

**MEASURING SERVICE QUALITY OF FOOD AND BEVERAGE
DEPARTMENT IN HOTEL INDUSTRY: A STUDY IN BAAN
KLANG AOW BEACH RESORT IN PRACHUP KHIRI KHAN,
THAILAND**



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Thematic Paper
entitled
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AOW BEACH RESORT IN PRACHUP KHIRI KHAN, THAILAND**

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ABSTRACT

This research study aims to study service quality of a hotel and hospitality business of Baan Klang Aow Beach Resort which is family-owned business. The resort has been operated for more than 15 years located at Prachua Khiri Khan, Thailand. The objective is to analyze the expectation and perception for customer satisfaction of the customer during their stays by using SERVQUAL method. The quantitative method is used in this study. The research focuses on service performance of food and beverage department. The study reveals two major factors related with customer satisfactory including reliability and empathy. The result shows that resort needs to be improving on reliability, empathy and tangible to meet the customer satisfaction and retain service to be consistent with standardization throughout all aspects.

KEY WORDS: Service Quality/Expectation/Perception/Customer satisfaction

59 Pages

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CHAPTER I

INTRODUCTION

1.1 Hotel and Hospitality Industry

The hotel and hospitality industry is important industry in Thailand. The industry also create job and opportunities for many business. The growing of the industrial makes domestic market very competitive. The small business is strangling to survive the competitiveness of the market. However, there are areas and opportunities to improve and develop to help small business to compete with the bigger organization. The tourist industry is 7.3% of the total GDP (Growth Domestic Product) which worth 825.6 billion Baht (World Travel and Tourism Council, Economy impact 2013, Thailand). The dramatically increasing in number of visitors during the past ten years (Tourism Industry growth, Office of Tourist Development, Yearly Tourist Arrival 1998-2013). Thailand is one of the best destination for many tourist both domestic and international according to the increasing in number of the tourist and revenue that generate through the tourism industry (Department of Tourism, Annual Report, 2011). Even though, there were many incidents which might impact this industry. However, Thailand tourist industry had abilities to survive and passed through many crisis such as Tsunami in Southern of Thailand in 2004, Recession and Riot in 2009 and Major flooding in 2011 (Tourism Industry growth, Office of Tourist Development, Yearly Tourist Arrival 1998-2013).

