



7TH INTERNATIONAL CONFERENCE

Actual Economy

SOCIAL
CHALLENGES
AND FINANCIAL
ISSUES IN XXI CENTURY



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Management style and Employee' s Job Satisfaction (the case of Local and International hotels chains in Thailand)

Chanpen Meenakorn

Faculty of Management Sciences
Suan Sunandha Rajabhat University,
Bangkok, Thailand

Abstract

The study provides a mechanism by which hoteliers can obtain feedback from employees regarding to their leadership styles. Such feedback can then serve as the basis for further development of leadership theory across disciplines. This study provides a guide to the preparation of supervisors and assistant managers in the hotel industry as effective leaders for the dynamic environment of the future. This study also provides a basis of human resource development through leadership training programs that can lead to enhanced hospitality academic leadership.

Key-words leadership style, local-chain ownership hotel, international-chain ownership hotel

Introduction

Local – chain ownership hotels and international – chain ownership hotels play important roles in the hospitality industry and have to constantly improve their competitiveness. They need to provide their guests with consistently high service quality in order to satisfy them. The employees of the local – chain ownership hotels and international – chain ownership hotels are the most important links in the service delivery chain because they are in direct contact with their guests. Because employee morale affects guest satisfaction the managers of the local – chain ownership hotels and international – chain ownership hotels need to cultivate good relations with their internal employees.

Prior research identifies many factors affecting the satisfaction of the employees in hotels. While relevant literature extensively investigates job satisfaction and leadership behavior, studies of these variables in the hospitality industry, particularly in hotel management, are almost absent. This research concerns the correlation between the style of managerial leadership and employee's job satisfaction both local – chain ownership hotels and international – chain ownership hotels.

After literature reviewing, the study employs the questionnaires to conduct an investigation for employees in the local – chain ownership hotels and international – chain ownership hotels so as to collect information. This research surveys 100 employees in local – chain ownership hotels and another 100 employees international – chain ownership hotels by questionnaire. In total of 200 questionnaires will be distributed. Through correlation analysis, this research will discover the satisfaction of employees under leadership style.

No matter what the leadership style is, employees' job satisfaction will be identified towards their coworkers. Besides, employees have different perceptions on work, salary, and overall satisfaction depending on their education level and seniority. The findings in this research expand the knowledge of human resource management and provide some practical suggestions to supervisors, managers and directors.

Literature review

The local and international chain ownership hotels serve a number of needs, such as accommodations, food and beverage services, conference venues. In this regard the multifunctional of local and international chain ownership hotels play the most critical role in the hospitality industry. Therefore, the hotel properties can enhance their competitiveness by many ways, such as upgrading service quality, improving reputations. As indicated by a number of studies, guests will be satisfied if employees are satisfied (Heskett, Jones, Loveman, Sasser, & Schlesinger, 1994).

Employees are an important factor in determining corporate service quality and business success or failure (Tansuhajm, Randall, & McCullough, 1988; Heskett, 1987; Tsai & Chung, 2006). The work content of local and international chain ownership hotels' employees is to provide groups of people with service-based professional work, and so human resources are the most important resource in the industry. Arnett, Laverie, and McLane (2002) stated that, with a high level of job satisfaction, employees will devote their full efforts to the accomplishment of their tasks. Apparently, employees' job satisfaction determines their performance (Zeithaml & Bitner, 2000). Because they are the first-line representatives to serve customers, employees' job satisfaction determines customers' loyalties (Claessens, Eerde, Rutte, & Roe, 2004). Employees' joint efforts are needed to enhance customer's satisfaction. Therefore, the hotel properties have to make their employees satisfied in the workplace before the employees can deliver satisfactory services to customers.

A number of factors determine employee's job satisfaction. Pre-factor variables divide into two categories – individual characteristics and environmental variables (Seashore & Taber, 1975). The internal environmental variables – such as organizational climate, organization's scale, level of centralization, level of formality, level of organizational complexity, decision-making process, and leadership – are critical variables affecting employee's satisfaction at workplace. For the industries maintaining close contact with the guests, such as local and international chain ownership hotels, whether leadership affects employees' satisfaction more than in other industries remains to be examined. If the answer is positive, then leadership may further improve customer satisfaction. Previous studies indicate that leadership did not affect employee's job satisfaction consistently. Also, few researchers examine the connection between hotel managers' leadership and employees' job satisfaction.

