

การศึกษาความพึงพอใจของลูกค้าต่อการบริการของโรงแรมวอร์บะ หัวหิน รีสอร์ท แอนด์สปา  
จังหวัดประจวบคีรีขันธ์ ประเทศไทย

A Study of Customers' Satisfaction on Hotel Services:

A Case Study of Wora Bura Hua Hin Resort and Spa, Prachaubkirikhan, Thailand

อัจฉรา ชัยฤทธิ<sup>1</sup> และสุธรรม รัตนโชติ<sup>1</sup>

Ajchara Chairit<sup>1</sup> and Sudham Rattanachot<sup>1</sup>

### บทคัดย่อ

ปัจจุบันการสร้างความพึงพอใจให้กับลูกค้า ถือเป็นกลยุทธ์หลักที่สำคัญในการผลิตสินค้าและบริการที่เหนือความคาดหมายให้กับลูกค้า การวิจัยนี้จึงมีวัตถุประสงค์เพื่อศึกษาความพึงพอใจของลูกค้าที่มาใช้บริการของโรงแรมวอร์บะ หัวหิน รีสอร์ท แอนด์ สปา โดยการเก็บรวบรวมข้อมูลจากลูกค้า จำนวน 171 คน วิเคราะห์ข้อมูลเชิงบรรยาย (descriptive statistics) โดยใช้ ความถี่ ร้อยละ ค่าเฉลี่ย และส่วนเบี่ยงเบนมาตรฐาน ใช้ one-way ANOVA ในการทดสอบสมมติฐาน และสร้างตัวแบบความสัมพันธ์ระหว่างตัวแปรอิสระและตัวแปรตามด้วย Multiple Linear Regression การวิจัยพบว่า ความพึงพอใจของลูกค้าต่อการบริการโดยรวม อยู่ในระดับ "ดีเยี่ยม" แต่ในส่วนย่อย โดยเฉพาะด้าน สปา และนันทนาการอยู่ในระดับ "พอประมาณ" และจากการทดสอบสมมติฐานพบว่า มีความแตกต่างในระดับความพึงพอใจโดยรวมไปตามอายุ เชื้อชาติ และวัตถุประสงค์ในการเดินทางอย่างมีนัยสำคัญที่  $\alpha = 0.05$

คำสำคัญ : ความพึงพอใจของลูกค้า การบริการโรงแรม อุตสาหกรรมบริการ

### ABSTRACT

Today, service industry strategy to win customers' satisfaction through hotel service is very important. The succeeding will be heavily upon customers' satisfaction. This research, therefore aimed at studying the customers' satisfaction on hotel services with the use of Wora Bura Hua Hin Resort and Spa as a case study. The collection of data had been done through 171 samples by using questionnaires. The statistics had been applied to use in describing the data were frequency, percentage, mean and standard deviation. The one-way ANOVA was used in testing the hypotheses. And the Multiple linear Regressions were also employed to use in constructing equation on the relationship between independent and dependent variables. The results were found that customers' satisfaction on the Resort and Spa as a whole were in the level of "Excellent". By testing hypotheses, the differences in age, nationality and purpose of travel were significantly affected the differences in levels of customers' satisfaction at  $\alpha = 0.05$ .

<sup>1</sup> สาขาวิชาการจัดการภาครัฐและเอกชน หลักสูตรศิลปศาสตรมหาบัณฑิต มหาวิทยาลัยศิลปากร วิทยาเขตสารสนเทศเพชรบุรี จ. เพชรบุรี

76120

Master of Arts (Public and Private Management), Silpakorn University Petchburi IT Campus, Petchburi 76120

**Keywords:** customers' satisfaction, hotel services, service industry

E-mail : k\_janch@hotmail.com

## INTRODUCTION

Customer demands and expectations are altering in today's world, in the hotel industry many of the hotel companies have lost track of the true needs and wants of their customer, many hotel think of customer needs from their own perspective so their immediate focus is on cost reductions in driving hotel product, keeping customers at the least priority. But the customer should not be ignored (Boland, Morrison and O'Neill, 2002). The hotel business must aim at fulfilling the individual customer needs or even reaching beyond these (Gustafsson *et al*, 1999)