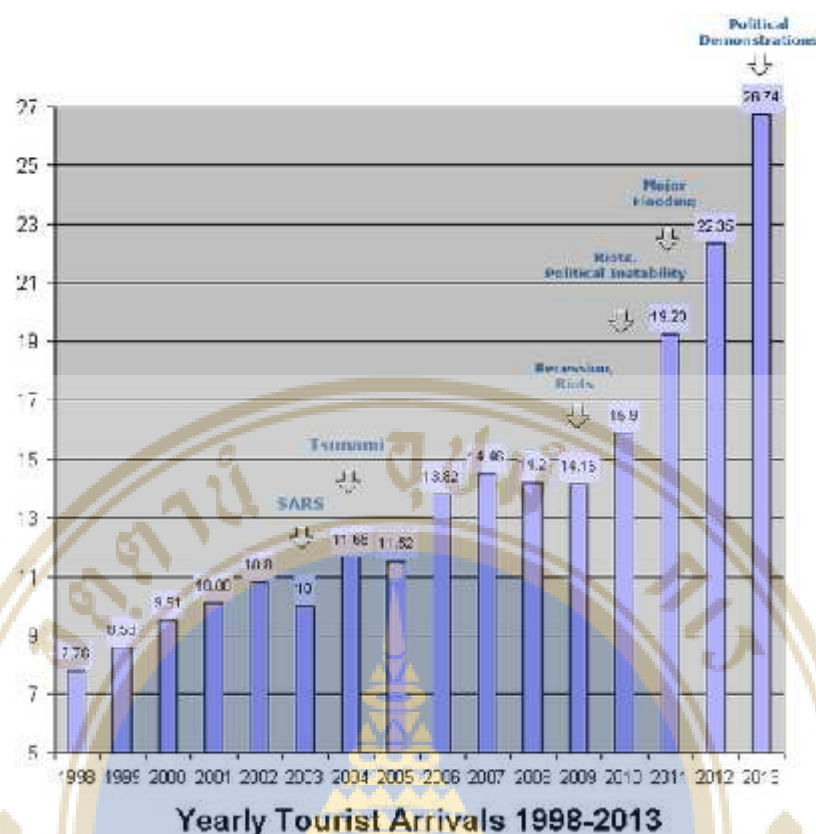


Figure 1.1 Tourism Industry growth, Office of Tourist Development, Yearly Tourist Arrival 1998-2013.

As the number of visitors and tourist are increasing throughout the past ten years. The number of hotel and resort also increasing as well. With highly competitive within the industry. Many of entrepreneur were enter into this industry. Some of them will survive and have ability to grow but for other might be out of business (Department of Business Development, New Business Registration).

Moreover, the number of hotel and resort in Prachup Khiri Khan are increasing due to the demand in tourism industry. The market seem to be more highly competitive. The hotel and resort have to develop and improve their organization to compete in the market (Department of Business Development, Prachup Khiri Khan Province new registration company for hotel and resort industry).

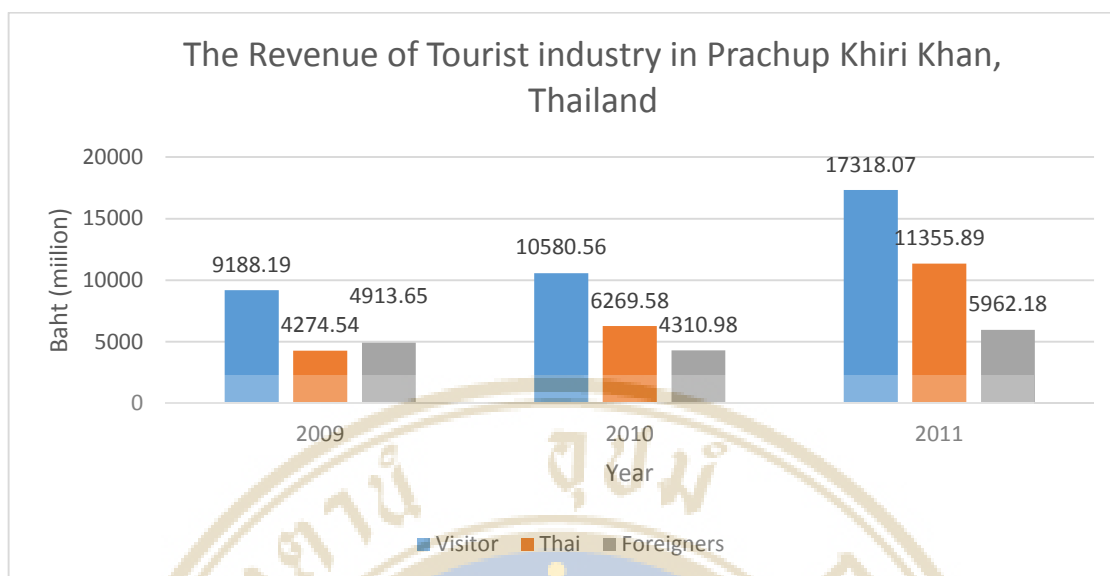


Figure 1.2 Situation to domestic traveler, Prachuap Khiri Khan Province: 2009 – 2011, Tourism Authority of Thailand

