
QUALITY OF ROOM SERVICE AT NAM CUONG HOTEL IN HAI DUONG, VIETNAM

Pham Van Hoang - Hanoi University of Natural Resources and Environment,

Email: Pvhoang.kt@hunre.edu.vn

Vu Thi Nhung - Hanoi University of Natural Resources and Environment,

Corresponding Author: Pham Van Hoang

Corresponding Author Email: Pvhoang.kt@hunre.edu.vn

Abstract

The article presents fundamental theories about the quality of room service in the hotel system and the factors influencing the quality of room service in the hotel system. It focuses on analyzing and providing evaluations of the current state of room service quality at Nam Cuong Hotel in Hai Duong. Consequently, it offers some recommendations to improve the quality of room service at Nam Cuong Hotel in Hai Duong. The research subjects are convenience standards, facility standards, hygiene standards, courteous and attentive standards, and safety standards. The research methods include the approach method, data collection, and comparative analysis method. The research results show that enhancing the quality of room service is of utmost importance and should be consistently maintained by the housekeeping department. Improving the quality of room service equates to improving the overall quality of hotel services.

Keywords: Convenience standards, facility standards, hygiene standards, courteous and attentive standards, safety standards.

1. Introduction

In recent years, Vietnam's economic growth has been rapid and stable, leading to an increase in per capita income. The economy has undergone positive transformations, with improved education, cultural awareness, and living standards among the population. Alongside basic needs, people have started investing in additional desires, including travel. The allure of tourist destinations has grown, and travel has become more accessible due to improved transportation infrastructure. Consequently, the demand for travel has increased significantly. Tourism has become a "smokeless industry" that many countries worldwide prioritize for investment and development. Currently, accommodation services, particularly in hotels, represent the largest portion of total revenue within the hotel industry.

Therefore, in the hotel business, managers consistently prioritize accommodation services. Nam Cuong Hai Duong Hotel is no exception. In Hai

Duong, there are numerous 4-5 star hotels that meet international standards, intensifying competition in the hotel market. To solidify its position, Nam Cuong Hai Duong Hotel continuously strives to enhance the quality of its service offerings, especially improving the quality of accommodation services. Within the hotel business, the accommodation department is the most fundamental as it generates the primary revenue for the hotel.

However, the hotel still faces certain challenges, including issues related to labor utilization, low market penetration, inadequate cost allocation for accommodation business relative to revenue, and incomplete facility and equipment infrastructure. These factors have yet to create a distinctive characteristic for the hotel. For these reasons, the author chose the topic "Quality of Room Service at Nam Cuong Hai Duong Hotel" for their scientific paper.

Issues to be Addressed by the Research: The article aims to elucidate the theoretical aspects of room service quality, analyze the current state of room service quality at Nam Cuong Hai Duong Hotel, and propose solutions to improve room service quality.

Contributions of the Research to Theory and Practice: From a scientific perspective, this research contributes to clarifying theoretical issues related to room service quality and introduces additional criteria for evaluating room service quality. In practical terms, the research contributes to enhancing the quality of room service at Nam Cuong Hai Duong Hotel.

2. Theoretical Foundation and Research Methods

2.1 Research Methods

2.1.1 Data Sources

The data for this study were collected, compiled, and analyzed based on published documents, research papers, journals, internet sources, books, newspapers, and reports from the People's Committee of Hai Duong Province. Additionally, data were obtained from theses and research projects related to room service quality at Nam Cuong Hai Duong Hotel.

2.1.2 Research Methods

Approach Method: The systemic approach method in quality management encourages organizations to analyze customer requirements and identify processes that help ensure products meet customer acceptance criteria and remain within control.

Data Collection Method:

Secondary data were collected from two primary sources, both internal and external to the business. External sources included quality management textbooks,

documents on hotel operations, human resource materials, and data from newspapers, journals, and the internet. Internal sources comprised data extracted from various relevant departments within the company, such as the administrative and accounting department, and business performance reports.