The goal of service companies including hotel industry is to develop services which attract and keep customers who are satisfied (Gustafsson *et al*, 1999). It should be observed that retention of existing customers is much cheaper to acquire a new customer. Therefore, the companies including hotel industry are putting more emphasis on Customer Relationship Management (CRM) as a tool for managing customer relationships. Hence, it needs to increase customer satisfaction and loyalty (Khalifa & Liu 2003;Kotorov 2002;Park & Kim 2003;Ngai 2005) which consequently will increase steady streams of revenue, customer equity and market share (Wang *et al*, 2004; Park *et al*, 2004). Organizations and companies should also notice that they will be more successful if they concentrate on acquiring and sustaining a share of each customer rather than a share of the entire market (Park & Kim 2003)

Hotel Industry should also know their competitors and consider the market competition and how to overcome and win in the competition campaign. CRM is an essential component of the corporate strategy of hotel companies to differentiate themselves from competitors in the eyes of the customer (Boland *et al*, 2002)

This research, therefore, aimed at studying of customer satisfaction on hotel services which used Wora Bura Hua Hin Resort and Spa, Prachuabkirikhan, Thailand as a case study which is the fundamental notion of CRM (Stefanou *et al*, 2003). Customer Relationship Management is a new evolving management topic which most business firms are focusing on as a competitive advantage strategy and tool. (Khalifa & Liu, 2003; Ngai, 2005) And however, hotel industries are not an exception from this business strategy approach.

## LITERATURE REVIEW

The literatures related to the research reviewed and discussed, which consists of a review of the main basic concepts and definitions such as marketing, service marketing, hotel marketing, customer relationship management (CRM), hotel industry, service quality evaluation tools and some theories related to satisfaction. However, due to limitation of space allowed to use for summarizing the research report, it has been presented only a part of CRM and one theory related.

This study will only focus on the most essential step of CRM, such as implementation, understanding customer expectations, perceptions and satisfaction. This research will propose a satisfaction for hotel based on the customers expectations and perceived performance. As a result, there was a need for this research. The researcher separates the issues of CRM into 5 categories as the following:

1. The meaning of CRM is different things to different people.
2. The different definition explanations and understanding of Customer Relationship Management.
3. The organizational of initiation CRM is about a person-to-person organization relationship between the customer and the service employee, in reality it is exactly the opposite, which is CRM is about person-to-organization relationship. (Kotorov 2002).
4. CRM and information Technology. Appropriate CRM strategies can be implemented through the help of technology, which can manage the data to understand customers.
5. CRM Pitfalls. six common pitfalls to CRM implementation can be mentioned as follows:
  - 5.1 CRM viewed as technical (IT) not business problem
  - 5.2 Lack of senior management involvement
  - 5.3 CRM driven by IT organization not the business leaders
  - 5.4 Trying to do too much at once.
  - 5.5 The lack of organizational readiness to implement CRM
  - 5.6 CRM driven from the top down (not considering front line employees benefits)

This study is also presented only one theory that is theory of expectations disconfirmation. This usually occurs in 3 forms as following:

1. *Positive disconfirmation*: occurs when perceived performance exceeds expectations.
2. *Confirmation*: occurs when perceived performance meets expectations.
3. *Negative disconfirmation*: occurs when perceived performance does not meet and is less than the expectations.

## RESEARCH METHODOLOGY

The main purpose of this research was to study customers' satisfaction on hotel services which used WoraBura Hua Hin Resort and Spa as a case study. This research used questionnaire in collecting the data in order to achieve the objectives of the data analysis. The population and sample research instrument, statistic analysis applied in this research are described as follows:

- Population and sample

The population was 300 persons who came to stay in Wora Bura Hua Hin Resort and Spa During 1 month in May 2008. Whereas only 171 persons were randomly drawing as the sample of this research.