While job satisfaction and leadership behavior have been extensively investigated in other fields, studies of these variables in the service industry, particularly both local and international chain ownership hotels, are almost absent. Therefore, this study intends to discover the relationship between both variables via the research on local and international chain ownership hotels with emphasis on its unique characteristics – high contact with customers. This research will be provides a mechanism by which hoteliers can obtain feedback from employees about leadership styles. Such feedback can then serve as the basis for further development of leadership theory across disciplines. This research also provides a guide to the preparation of supervisors, managers, directors and general managers both local and international chain ownership hotels as effective leaders for the dynamic environment of the future. Furthermore, this research provides a basis for informing hotel administrators of leadership training programs that can lead to improved hospitality academic leadership.

Leadership theories divide into three categories with respect to the research approaches – trait theory, behavioral theory, and situational theory. Trait theory, the earliest theory regarding leadership, concentrates on the issues related to "who is the most effective leader?" with emphasis on finding out the characteristics possessed by outstanding leaders.

What is meant by "characteristics" can be essentially separated into two categories: physiological and psychological. Physiological characteristics include height, weight, appearance, physical endurance, etc., while psychological characteristics include intelligence, diligence, confidence, discipline, etc. Stogdill (1948) had conducted a reasonably authoritative research on this theory, where twelve other relevant studies on leadership were compiled, and it was discovered that nine studies suggested that successful leaders should be taller than their subordinates, two studies believed in the opposite, and one study considered height an irrelevant question in leadership. Mahoney, Jerdee, and Nash (1960) discovered that successful leaders tend to be more intelligent, diligent, and confident than others. Ghiselli (1963) believes that a successful administrator possessed the following characteristics: (1) *supervision capability*, (2) *intelligence*, (3) *desire for achievement*, (4) *self-confidence*, (5) *desire for self-fulfillment*, and (6) *decisiveness*. He discovered, through research, that successful leaders exhibit higher levels of intelligence, diligence, and discipline than other people. Bennis and Nanus (1986) believe that leadership is genetic, and cannot be cultivated by conditioning. Cawthon (1996) believes that theories on great people have undeniable importance on leadership theories. Dubrin (2001) believes that leaders have nine characteristics: confidence, high levels of tolerance for frustration, care, humor, passion, reliability, outgoingness, decisiveness, and emotional stability.

Trait theory, which flourished from the 1930s to the 1950s, believed that leadership was genetic, and not conditioned later in life; even though certain traits could be attained through "learning", differences in learning capacity was also perceived to be genetic. Tannenbaum and Schmidt (1958) presented the continuous zone of leadership. They believed that the administrator, subordinates, and environment are critical factors with regard to influence. Likert (1961) divides leaders into two categories - job-oriented and employee-oriented. Job-oriented leadership is often associated with low productivity and low job satisfaction, whereas employee-oriented leadership always results in high productivity and high job satisfaction.

Hemphill and Coons (1957) define leadership as an inter-personal interaction process under certain situations that guides a group to move together (Katz & Kahn, 1978) towards a specified goal (Tannenbaum, Weschler, & Massarik, 1961; Bowers & Seashore, 1969).

Leadership is superior to the influence imposed by the mechanical obedience guided by an ordinary organization (Katz & Kahn, 1978). Leadership is a process (Rauch & Behling, 1984) and is a characteristic as well. In the leadership process, all members' activities are guided and coordinated via non-compulsory influence (Jacobs & Jaques, 1990).

Seashore and Taber (1975) examine the job satisfaction-related factors with emphasis on job satisfaction. They used models to interpret the major variables that affected job satisfaction, and divided such variables into two categories - pre-variables and post-variables.

The pre-variables are divided into two categories as individual characteristics: (1) Demographic features - e.g. age, gender, education, and seniority (2) Stabilization personality features - e.g. sense of value and needs (3) Capabilities - e.g. intelligence and skills (4) Situational personality - e.g. motives and preference; consciousness, awareness, and expectations (5) Temporary personality features - e.g. anger and impatience. An environmental variables: (1) Political and economic environment - e.g. unemployment rate and level of nationalization (2) Organization's internal environment - e.g. organizational climate, organization's scale, level of centralization, formality, complexity, decision-making process, and leadership style (3) Occupational features - e.g. reputation, characteristics and social status of occupation (4) Job and job environment - e.g. job characteristics and job variability. The post-variables are divided into three categories as Individual's response variables - e.g. retreat, assault, provocation, job efficiency, diseases, and consciousness distortion. Organization's response variables - e.g. quality, productivity, resignation ratio, turnover ratio, absence, sabotage, destructive behaviors, and absence ratio. Social response variables - e.g. GNP, disease ratio, adaptability, political stability, and life quality.

