3	4	4	4	4	4	5	5	4	4	4	4	4	4	4	5	3	5	4	3
14	4	4	3	3	4	4	3	3	3	3	3	3	3	3	4	4	5	4	4	3	4	4	4	4	3	3	3	3	3	3
15	3	3	3	3	4	4	3	4	3	3	3	4	3	4	4	4	5	4	4	3	4	4	4	4	4	2	2	3	3	2
16	4	4	4	4	4	3	4	4	4	4	3	3	4	4	4	4	5	5	4	4	4	3	4	3	4	3	4	4	4	3
17	3	4	5	5	4	3	4	3	3	4	3	3	5	3	4	3	5	3	5	4	4	3	4	3	4	2	4	3	4	4
18	3	3	3	3	3	3	3	4	3	4	3	4	3	4	4	4	5	3	4	4	4	4	4	4	3	3	4	3	3	4
19	3	3	4	4	4	4	4	4	3	3	3	4	3	4	4	4	5	2	1	3	4	4	4	4	4	4	4	3	4	4
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21	4	4	4	4	3	4	4	4	4	4	5	3	3	4	4	4	5	4	5	3	4	4	4	3	4	3	4	3	4	3
22	4	4	3	4	3	4	4	4	2	4	5	5	5	4	5	4	5	5	5	3	5	5	4	5	5	3	3	5	2	4
23	5	5	5	5	5	5	5	5	5	5	5	4	5	5	5	4	4	4	4	4	5	5	4	4	5	4	1	5	2	5
24	4	3	4	5	5	5	5	5	5	5	5	4	5	4	4	4	5	4	5	5	5	5	4	3	4	5	5	5	5	5
25	3	3	3	4	3	4	3	3	3	3	2	4	4	5	4	4	2	3	3	5	4	5	4	1	4	4	1	5	4	5
26	4	4	4	4	4	4	4	5	4	4	5	3	4	5	4	4	5	4	5	5	4	5	4	2	5	3	3	3	3	5
27	5	5	5	1	5	4	5	2	2	2	5	5	1	4	4	3	5	1	5	5	5	1	5	1	5	4	1	3	4	3
28	5	5	4	4	3	3	3	5	4	3	5	4	3	4	4	1	5	4	4	5	5	5	5	2	5	4	4	4	4	5
29	5	5	5	5	5	3	5	5	4	5	5	5	5	5	4	1	5	1	1	5	1	1	4	1	5	4	1	1	1	5
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31	4	4	4	4	5	4	4	1	1	1	1	1	1	2	1	3	4	1	5	5	5	1	5	1	5	4	4	5	5	5
32	2	3	5	5	5	4	5	5	5	5	4	5	5	5	4	1	5	5	5	5	2	2	3	5	5	5	5	5	3	5
33	5	4	3	4	5	4	4	5	4	5	5	5	5	5	5	5	5	4	5	5	5	4	5	5	5	5	5	5	4	4
34	5	5	5	4	4	4	4	4	4	4	4	4	4	5	4	4	5	4	5	4	4	4	5	1	4	5	5	4	4	2
35	2	4	4	4	4	4	4	4	4	4	4	5	4	4	4	4	5	1	5	4	4	2	5	1	5	5	1	2	1	1

Notes: SB = 5   B = 4   KB = 3   CB = 2   TB = 1