- Research instrument

This research used questionnaire as the instrument in collecting the data from the sample. The questionnaire comprised 20 questions on demographic characteristics and level of customers' satisfaction.

- Statistical Analysis

Descriptive statistics employed to use were frequency, percentage, mean and standard deviation. Whereas one-way analysis of variance (one-way ANOVA) was used in hypotheses testing and Multiple Linear Regression was planned to use for constructing model of relationships between independent and dependent variables.

## THE RESULTS

The results of this study were presented in 3 sections such as analysis of level of customers' satisfaction, and hypotheses testing, and model of relationships between independent and dependent variables.

### Section 1: The analysis of level of customers' satisfactions

**Table 1** Level of Customers' Satisfaction

Customers' Satisfaction	Level of Customers' satisfaction	
	Mean	Meaning
- Front Desk	4.54	Excellent
- Housekeeping	4.82	Excellent
- Spa	3.23	Fair
- Recreation	3.28	Fair
- Food and Beverage	4.28	Excellent
- Overall of services	4.69	Excellent

From Table 1 the level of customers' satisfaction on services as a whole of Wora Bura Hua Hin Resort and Spa were falling in "Excellent" and, Front Desk, Housekeeping, and Food and Beverage were also considered falling in "Excellent". These were excepted, the wora spa and recreation that were in "Fair". Therefore, the services of both sections should be more attention.

### Section 2: Hypothesis Testing

#### 1) Demographic characteristics and customers' satisfaction on Front Desk.

Hypotheses 1: The differences in demographic characteristics, such as sex, age, nationality, purpose of travel and hotel selection affect the differences in levels of customers' satisfaction on Front Desk.

Table 2 Demographic characteristics and customers' satisfaction of Front Desk

Demographic Characteristic	Customers' satisfaction on Front Desk				
	N	Mean	S.D	F	Sig
● Sex					
Male	103	4.50	.740	1.318	.303
Female	68	4.62	.604		
● Age					
Under 30 years	26	4.66	.344	1.215	.390
31 – 40 years	33	4.45	.792		
41 – 50 years	31	4.56	.301		
51 years and over	81	4.34	.713		
● Nationality					
Thai	23	4.35	.762	2.351	.168
Asian	7	4.38	.270		
Scandinavian	53	4.64	.493		
European	9	4.65	.494		
Germany	48	4.38	.857		
Others	31	4.68	.646		
● Purpose of Travel					
Tourist	155	4.55	.691	.407	.751
Business	3	4.67	.577		
Visit friends/Relatives	3	4.84	.288		
Others	10	4.42	.815		
● Hotel Selection					
Yourself	34	4.59	.597	1.797	.321
Travel Agent	48	4.59	.695		
Internet	49	4.61	.586		
Group	35	4.30	.869		
Others	5	4.73	.406		

Note: The significant level at 0.05

From table 2, it was found that the Null Hypothesis had been accepted in all aspects of demographic characteristics, such as sex, age, nationality, purpose of travel and hotel selection. Because every sig.value was greater than  $\alpha = 0.05$ . Therefore, it was able to conclude that the differences in demographic characteristics did not affect the differences in customers' satisfaction on Front Desk. However, when taking a look at mean, it was found that female was having more satisfaction on Front Desk. The older seemed to have more satisfaction on Front Desk than the younger. The Scandinavian and European had more satisfaction than Thai, Asian and Germany. And the

customers who came to visit friends or relative had more satisfaction than tourist and business purposes.

**2) Demographic characteristics and customers' satisfaction on Housekeeping.**

Hypotheses 2: The differences in demographic characteristics, such as sex, age, nationality, purpose of travel and hotel selection affect the differences in levels of customers' satisfaction on Housekeeping.