1.2 Company Background

Baan Klang Aow Beach Resort is located in Baan Krud beach, Bangsaphan, Prachuap Khiri Khan Province along with 400 kilometer drive from Bangkok or approximately six hour by train. The resort was founded by Mr. Vorabhan Pindavanija in 1997. Baan Klang Aow Beach Resort provides more than 100 rooms with four swimming pool and many activities such as beach volleyball, pools table, bicycle, with sun and sand right in front of customer door steps (Website, www.baanklangaow.net). The resort also provides facilities such as karaoke room, spa, seminar room and restaurant. So, all of the resort's guests are able to relax and enjoy their time and holiday. This resort is nearby the beach and has very wonderful environment whereas customers can relax and enjoy activities with friends or families. In addition, room provides are single or double beds, Wi-Fi internet, bar, refrigerator, air-conditioner, and television with cable TV. There are many tourist attractions nearby the resort such as Koh Talu, Huay-Yang waterfall, Wagher Aquarium, Singha-Korn Passed, and Kao Thongchai and also activities outside the resort; for example, scuba diving at Koh Talu (Tourism Authority of Thailand, Tourist information in Prachaup Khiri Kran).

Baan Klang Aow Beach Resort main office located at Ratburana Bangkok with Managing Director, Mr. Julapong Udomsantisuk and one assistant Miss Tassanee Srisuk. At the resort there are Resort Manager, Mr. Piyapat Rattanasombat (been with resort for 20 years) and four more officer to assist (see appendix for organization structure).

The resort provides variety of room selection from one single bungalow to two bedroom bungalow or three bedrooms for the big family trip. The price of the accommodation depends rate on the reason and period of the year; for example, long week end and public holiday are more expensive than normal weekday. The rate charge are different depending on the number of guest such as 20 person of group would have different price rate (Website, www.baanklangaow.net)

There are two target group of customer at Baan Klang Aow Beach Resort. The primary group is customer age 25-45 married and bring their family and relative on their vocation. Secondary group is business to business type, such as seminar for private company, government organization and travel agency. The customer would come from many places of country for example Chiang Mai, Chiang Rai, Bangkok, Rayong. The resort will provide conference room with breakfast, lunch, and dinner with full-service. For more than 40 employees the resort able to provide the service to customer while their stay.

Market Share of Hotel and Resort Industry at Ban-Krud in Prachup Khiri Khan.



Figure 1.3 Market Share of the Ban-Krud area, Bangsaphan, Prachup Khiri Khan. The revenue of each resort in 2012 from Department of Business Development

1.3 Problem Statement

Baan Klang Aow Beach Resort is one of the leading resort in the Baan Krud area. The reputation of services are top of the market. The resort is also gain the highest market share among the competitors in the region.

The revenue of the resort came from two section, first section is accommodation and room services, and the other income came from food and beverage department (website, facilities, www.baanklangaow.net). This two major incomes have impact on the growth and development of the organization.

However, there are some problem at the food and beverage section. The sale of food and beverage were very difficult to improve. The channel for food and beverage is through restaurant of the resort. Most of the customers who stay at the resort did not always eat and drink at the resort. To improve the sale of the restaurant would help improve the revenue of the resort. Baan Klang Aow Beach Resort have ability to increasing their revenue mostly through the number of accommodation (Management Annual Revenue Report, Baan Klang Aow Beach Resort).

To be the sustainable organization and be a leader in resort and hotel industry in Baan-Krud area. The resort must have abilities to complete service to customer to serve and fulfill customer expectation in every aspect of the resort which included from making the reservation, arrival at resort, to dining until the customer are check-out.

1.4 Research Questions

- What are the important factors of the service quality should consider to meet the expectation of the customer?
- What are customer satisfaction toward the service quality of food and beverage department at Baan Klang Aow Beach Resort?

1.5 Scope of Study

Quantitative research is conducted questionnaires are distributed to customers of Baan Klang Aow Beach Resort minimum of 130 customer.

1.6 Purpose of study

1. The purpose of study is to examine the factors which have impact to performance of the food and beverage department in Baan Klang Aow Beach Resort.
2. To identify and analysis the attributes of food and beverage department in resort to meet the expectation of the consumer.
3. To recommend the solution for improving performance of food and beverage department in the resort to meet the customer expectation.
4. To find out expectation and perception of the customer to service quality while their stay at Baan Klang Aow Beach Resort.

The result of the research would be useful for increasing the income of the food and beverage department in Baan Klang Aow Beach Resort.