Primary data collection: To assess the current status of room service quality at the hotel, the author employed a customer survey method using questionnaires. The sample size was calculated using Taro Yamane's formula (1973) as follows: $n = \frac{N}{1 + N * e^2}$. In this formula, n represents the sample size, N is the size of the total population. The total number of guests at the hotel in 2022 was 554,700. Choosing a confidence level of 90%, the error level (e) was set to 0.1. Thus, $n = \frac{554.700}{1 + 554.700 * 0,1^2} = 99,98$. Therefore, the sample size was 100. However, to ensure an adequate amount of data for the preliminary investigation, 150 survey questionnaires were distributed, which is equivalent to 150 guests. Customers assessed room service quality using a 5-level scale, ranging from "Very Poor" to "Poor," "Average," "Good," to "Excellent."

Comparative Analysis Method: This study utilized the method of comparing data and business performance results of the hotel. This method involved comparing the figures from the current reporting period with data from the same period in previous years.

2.2. Theoretical Foundation

The theoretical foundation refers to content such as hotel room services; the quality of hotel room services; criteria for evaluating the quality of room services, such as convenience standards, comfort standards, hygiene standards, politeness standards, and safety standards. Factors influencing the quality of hotel room services and the significance of improving the quality of hotel room services are discussed as follows:

Definition of hotel room services: Hotel room services are the result of interactions between the accommodation service provider and the guests, as well as the activities of the service provider to meet the accommodation needs of the guests. [1]

Quality of hotel room services: The quality of hotel room services is the level of satisfaction of guests with their rooms during their stay at the hotel. [8]

The Significance of Improving the Quality of Hotel Room Services: Enhancing the quality of room services is of utmost importance and requires continuous attention to ensure its consistent maintenance. Elevating the quality of room services directly translates to enhancing the overall quality of the hotel. The increasing focus on quality by hotel businesses is driven by several factors, including significant changes in the business environment, the trend of regional and global economic integration,

Vietnam's aspiration to become a member of international trade and tourism organizations like the World Trade Organization and ASEAN Free Trade Area. Moreover, the rising demands of customers, especially international tourists visiting Vietnam, are contributing to this emphasis on quality. These tourists not only possess higher spending power but also have extensive travel experience. [6]

Factors Influencing the Quality of Hotel Room Services: Several factors influence the quality of hotel room services, including economics, culture, society, policies, legal regulations, science and technology, supply partners, competitive rivals, physical facilities, technical aspects, equipment and technology, and the reputation and position of the business.

Criteria for evaluating the quality of room services at the hotel:

Convenience Standards: This criterion reflects the ease of use, time and cost savings from the moment of booking until the usage of services and returning home. It encompasses administrative procedures and related documentation, the provision of complete, clear, frequent, and timely information, high flexibility in the travel program, ease and affordability in case of unexpected situations, and convenient payment methods.

Facility Standards: These criteria focus on enhancing the tangible aspects of the service. Luxurious and modern facilities instill trust in the service. The luxury standard demands consistency in facilities, complete equipment, harmonious colors creating an elegant and sophisticated ambiance. It also reflects physical and mental comfort during the service usage. This standard is demonstrated through the modernity of vehicles, technical facilities in service provision, aesthetic qualities of facilities and technical equipment, richness and diversity in the quantity and quality of services, and the ability to serve promptly and accurately according to customer requirements.

Sanitary Standards: This standard reflects the requirements for cleanliness and hygiene of the environment in general and the cleanliness of each specific service. This standard includes aspects such as the cleanliness of each service environment, ensuring food safety, and arranging equipment and facilities in rooms to be neat, visually appealing, and convenient to use.

Politeness and Attentiveness Standards: These standards relate to how staff interact with and care for customers. They encompass traditional hospitality, the friendliness of local people at tourist destinations, customer care from the moment they purchase a travel program until after they have used the travel program, preparedness to address any mistakes, welcoming and bidding farewell to customers.

Safety Standards: This standard reflects the utmost assurance of the safety of customers' physical well-being, health, luggage, property, and personal privacy during their use of travel services. This standard is specifically manifested in aspects such as political, economic, and social stability, security, discipline, behavioral standards during the use of travel products, and laws and regulations aimed at protecting tourists and consumers of travel products.

3. Results and Discussion

3.1. Research Findings

Introduction to the Hotel: Nam Cuong Hotel (Nacimex) is located at 01 Vo Nguyen Giap Avenue, Tu Minh Ward, Hai Duong City. The hotel boasts 25 floors with 157 luxury rooms and over 2,000 square meters of office space for rent. Adjacent to the 25-story building is a three-story multifunctional building with a unique and modern architectural style.