**Table 3** Demographic characteristics and customers' satisfaction of Housekeeping

Demographic Characteristic	Customers' satisfaction on Housekeeping				
	N	Mean	S.D	F	Sig
● Sex					
Male	103	4.83	.499	.042	.869
Female	68	4.82	.443		
● Age					
Under 30 years	26	4.89	.309	.632	.615
31 – 40 years	33	4.80	.540		
41 – 50 years	31	4.84	.426		
51 years and over	81	4.80	.504		
● Nationality					
Thai	23	4.72	.589	1.718	.174
Asian	7	4.79	.405		
Scandinavian	53	4.87	.360		
European	9	5.00	.000		
Germany	48	4.73	.611		
Others	31	4.92	.271		
● Purpose of Travel					
Tourist	155	4.83	.475	.283	.837
Business	3	4.67	.577		
Visit friends/Relatives	3	4.84	.289		
Others	10	4.78	.538		
● Hotel Selection					
Yourself	34	4.82	.458	2.266	0.075
Travel Agent	48	4.90	.307		
Internet	49	4.87	.429		
Group	35	4.62	.691		
Others	5	5.00	.000		

Note: The significant level at 0.05

From table 3, it was found that the Null Hypothesis had been accepted in all aspects of demographic characteristics, such as sex, age, nationality, purpose of travel and hotel selection. Because every sig.value was greater than  $\alpha = 0.05$ . Therefore, it was able to conclude that the differences in demographic characteristics did not affect the differences in customers' satisfaction on Housekeeping.

### 3) Demographic characteristics and customers' satisfaction on The Wora Spa.

Hypotheses 3: The differences in demographic characteristics, such as sex, age, nationality, purpose of travel and hotel selection affect the differences in levels of customers' satisfaction on The Wora Spa.

**Table 4** Demographic characteristics and customers' satisfaction on The Wora Spa

Demographic Characteristic	Customers' satisfaction on The Wora Spa				
	N	Mean	S.D	F	Sig
● Sex					
Male	103	3.21	1.758	.190	.798
Female	68	3.28	1.810		
● Age				5.255	.001
Under 30 years	26	2.44	1.688		
31 – 40 years	33	2.59	1.754		
41 – 50 years	31	3.68	1.555		
51 years and over	81	3.59	1.755		
● Nationality				3.478	.005
Thai	23	2.52	1.698		
Asian	7	1.86	1.463		
Scandinavian	53	3.19	1.708		
European	9	4.00	1.245		
Germany	48	3.85	1.648		
Others	31	2.98	1.965		
● Purpose of Travel				3.611	.019
Tourist	155	3.34	1.757		
Business	3	1.00	.000		
Visit friends/Relatives	3	4.00	1.463		
Others	10	2.10	1.523		
● Hotel Selection				2.543	.043
Yourself	34	2.45	1.787		
Travel Agent	48	3.41	1.705		
Internet	49	3.24	1.794		
Group	35	3.68	1.687		
Others	5	3.80	1.643		

Note: The significant level at 0.05

From table 4, it was found that there were significantly different at  $\alpha = 0.05$  in age, nationality, purpose of travel and hotel selection affecting levels of customers' satisfaction on the Wora Spa. So, it was able to conclude that the older were having the more satisfaction on The Wora Spa than the younger. The European and Germany had more satisfaction on The Wora Spa than Thai and Scandinavian. Whereas, Asian had least satisfaction on The Wora Spa (mean = 1.86) that should be rapidly improved. The Thai was also having less satisfaction on The Wora Spa (mean = 2.52) that was also less satisfaction. The customers who came to visit friends or relatives were having more satisfaction on The Wora Spa than tourist and the customers who came to do their business had least satisfaction on the Wora Spa that might mean that the business man did not want to use the Wora Spa services. And in hotel selection, there were relatively low satisfaction (mean = 3.34) on The Wora Spa. Especially, the lowest (mean = 2.45) was in one who came to Wora Bura Hua Hin Resort and Spa by themselves, not by travel agent, internet, or group. These were except sex which was not affect the differences in customers' satisfaction on The Wora Spa.

#### 4) Demographic characteristics and customers' satisfaction on Recreation.

Hypotheses 4: The differences in demographic characteristics, such as sex, age, nationality, purpose of travel and hotel selection affect the differences in levels of customers' satisfaction on Recreation.