As far as the pre-variables, post-variables, and job satisfaction are concerned, this model deals with the relationship between cause and effect, interaction between individuals and environment, and situational relationship. As to the pre-variables, job satisfaction is subject to the influence imposed by personal characteristics and environmental variables.

However, job satisfaction affects personal response, organization's response, and social response.

Vroom (1960) suggested that the effects of the mode of leadership on job satisfaction primarily depend on the personal characteristics of the subordinates. Each person has different expectation, motivation, values, etc., causing considerate leadership to have different effects on job satisfaction. For example, Misumi and Seki (1971) discover that employees with higher levels of need for achievement have greater job satisfaction under considerate leadership and those with lower levels of need for achievement can only attain higher productivity and job satisfaction under construction leadership. Fleishman and Harris (1962) discover that professional quality will affect the relationship between leadership behavior and job satisfaction levels. In organizations with higher professional standards, construction leadership yields greater influences on job satisfaction for the subordinates, and considerate leadership yields comparatively weaker effects. This is because in organizations with higher professional standards (e.g. engineers, scientists), the nature of their work yields higher levels of job satisfaction (such as sense of achievement), and therefore leaders only have to set clear objectives and rewards. On the contrast, in organizations with lower professional standards, considerate leadership yields greater impact on job satisfaction for the subordinates. Strauss and Sayles (1980) believe that construction leadership and job satisfaction exhibit a bell curve relationship, i.e. with increasing levels of constructors factors, job satisfaction levels for the subordinates will increase, but when construction leadership exceeds a certain ceiling, it results in excessive monitoring, and subordinates will feel frustrated, and their job satisfaction levels will be lowered as a result. Petty

and Lee (1975) examine 165 service representatives working for academic institutions so as to find out the relationship between the types of leadership and the job itself in relation to the supervisor's satisfaction and the overall satisfaction. The research indicates the perception of employees regarding the consideration of leadership aspects of their supervisors and job satisfaction.

Arnett et al. (2002) evaluate the relationship of self-orientation, effective rewards systems, work environment evaluations, and management assessments with employee satisfaction level, and discover that role orientation, work environment, and management assessment can all effectively explain high and low levels of job satisfaction, with management assessment possessing a particularly acute explanatory power. Whether an administrator's behavior is accepted as a model is very important, so is such administrator's performance. Both factors affect the employees' assessment of the administrator. If the assessment is positive, the employee's job satisfaction will be upgraded dramatically (Arnett et al., 2002). Apparently, administrator's leadership style correlates with employee's job satisfaction. Leadership and job satisfaction are recognized as fundamental elements influencing the overall effectiveness of an organization (Kennerly, 1989).

International hotel employees act as their employer's representatives to serve customers' needs. Therefore, employees' job satisfaction is the only assurance for the satisfaction of customers (Heskett et al., 1994; Schlesinger & Zornitsky, 1991). Furthermore, job satisfaction pushes hotel employees moving ahead to accomplish their tasks (Arnett et al., 2002). Apparently, job satisfaction determines employees' behaviors (Zeithaml & Bitner, 2000; Schlesinger & Heskett, 1991). In this regard, the international hotels are required to upgrade their employees' job satisfaction before their employees provide satisfactory services to customers. According to the system view of job satisfaction presented by Wernimont (1972), the external environmental factors (external factors, corporation's policy, workplace settings, inter-personal relationship, leadership, salaries, career advancement, and other factors) determine individual's internal environment factors (internal factors, feeling of appreciation, sense of achievement, preference of jobs, perception of career advancement, perception of fairness, and other factors), and thus affects the individual's overall attitude and behaviors at workplace together with organization's overall performance.