Beside the large meeting rooms, there are two restaurants, Garden View and Golden Rice, as well as separate dining rooms serving renowned European and Asian dishes. Additionally, the hotel offers health-restoring massage services, a modern gym with state-of-the-art equipment, a lively Aerobic exercise room, and an entertainment game room.

The Hotel's Business Operations:

Accommodation Product: This is the hotel's core business service and generates the most revenue. The hotel offers a total of 519 rooms, including 114 suites and 129 long-stay accommodation units, often referred to as apartments. Room rates at the hotel range from 3,800,000 VND or more per night, making it one of the high-end hotels in Hanoi and a major source of revenue. The luxurious space is fully equipped to 5-star hotel standards, featuring amenities such as work desks, TVs, bathtubs, iPod docks, and various additional services for guests.

Market Café Restaurant: Market Café is the hotel's main restaurant with a capacity of 200-300 guests. Diners can experience a vibrant dining atmosphere with an open kitchen and specialized areas serving both local and international cuisine, from fresh seafood to Vietnamese specialties.

Lobby Lounge: With its spacious setting, the Lobby Lounge provides an elegant and refined space for guests to meet, socialize, and connect. It's the area dedicated to serving guests with a variety of beverages and cocktails.

Rooftop Bar: Located on the hotel's top floor, the Rooftop Bar offers a relaxing space where guests can unwind after a long day, enjoy excellent cocktails, and take in the city views at night.

Club Lounge: This spacious area is designed for relaxation and entertainment, offering comfortable seating, sofas, and a unique decor style that prioritizes convenience for guests to sit and socialize comfortably.

Residence Lounge: Reserved for guests staying in the long-term accommodation units, the Residence Lounge is designed with modern seating for 55 guests. Here, customers can savor Asian, European, Korean, Japanese cuisine, and a variety of beverages from the restaurant. It's an ideal place for families or couples looking to relax and enjoy culinary delights.

Room Division Operations at the Hotel:

Accommodation Product: The hotel is an oasis of tranquility in the bustling urban center, offering 519 modernly equipped hotel rooms, promising guests a top-notch relaxation experience in the capital city. The hotel is the focal point of a commercial complex. Recently, the hotel has carried out renovations and upgrades throughout the entire guest room system, common areas, conference and event rooms, and restaurants. Particularly, the hotel's garden area has been completely transformed with a waterfall feature within the garden premises. The hotel has a total of 519 guest rooms in 2 buildings, including 114 spacious Suite rooms and 129 long-stay accommodation rooms. Each room features bright colors and a modern touch. The hotel offers Deluxe rooms with a bathtub and a standing shower, with a choice of 1 King bed or 2 single beds; Premier rooms, located on higher floors, offer complimentary internet and daily laundry services, with a choice of 1 King bed or 2 single beds; Suite rooms comprise a King bed bedroom and a separate spacious living room; Executive Suite rooms feature a King bed bedroom, a living room, and a dining area. These rooms can be connected to Club rooms with 2 single beds. Club rooms, in addition to Deluxe amenities, include access to the Club Lounge. Room rates at the hotel range from 2,200,000 VND or more per night.

Room Division Operations: Key positions within the housekeeping department include Room Attendants, Public Area Attendants responsible for cleaning common areas of the hotel, Linen and Uniform Attendants, Public Area and Floor Supervisors, Assistant Executive Housekeepers, and Executive Housekeepers.

Room Cleaning Procedure:

Step 1: Check the trolley and cleaning equipment.

Step 2: Enter the room, open curtains and windows.

Step 3: Flush the toilet and apply cleaning solution to the toilet bowl and its surroundings.

Step 4: Collect all trash and check for any lost guest belongings.

Step 5: Inspect the room's fixtures and appliances as per the standard checklist.

Step 6: Collect and soak any dishes, glassware, and utensils for washing.

Step 7: Strip the bed linens and gather dirty laundry from the guest room. Housekeeping staff should remove all fabric items from the bed, such as pillowcases, duvet covers, and bed sheets, placing them in a bag located at the front of the cleaning cart.

Step 8: Make the bed.

Step 9: Clean mirrors, empty ashtrays, replace trash can liners, and reset other items to their original positions.

Step 10: Perform a final check, report room readiness according to standards, turn off lights, and lock the guest room door.