**Table 5** Demographic characteristics and customers' satisfaction on Recreation

Demographic Characteristic	Customers' satisfaction on Recreation				
	N	Mean	S.D	F	Sig
● Sex					
Male	103	3.29	1.561	.126	.760
Female	68	3.26	1.554		
● Age					
Under 30 years	26	3.57	1.447	.501	.692
31 – 40 years	33	3.23	1.559		
41 – 50 years	31	3.34	1.504		
51 years and over	81	3.18	1.612		
● Nationality					
Thai	23	3.23	1.583	1.959	.234
Asian	7	3.18	1.569		
Scandinavian	53	3.46	1.543		
European	9	3.44	1.347		
Germany	48	3.15	1.583		
Others	31	3.56	1.410		
● Purpose of Travel					
Tourist	155	3.34	1.522	2.117	.260
Business	3	2.16	1.040		
Visit friends/Relatives	3	3.08	2.138		
Others	10	2.57	1.651		

Demographic Characteristic	Customers' satisfaction on Recreation				
	N	Mean	S.D	F	Sig
● Hotel Selection					
Yourself	34	2.92	1.676	2.756	.057
Travel Agent	48	3.45	1.559		
Internet	49	3.43	1.440		
Group	35	3.03	1.393		
Others	5	4.05	1.381		

Note: The significant level at 0.05

From table 5, it was found that the Null Hypothesis had been accepted in all aspects of demographic characteristics, such as sex, age, nationality, purpose of travel and hotel selection. Because every sig.value was greater than  $\alpha = 0.05$ . Therefore, it was able to conclude that the differences in demographic characteristics did not affect the differences in customers' satisfaction on Recreation.

#### 5) Demographic characteristics and customers' satisfaction on Food and Beverage.

Hypotheses 5: The differences in demographic characteristics, such as sex, age, nationality, purpose of travel and hotel selection affect the differences in levels of customers' satisfaction on food and beverage.

**Table 6** Demographic characteristics and customers' satisfaction on Food and Beverage

Demographic Characteristic	Customers' satisfaction of F&B				
	N	Mean	S.D	F	Sig
● Sex					
Male	103	4.35	1.115	1.054	.338
Female	68	4.16	1.306		
● Age					
Under 30 years	26	4.31	1.207	2.215	.166
31 – 40 years	33	3.85	1.447		
41 – 50 years	31	4.47	.872		
51 years and over	81	4.36	1.151		
● Nationality					
Thai	23	3.22	1.605	5.988	.000
Asian	7	4.11	1.589		
Scandinavian	53	4.53	.786		
European	9	4.57	.697		
Germany	48	4.28	1.149		
Others	31	4.56	.947		

Demographic Characteristic	Customers' satisfaction of F&B				
	N	Mean	S.D	F	Sig
● Purpose of Travel					
Tourist	155	4.38	1.063	10.176	.001
Business	3	4.33	.923		
Visit friends/Relatives	3	4.59	.692		
Others	10	2.50	1.773		
● Hotel Selection					
Yourself	34	4.00	1.489	1.916	.154
Travel Agent	48	4.53	.823		
Internet	49	4.30	1.202		
Group	35	4.07	1.269		
Others	5	4.84	.218		

Note: The significant level at 0.05

From table 6, it was found that there were significantly different at  $\alpha = 0.05$  in nationality and purpose of travel affecting levels of customers' satisfaction on Food and Beverage. It was able to conclude that Thai nationalities were having least satisfaction (mean = 3.22) on Food and beverage. And in purpose of travel, others purpose had least satisfaction (mean = 2.50) on Food and Beverage. However, customers who came to Wora Bura Hua Hin Resort and Spa with other purpose may not need to use services from Food and Beverage due to much choice in their purposes.

### Section 3: Regression Analysis

Since, There was only age significantly affected the level of customers' satisfaction. The regression, therefore, applied to use was Simple Linear Regression, the calculation was following.