CHAPTER II

LITERATURE REVIEW

The basic factors that lead to customer satisfaction and expectation in the restaurant include product quality (food quality), service quality and environment of the restaurant (atmosphere), service received during the customer time at the restaurant (Jones, 1983; Johns & Pine, 2002), which in the scope of consumer behavior toward the restaurant. The service quality is complicated to control more than to control product quality (Bowen, 1986). The service quality can be described as intangible which involve customer expectation, the customer perception will be judged by customer experience toward the service quality that customer perceived which will affect the customer willing to pay for the service (Prabha Ramseook-Munhurrun, 2012).

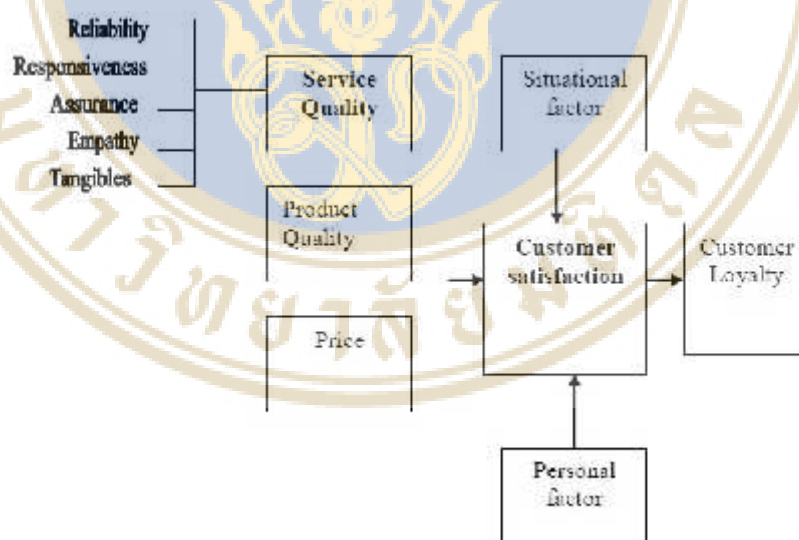


Figure 2.1 Customer perception of quality and customer satisfaction (Wilson et al., 2008, P.79)

2.1 Service Quality

The service elements quality of service are very important to the customer perception which will be the factors to the performance of the restaurant (Parasuraman, Zeithaml & Berry 1988). The tool to identify and measurement for service quality is SERVQUAL (Parasuraman et al. 1988). This instrument would help to improve the service quality and performance under the organization control. The model of SERVQUAL based on five dimension as follows:

2.1.1 Reliability

The quality of the product and quality of food which depend on the consistency of the performance in the organization to satisfy the need of the customers. The freshness of the food and beverage, quality of ingredients, and taste of the food. The accuracy of service and handling problem with abilities to fulfill customer need (Parasuraman et al. 1988).

The previous studies have shown that customer satisfaction come from the performing and consistency of quality and taste of food and beverage because these factors will determine the repeat purchase and return customer and lead to brand loyalty which will create viral marketing through word of mouth (Oh, 2000; Yuksel & Yuksel, 2002).

The value of the service and price fairness will have significant affect to the customer willingness to pay which lead to the expectation of the customer perspective (Prabha Ramseook-Munhurrin, 2012).

2.1.2 Responsiveness

The definition of responsiveness: “The willingness to help customers and provides prompt service” (Parasuraman et al. 1988 p.23). The reaction to the customer involving time and speed of service to customers.

The previous studies from Daniel Onwanga Auke, Joseph N. Bosire, and Victor Matern; Perceived service quality and customer loyalty in retail banking in Kenya (2013); have shown the responsiveness is an important factor to customer satisfaction. The feature such as processing hour and service hour, and availability of the service will have positive effect toward the service. The abilities and quick respond

to the customer expectation create the positive experience to customer which enhance the customer satisfaction.

The timing of communication and prompt to the problem solving are vital to create trust and confident to customer which effect on the consumer behavior on decision making (Mohammed and Shirley, 2009).