Analysis of the Current Status of Room Service Quality Criteria at Nam Cuong Hai Duong Hotel:

Evaluation of Guest Perceptions on Room Service Quality at the hotel through the Convenience Criterion: The assessment of room service quality through the convenience criterion reveals a disparity between guest expectations and their actual perceptions. In terms of convenience, tourists' perceptions of room service quality are higher than their expectations for criteria such as administrative procedures and related documents, provision of complete, frequent, clear, and timely information, high flexibility in services, and various payment methods, including convenient credit options. The satisfaction ratings for these criteria are as follows: 0.09 (Administrative procedures and related documents are easy and convenient for guests), 0.02 (Complete, frequent, clear, and timely information is provided to guests), 0.25 (Guests' assessment of the flexibility of services), and 0.11 (Guests' perception of various payment methods and convenient credit options).

In terms of administrative procedures and related documents, the hotel maintains a professional team of well-equipped staff members with the knowledge and skills necessary to serve guests efficiently. Their professionalism and the availability of modern equipment have streamlined check-in and check-out processes, making them quick and easy. Guests can make reservations through two methods: direct booking and third-party intermediaries such as TripAdvisor.com, Booking.com, Agoda.com, Expedia.com. During the complex pandemic period, online booking has become easy, safe, and convenient, reducing direct contact. Complete, frequent, clear, and timely information is provided to guests thanks to the hotel's customer care team, including 24-hour front desks and 24-hour hotlines, always ready to provide and answer information for guests. The professional front desk and hotline staff are well-

equipped with knowledge, skills, and specialized expertise. This criterion receives a high rating for guest expectations and satisfaction, indicating that the hotel has excelled in providing information and should continue to develop and improve in this aspect.

The hotel offers numerous convenient and flexible services such as express check-out, quick room search, finding items, and 24-hour dining services. After using the hotel's room service, guests can easily settle payments through various methods, including Visa, Mastercard, cash, e-wallets, etc., quickly and conveniently. To serve domestic guests, the hotel collaborates with many large banks, allowing guests to choose cash payment easily and quickly. Furthermore, since the hotel attracts a relatively large number of international guests, establishing partnerships with international banks is essential. Guests from countries such as China, the United States, India, South Korea, and France can all make payments with ease, thanks to the hotel's highly proficient multilingual staff and high-level expertise. This criterion is highly regarded by guests, and the hotel should continue to maintain it while expanding partnerships with various domestic and international banks.

Guest Evaluation of Room Service Quality Through the Comfort Criterion: For the comfort criterion, we utilize four criteria to measure guest satisfaction with the hotel's room service quality. Guests' perceptions of the technical equipment's modernity in the room are rated higher than their expectations, with a perception score of 0.11 (related to the question, "How do you rate the modernity of technical equipment in the room?"). Each guest room is equipped with a glass-wall window and modern decor. Inside the rooms, there are amenities such as iPod docks and flat-screen cable TVs for entertainment. Coffee/tea making facilities are also provided. The spacious and well-ventilated private bathrooms come with large bathtubs and separate showers. The rooms are equipped with comprehensive and modern technical amenities, which guests highly appreciate. The hotel should continue to maintain and improve these technical facilities to ensure guest satisfaction.

In terms of the "Aesthetic Appeal of Technical Facilities in the Room" criterion, guest evaluations are less favorable, with a score of -0.15, indicating that guests do not expect and are not satisfied with the aesthetic appeal of the technical facilities in the room. The hotel, previously known as Crowne Plaza West Hanoi, lacks distinctive architectural features both overall and in room design. While the hotel's technical facilities are relatively modern, they lack aesthetic appeal and fail to make a significant impression. Particularly, since transitioning to the new hotel group, the property has been undergoing renovations, which are not yet completed, resulting in a lack of

aesthetic appeal in both the hotel and the rooms. To improve room quality, especially in terms of aesthetics, the hotel should learn from other 5-star hotels in the same segment and create a unique architectural style for the rooms.