Methodology

The spot interviews of hotel's employees (front line staffs) were applied at Amari Atrium Hotel Bangkok which is considered to be a local chain ownership hotel and InterContinental Hotel Bangkok which is considered to be an international chain ownership hotel by distributing a questionnaire. Therefore, 125 questionnaires had been distributed at Amari Atrium Hotel Bangkok but the results of only 100 questionnaires were tabulated since they had been completed, and also 125 questionnaires had been distributed at InterContinental Hotel Bangkok but the results of only 100 questionnaires were tabulated since they had been completed. The questionnaires were distributed and filled from 1st – 28th

February, 2013. The questionnaires distributed to the hotel's employees were designed on a scale of 5 – 1, with 5 as "very satisfy" to 1 as "very dissatisfy" and "strongly agreed" to 1 as "strongly disagreed"

While distributing questionnaires on employees' job satisfaction, the attributes which were considered important and which were assessed included salary, job, position advancement, supervisor and coworkers. As the following definitions apply: (1) *Salary*: Satisfaction level towards the wage level, e.g. differences with expectations, or whether it is equal to the expended labor and efforts. (2) *Job*: Satisfaction level towards the work itself, e.g. whether the work is challenging or meaningful. (3) *Position advancement*: Satisfaction levels towards the chances of promotion, e.g. whether there are chances for promotion, or whether the said chances are fair. (4) *Supervisor*: Satisfaction level towards direct supervisors, e.g. a supervisor's personal competence or their impartiality in their conduct. (5) *Coworkers*: Satisfaction level towards coworkers, e.g. the work habits of coworkers.

Findings and Discussion

For the local chain ownership hotel which the researcher has selected Amari Atrium Hotel Bangkok. On the factor of employees' job satisfaction are clarified as follows:

- Regarding to salary, 60% said they very satisfied with the wage level. However, 30% satisfied and from the rest only 10% were neutral.
- Regarding to job, 55% very satisfied with the work itself. However, 40% satisfied and the rest only 5% were neutral.
- Regarding to position advancement, 45% strongly agreed with the chances of promotion. However, 33% agreed and the rest only 22% were neutral.
- Regarding to supervisor, 70% very satisfied with direct supervisors. However, 23% satisfied and from the rest only 7% were neutral.
- Regarding to coworkers, 72% very satisfied with the coworkers. However, 25% satisfied and of the rest only 3% were neutral.
- Another, measurement of leadership for the local chain ownership hotel, Amari Atrium Hotel Bangkok is clarified on 15 questions for consideration leadership dimension as follows:

1. *Regardless of success, my supervisor will compliment us as long as we work hard*, 63% said they strongly agreed. However, 32% agreed and from the rest only 5% were neutral.
2. *My supervisor can be easily understood*, 69% said they strongly agreed. However, 23% agreed and from the rest only 8% were neutral.
3. *My supervisor understands that, to us, doing good work is a reward in itself*, 70% said they strongly agreed. However, 20% agreed and from the rest only 10% were neutral.
4. *My supervisor does not accept our opinions in work*, 79% said they strongly disagreed. However, 19% disagreed and from the rest only 2% were neutral.
5. *My supervisor may change our responsibilities without consulting us*, 75% said they strongly disagreed. However, 20% disagreed and from the rest only 5% were neutral.
6. *My supervisor frequently ignores our feelings when conducting his work*, 73% said they strongly disagreed. However, 15% disagreed and from the rest only 12% were neutral.
7. *My supervisor tries to make the management have a good impression of us*, 82% said they strongly agreed. However, 12% agreed and from the rest only 6% were neutral.
8. *My supervisor insists on changing the way of work*, 67% said they strongly disagreed. However, 30% disagreed and from the rest only 3% were neutral.
9. *My supervisor stresses the importance of teamwork*, 70% said they strongly agreed. However, 23% agreed and from the rest only 7% were neutral.
10. *My supervisor refuses to explain his decisions*, 68% said they strongly disagreed. However, 23% disagreed and from the rest only 9% were neutral.
11. *My supervisor is willing to accommodate innovation*, 71% said they strongly agreed. However, 22% agreed and from the rest only 7% were neutral.
12. *My supervisor comes across as warm when talking to him/her*, 81% said they strongly agreed. However, 15% agreed and from the rest only 4% were neutral.
13. *My supervisor is friendly and approachable*, 89% said they strongly agreed. However, 8% agreed and from the rest only 3% were neutral.
14. *My supervisor may accept our input during work*, 65% said they strongly agreed. However, 25% agreed and from the rest only 10% were neutral.
15. *Before executing important work, he/she will compliment and encourage us*, 82% said they strongly agreed. However, 10% agreed and from the rest only 8% were neutral. Hence, the international chain ownership hotel which the researcher has selected InterContinental Hotel Bangkok. On the factor of employees' job satisfaction are clarified as follows:
 - Regarding to salary, 78% said they very satisfied with the wage level.