2.1.3 Assurance

The staff needs to have skill and knowledge to provide service to the customers. The assurance is important to improve customer satisfaction. Ability of staff to provide information to satisfy the customers to inspire trust and confident (Prabha Ramsenook-Munhunrrun, 2012).

The study of Niveen El Saghier, Demyana Nathan (2004) defined as abilities and skills of service to earn confident and trust from the customer. The useful information providing to customers in different communication channel (Sadek et al., 2010).

Mohammed Baiomy et al., (2013) described the menu type and design as an important factor to provide useful information with detail and description.

2.1.4 Empathy

The definition of empathy: “Caring, individual attention the firm provides its customers” (Parasuraman et al., 1988, p.23). Empathy is ability to make customer feel comfortable and sense of friendliness.

The customers experience the empathy service dimension form the service delivery and performance of the service (Brown & Lam, 2008). The empathy dimension comes from the individual service and caring to the customer and enhance the overall performance of the restaurant.

The personalize service intention to the customer through the communication from the service provider to the perceiver. Understanding the individualism of customer behavior and complain. The feeling of empathy come from customer whether to accept or turn down the service (Daniel Onwonga Auka, Joseph N. Bosire, Victor Matern; 2013). Parasuraman (1985) defined empathy as service attention specific to customer need and understanding the consumer heart and interest.

2.1.5 Tangibles

The actual facilities and appearances of the overall service. The physical service such as lay out of the facilities, the food decoration and the decoration of the restaurant (Prabha Ramsenook-Munhunrrun, 2012).

According to Parasuraman (1988) the SERVQUAL use for measure the attitude of customers and identify factors that affect to customer satisfaction toward the service (Zeithaml and Bitner, 1996). The important of service quality will affect the attitude of the customer to repurchase (Qu, 1997; Pettijohn et al., 1997). The experience of the customer will determine the outcome of the repeat patronage and willingness and intention to return for the service with positive word-of-mouth (Richins, 1983; Sigh, 1990).

Tangible in the service quality dimension was defined as “physical facilities, process and procedures of the service” (Parasuraman et al., 1988). The physical facilities can be defined as appearances of service such as food service through taste, design and lay-out of the restaurant and menu, ambience and sound (Ahmed Elbadawy et al., 2013).

There are more physical facilities for service the customer by poster presentation and design of the food and beverage, variety of the food and availability of the food and beverage (Ahmed Elbadawy Anwar Mohammed Baiomy, Eleri Jones, Ahmed Nour Eldin Elias and Rania Taher Dinana; Menus as Marketing Tools: Developing a resort hotel restaurant menu typology, 2013, Page 2).

2.2 GAP Model of Service Quality

The model were developed by Parasuraman et al., (1985), which measure the quality of the service by categorized into two functions. First, “Expectation of the customer” which measure the attitude of the customer toward the restaurant and service. Secondly, “Performance perception” measure the performance of the service toward the customer satisfaction. The equation service quality is

$$SQ = \sum_{j=1}^k (P_{ij} - E_{ij}),$$

Figure 2.2 Gap score model, Source: Service quality as a factor of marketing competitiveness; Aleksander Grubor, Suzana Salai, Bozidar Lekovic P.279

SQ = Service Quality

P = Perception toward the performance of the services.

E = Expectation before receiving services.

The Service quality will based on the five dimension that mention earlier; Tangible, Assurance, Empathy, Responsiveness, and Reliability (Parasuraman et al., 1985).