Table: Coefficients of Simple Linear Regression

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	2.075	.374		5.554	.000
AGE	.419	.117	.265	3.570	.000

$\alpha = 0.05$

The simple linear regression equation was

$$\hat{y} = \alpha + \beta x$$

Therefore, the model of relationship between level of customers' satisfaction and age was:

$$\hat{y} = 2.075 + 0.265x$$

When  $\hat{y}$  = estimation value of level of customers' satisfaction

X = age

## SUMMARY AND DISCUSSION

This research had three main results. Firstly, although customers' satisfaction on Wora Bura Hua Hin Resort and Spa as a whole was falling in "Excellent" but in the details the customers' satisfaction on the wora spa and recreation was just in "Fair". Therefore, there were some problems in servicing the wora spa and recreation. In the wora spa, the problem was mainly in efficiency of spa treatment. Whereas, in the recreation, the problems were in providing not enough tools in fitness centre and providing kid's club. Secondly, to test hypotheses, it was found that 1) there were significantly different in age, nationality, purpose of travel, and hotel selection affected the differences in customers' satisfaction on the wora spa services, at  $\alpha = 0.05$ . And 2) whereas, on food and beverage services, there were significantly different in nationality and purpose of travel affected the customers' satisfaction. Therefore, both customers satisfaction on the wora spa and food and beverage needed to be seriously considered, at the mean ( $X$ ) of level of customers' satisfaction in each independent variable, as mentioned. In age, for example, it was observed that the higher aging had also higher level of customers' satisfaction on the wora spa. The more attention, therefore, should be paid to the younger customers who used spa services. While, in food and beverage, the attention should be how to deal with Thai customers who had relatively low satisfaction. Finally, it was found that there was only age of customer which was able to use in estimating the level of customers' satisfaction by this Simple Linear Regression equation:  $\hat{y} = 2.075 + 0.265X$ , when  $\hat{y}$  was estimation value of level of customers' satisfaction and  $X$  was age of customer.

## REFERENCE

- Boland Declan, Doug Morrison and Sean O'Neill (2002). "The Future of Airline CRM" IBM Institute for Business Value.
- Gustafsson A., Fredrik Ekdahl, Bo Edvardsson (1999). "Customer focused service development in practice: A case study at Scandinavian Airlines System (SAS)." International Journal of Service Industry Management, 10(4): 344-358.
- Khalifa Mohamed, Vanessa Liu (2003). "Satisfaction with Internet-Based Services: The Role of Expectations and Desires." International Journal of Electronic Commerce 7(2): 31-35.
- Khalifa Mohamed, Vanessa Liu (2003). "Determinants of Satisfaction at Different Adoption Stages of Internet-Based Services" Journal of the Association for Information System 4(5): 206-232.
- Kotorov, Radoslav P. (2002). "Ubiquitous organization: Organizational design for e-CRM." Business Process Management 8(3): 218-232.
- Ngai, E.W.T. (2005). "Customer Relationship Management Research (1992-2002) and academic literature review and classification" Marketing Intelligence and Planning 23(6): 582-605.

- Parasuraman, A. (2004). "Assessing and improving service performance for maximum impact: insights from a two-decade-long research journey." *Performance Measurement and Metrics* 5(2):45-52.
- Park Chung - Hoon, Young - Gul Kim (2003) "A framework of dynamic CRM: linking marketing with information strategy." *Business Process Management Journal* 9(5): 652-671.
- Park Jin – Woo, Robertson and Cheng – Lung Wu (2004). "The effect of airline service quality on passengers' behavioral intentions: a Korean case study." *Journal of Air Transport Management* 10: 435-439.
- Stefanou Constantinos J., Sarmaniotis Christos, Stafyla Amalia (2003). "CRM and customer-centric knowledge management: an empirical research." *Business Process Management Journal* 9(5):617-634.
- Wang Yonggui, Po Lo hing, Chi Renyong and Yang Younheng (2004) "An integrated framework for customer value and customer-relationship-management performance: a customer-based perspective from China." *Managing Service Quality* 14(2/3): 169-182.