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However, 15% satisfied and from the rest only 7% were neutral.

- Regarding to job, 53% very satisfied with the work itself. However, 41% satisfied and the rest only 6% were neutral.
- Regarding to position advancement, 65% strongly agreed with the chances of promotion. However, 23% agreed and the rest only 12% were neutral.
- Regarding to supervisor, 59% very satisfied with direct supervisors. However, 22% satisfied and from the rest only 19% were neutral.
- Regarding to coworkers, 66% very satisfied with the coworkers. However, 25% satisfied and of the rest only 9% were neutral.

Then, measurement of leadership for the international chain ownership hotel, InterContinental Hotel Bangkok is clarified on 15 questions for consideration leadership dimension as follows:

1. *Regardless of success, my supervisor will compliment us as long as we work hard*, 59% said they strongly agreed. However, 35% agreed and from the rest only 6% were neutral.

2. *My supervisor can be easily understood*, 57% said they strongly agreed. However, 29% agreed and from the rest only 14% were neutral.

3. *My supervisor understands that, to us, doing good work is a reward in itself*, 67% said they strongly agreed. However, 23% agreed and from the rest only 10% were neutral.

4. *My supervisor does not accept our opinions in work*, 71% said they strongly disagreed. However, 23% disagreed and from the rest only 6% were neutral.

5. *My supervisor may change our responsibilities without consulting us*, 65% said they strongly disagreed. However, 20% disagreed and from the rest only 15% were neutral.

6. *My supervisor frequently ignores our feelings when conducting his work*, 63% said they strongly disagreed. However, 24% disagreed and from the rest only 13% were neutral.

7. *My supervisor tries to make the management have a good impression of us*, 74% said they strongly agreed. However, 23% agreed and from the rest only 3% were neutral.

8. *My supervisor insists on changing the way of work*, 62% said they strongly disagreed. However, 35% disagreed and from the rest only 3% were neutral.

9. *My supervisor stresses the importance of teamwork*, 79% said they strongly agreed. However, 19% agreed and from the rest only 2% were neutral.

10. *My supervisor refuses to explain his decisions*, 62% said they strongly disagreed. However, 25% disagreed and from the rest only 13% were neutral.

11. *My supervisor is willing to accommodate innovation*, 70% said they strongly agreed. However, 19% agreed and from the rest only 11% were neutral.

12. *My supervisor comes across as warm when talking to him/her*, 71% said they strongly agreed. However, 17% agreed and from the rest only 12% were neutral.

13. *My supervisor is friendly and approachable*, 75% said they strongly agreed. However, 14% agreed and from the rest only 11% were neutral.

14. *My supervisor may accept our input during work*, 69% said they strongly agreed. However, 27% agreed and from the rest only 4% were neutral.

15. *Before executing important work, he/she will compliment and encourage us*, 72% said they strongly agreed. However, 23% agreed and from the rest only 5% were neutral.

Conclusion

The overall assessment of this study points to the fact that the employees have realized on their job satisfaction and leadership style of their supervisors as it will generate better working environment. Therefore, the hotels forms a significant part of human capital management. It involves the employees, supervisors and benefits to hotels' guests as well.

When the employees are happy, then the guests will be happy.

Regarding employees' job satisfaction and consideration leadership dimension which we questioned the frontline employees, their answers revealed that the various attributes contributed significantly to their level of agreement and satisfaction. However, the fact which is significant here is the linkages between job performance and leadership style are considered to be an intrinsic part of the attributes. Therefore, just having the attributes is not enough. Contributions to the level of agreement and satisfaction regarding these attributes also need to be clarified.

Majority of the employees seemed to be educated, realized and concentrated on leadership aspects which are perform by their supervisors. A large number were also satisfied with their supervisors. Similarly, job satisfaction on five aspects that already mentioned on the methodology which are salary, job, position advancement, supervisor and coworkers were significant factors.