Regarding the criterion "Completeness and Diversity of Services in Terms of Quantity and Quality," guests also express dissatisfaction with a score of -0.04. The reason for this is that during renovations and changes to adapt to the new brand, the hotel temporarily reduced services, failing to meet guest expectations for variety and diversity. Previously, in addition to basic room services, guests could use complimentary facilities such as the gym, spa, swimming pool, etc., and dine at Library, club, and Lackah restaurant. However, at the present time, these services have been temporarily cut due to the COVID-19 pandemic, resulting in a lack of diversity. Additionally, the hotel currently serves guests through quarantine measures, which has somewhat reduced service quality due to strict compliance with government regulations regarding COVID-19 quarantine.

In the criterion "Timely and Accurate Service as per Guest Requests," guests are generally satisfied, with a perception score of 0.07, which is higher than their expectations. Each department related to guest service has night staff available and is ready to serve 24/7. The housekeeping staff, in particular, is always ready to assist with room cleaning, towel and bedding requests, etc. The kitchen staff is also available to prepare food 24/7.

Guest Evaluation of Room Service Quality Through the Hygiene Criterion:

In the hygiene criterion, aspects such as "Proper arrangement, tidiness, aesthetics, a unique style, and practicality of technical facilities in the room" received a guest rating of -0.06. While the technical equipment in the rooms is modern, practical, and well-organized, it lacks sophistication and a unique style. This has reduced guest satisfaction, and the hotel needs to take measures to address this issue. While the rooms have modern and practical technical equipment, they still appear somewhat simple and lack aesthetic appeal and a distinct style. This has resulted in a decrease in guest satisfaction, and the hotel should consider ways to improve in this area.

Regarding the criteria "Clean, spacious, well-ventilated bedrooms with no odors" and "Bed linens, pillowcases, and towels changed daily," guests express satisfaction, with perception scores 0.04 and 0.02 higher than their expectations, respectively. This achievement is due to the staff's adherence to room cleaning procedures. After guests check out, the housekeeping staff conducts thorough cleaning and disinfection, ensuring safety during the COVID-19 pandemic. Additionally, the rooms are always infused with the hotel's characteristic fragrance and maintain a fresh

and pleasant atmosphere. This attention to cleanliness and comfort enhances the overall guest experience.

Guest Evaluation of Room Service Quality Through the Politeness and Thoughtfulness Criterion: In the criteria related to politeness and thoughtfulness of the staff, such as "Staff displaying polite, friendly, and professional service attitudes," "Caring for customers from the moment they arrive until after they use the hotel's services," and "Having plans and measures ready to address any errors," guests are satisfied with perception scores exceeding their expectations by 0.02, 0.09, and 1.83, respectively.

To achieve this level of satisfaction, the hotel has a team of experienced and dedicated leaders, as well as diligent staff. Employees receive thorough training, and daily staff meetings are held to disseminate regulations and customer service guidelines. Service attitude and customer care are always prioritized, and all staff members display a positive and accommodating demeanor, being eager to serve guests. Throughout the guest's stay, from the moment they arrive at the hotel until they depart, they receive friendly and enthusiastic service from the staff. In the unfortunate event of any errors, the hotel is always ready and proactive in providing solutions to ensure guest satisfaction.

However, in the criterion "Uniforms being uniform and name tags being worn," guests express dissatisfaction, with a perception score of -0.09. The reason for this is that the hotel's uniforms are considered lacking in aesthetics, with styles and colors that do not match the nature of the job. The hotel has also received lower ratings for uniforms compared to other hotels in the same category. Due to the COVID-19 pandemic, employees are required to wear protective gear over their uniforms. However, some employees wear civilian clothing underneath the protective gear and do not wear name tags. This has made guests perceive a lack of professionalism and a lower level of service than expected.

Guest Evaluation of Room Service Quality Through the Safety Criterion: Vietnam is renowned worldwide for its political stability, and guests can feel entirely safe when visiting Vietnam and staying at the hotel. Two criteria within the safety index for guest accommodation have received satisfaction scores of 0.04 (pertaining to whether the hotel ensures safety in terms of fire prevention, protection of guest property, and emergency response) and 0.02 (asking whether guests feel the hotel meets safety standards for COVID-19 prevention).

The safety criteria reflect the hotel's commitment to ensuring the safety of its guests. This includes measures for fire prevention, emergency response, and overall

security. Safety measures in place include fire extinguishers, smoke detectors, security systems, and first-aid kits. Regular fire drills and emergency response training are conducted to ensure that both staff and guests are well-prepared for any potential emergencies. Fire safety equipment is readily available on each floor and at key locations throughout the hotel.