Perceived from the front line staffs of a local chain ownership hotel, Amari Atrium Hotel Bangkok revealed that the highest percentage on the factor of employees' job satisfaction is coworkers and follow by supervisor, salary, job and position advancement respectively. For consideration leadership dimension indicated 60% more on the levels of respect, trust, and mutual understanding, the leaders endow upon their subordinates.

Perceived from the front line staffs of an international chain ownership hotel, InterContinental Hotel Bangkok revealed that the highest percentage on the factor of employees' job satisfaction is salary and follow by coworkers, position advancement, supervisor and job respectively. For consideration leadership dimension indicated the same

60% more on the levels of respect, trust, and mutual understanding, the leaders endow upon their subordinates.

Therefore, leadership style is considered as one of the key success of management for both local and international chain ownership hotel. Leadership is involved in the process of improving managerial skills of leadership, realizing both the nature of each organization and the nature of management team in order to implement the right leadership styles.

However, leaders varies from people to people likewise the era in which that leaders existed, basically an effective leadership can be influence by time, culture , the people, need etc. Great leaders have one thing in common; they are confidence and make people believe in them especially their ideals. Great leaders either present or past have different leadership styles and these styles can be defined as the process of providing direction for followers or individual, setting goals, ability to implement those set or proposed goals and ultimately motivate the people to achieve such goals. There are different factors or approaches toward effective leadership, the styles each leader uses depend on combination of their: Belief, how confidence they are and abilities to motivate their followers. Meanwhile, employees are the most important determinant and leading factor that determine the success of an organization in a competitive environment. This is especially true for service organizations like hotel industry that rely heavily on their good behavioral employees to provide friendly and courteous services to their customers in this competitive environment. Job satisfaction refers to "a collection of attitudes that workers have about their jobs". It is very important to study whether employees are satisfied, because it is intuitively believed that workers who are more satisfied will likely exhibit more positive feelings, thoughts, and actions toward their job.

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Marketing Mix of Thai Cooking and Thai Massage Teaching Service for Foreign Tourists

Thammamonr Khunrattanaporn

Faculty of Management Sciences, Suan Sunandha Rajabhat University, Bangkok, Thailand

Abstract

This research aimed to study marketing mix of Thai cooking and Thai massage teaching service for foreign tourists. The data were compiled by examining related documents, websites, and interview of the administrators of the service for teaching Thai cooking and Thai massage in Bangkok metropolitan and the surrounding provinces such as Chaingmai and Phuket. The research found that there were 8 P's of marketing mix as follow: (1) Product, the service places had a variety of courses, the courses were in short term, long term, set packages, and customized courses. (2) Price, the prices of the courses were cost plus with target profit. (3) Place, the courses were sold through a variety of channels e.g. website, e-mail, social media, counter service, and travel agency. (4) Promotion, advertising through internet, social media, brochures, and other media. In addition, availability of sales promotion to attract the clients with premium, discount or members' privilege offered. (5) People, the service places were taught with Thai cooking and Thai massage experts. Furthermore, officers were skillful and capable of giving services. (6) Process, studying both theory and practice were friendly and easily with English language. (7) Physical, regarding place was decorated with Thai climate and giving certificate to guarantee learning was finished. Finally, (8) Partnership, a variety of courses were joined with travel agency in touring programs.

Key-words Marketing mix, Thai cooking, Thai massage, Cultural tourism, Teaching service

Introduction

Generally, part of the revenue spent on economic development of the country comes from the service sector especially inbound tourism of foreign tourists. This kind of income drives Thailand in job creation in manufacturing and other economic sectors, and increasing gross domestic product (GDP). Tourism revenue not only helps developing the country's economy but also help developing the society of creating jobs for people to improve their quality of life and their families. It also promotes cultural exchanges between tourists and the people in the visiting countries, results in creating good relationship between people, languages and religions. (Chutchakul, 2007: 59; Daengroj, 2001: 31)

From the importance of tourism services that affects income generation for the country economic and social development, many governments have set a policy to promote tourism in the National Economic and Social Development plan. Like the 11th Economic and Social Development Plan (2012-2016) which focused on developing tourism-related services to serve the special interest tourist groups