Outside of working hours, staff members also receive ongoing training to prioritize the safety and security of both guests and themselves. The hotel maintains strict security measures, and staff members adhere to established rules and standards, ensuring a safe and orderly environment for guests.

3.2. Discussion Section of the Article:

Through the analysis of the current state of room service quality at Nam Cuong Hai Duong Hotel, the author has drawn the following conclusions:

Achievements: The quality of room service at the hotel is quite diverse and meets guest expectations. Criteria for room service quality, such as convenience, skills, service speed, facility and spatial arrangement, general cleanliness, and room amenities, all scored above 3, indicating they meet guest expectations. Cleanliness plays a significant role in guest satisfaction, as it is a prerequisite for a perfect room. The housekeeping staff conducts daily cleaning, changes bed linens, and performs general room cleaning tasks efficiently and communicates effectively with related departments to ensure a quick and accurate service registration process.

Limitations and Existing Issues: Some room facilities are damaged but have not been repaired or replaced in a timely manner, affecting the overall excellence of room service. The quality of the workforce in the housekeeping department is not yet optimal. There have been complaints from guests regarding the attitude and problem-solving skills of staff members, which have not met expectations. Communication skills and foreign language proficiency, especially among housekeeping staff, need improvement, particularly when guests seek information about in-room amenities.

Future Directions for Room Service Quality at Nam Cuong Hai Duong Hotel (2024 - 2027): Improve the efficiency of hotel accommodation business operations, which is closely tied to enhancing the quality of accommodation services. Enhance the quality of accommodation services by modernizing technical facilities, diversifying types of accommodation services, improving labor quality, and rationalizing the labor organizational structure within accommodation businesses. Elevating the quality of accommodation services aims to attract more hotel guests, leave a lasting impression on them, enhance the hotel's reputation, and increase competitiveness in the market. Improving the efficiency of accommodation businesses

is not just a short-term goal but also a long-term, sustainable development objective for the hotel.

These strategic directions will guide Nam Cuong Hai Duong Hotel in its continuous efforts to provide exceptional room service and maintain a strong presence in the hospitality industry.

4. Conclusion and Recommendations:

This research has contributed to a better understanding of theoretical aspects of room service quality, as well as the development of criteria for evaluating room service quality. In practical terms, this study has offered insights into improving the quality of room service at Nam Cuong Hai Duong Hotel. The following recommendations aim to enhance the quality of room service at this hotel in the near future, based on standards such as convenience, comfort, cleanliness, courtesy, and safety.

Recommendation to the General Department of Tourism: Promote propaganda, advertising and promotion of tourism, widely introducing the country, people and landscapes of Vietnam to attract tourists so that hotels can provide services such as accommodation services, food services, etc. thereby creating more jobs for workers in the hotel business industry, especially hotel accommodation business workers. . From there, hotel accommodation businesses can improve labor productivity and improve the efficiency of using labor in the hotel's accommodation business.

5. References

Vu Duc Minh (2019), "*Textbook on Tourism Economics*," Statistical Publishing House.

Nguyen Thi Mien (2018), "*Textbook on Enterprise Management in the Tourism Industry*," Statistical Publishing House.

Tran Thi Mai (2014), "*Solutions to Improve the Quality of Room Service at Phuong Dong Hotel*," Master's Thesis, University of Commerce.

Ngo Ngoc Dung (2015), "*Solutions to Improve the Quality of Room Service at JW Marriott Hanoi Hotel*," Master's Thesis in Economics, University of Economics and Business Administration, Thai Nguyen University.

Le Thuy Giang (2017), "*Solutions to Improve the Quality of Room Service at Lakeside Hotel*," Master's Thesis in Tourism, University of Social Sciences and Humanities, National University of Hanoi.

Nguyen Duc Huyen (2017), "*Current Situation and Solutions to Improve the Quality of Room Service at Pan Pacific Hanoi Hotel*," Master's Thesis, University of Social Sciences and Humanities.

Nguyen Thu Khanh (2017), "*Enhancing the Quality of Room Service at The Oriental Jade Hotel*," Master's Thesis, University of Social Sciences and Humanities.

Pham Thi Yen (2018), "*Current Situation and Solutions to Improve the Quality of Room Service at Wyndham Garden Hanoi Hotel*," Economic Thesis, National Economics University.