2.3 Proposal Framework

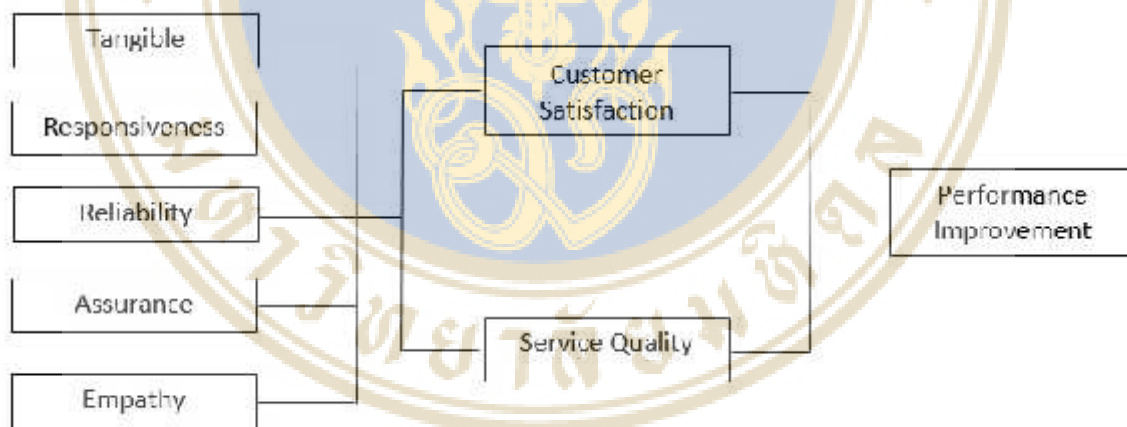


Figure 2.3 Conceptual Framework

The framework will involving all five dimension to measure the service quality on both customer expectation and perception. The overall customer satisfaction will be measuring to summarize the customer satisfied with the service quality or not. By using the SERVQUAL model from Parasuraman (1988), the service quality will be measuring from tangible, empathy, assurance, responsiveness, and reliability of the food and

beverage department of Baan Klang Aow Beach Resort. The resolve of the SERVQUAL model will use to enhance and improve the performance of the service quality of the resort's restaurant.



CHAPTER III

RESEARCH METHODOLOGY

This research aims to identify factors that impact to the performance of the service quality which have influence on the performance of the food and beverage department in the Baan Klang Aow Beach Resort. The method is to follow the SERVQUAL model from Parasuraman. The research will emphasis on the quality of the service. With regard to hospitality industry, most often factor come from the quality of the service. The selection of the methodology for this research is to gather research information from quantitative method through questionnaire by asking the customers of Baan Klang Aow Beach Resort. The question of the questionnaire will base from the propose framework which have SERVQUAL five dimension as key factors to find which factor are the most important to satisfy customer needs.

The questionnaire were developed from previous study such as Prabha Ramseook-Munhurrun (2012) based on the food quality which including all five factors. Also the question were mainly developed from A. Akbaha (2006) based on hospitality management. The previous study of T. Vanniarajan and T. Meharajan (2012) were used to develop some of the question on factor that related to quality of the ingredient and price fairness.

3.1 Survey Instrument

To gain customer understanding and customer insight, the resort have to ask question for customer needs and wants based on SERVQUAL five dimension. The result of the quantitative method will help the resort improve their performance of the food and beverage department.

The questionnaire will divided into three section. First section will be the 27 attribute of the restaurant service that have three column. The second section will asking

the overall satisfaction of the customer to the services that they perceived from the resort during their stay at the weekend. The first section will be question designed from the literature review information of service quality (SERVQUAL). The five dimension of SERVQUAL will expanded to 27 service quality of attributes which will use to develop the question.

The design of the questionnaire will be divided into two sides to measure on both customer expectation and customer perception. On the left hand side will measuring the customer expectation and on the right will be measuring customer perception. The expectation will be measured the consumer attitude toward the resort and restaurant before their received the services. With perception on the right side will be measured the customer value the service after they perceive services from the restaurant of the resort. The method was been used to explore and analyzed the service quality of hotel and hospitality industry. The dimensionality of SERVQAUL and concept of these method are based and measure on the similar scale and construct with prewise study of A. Akbaba, Hospitality Management 25 (2006) page 170-192. The customer will be asked to rate the score of 27 attribute on the five-point score scale, (1) is consider the “very low” and (5) will be the highest score “very high” which indicator agreement of the customer.

The second section will ask the customer for over performance of the service that customer perceived. The customer also will be ask to score from (1) “very low” which means customer are not satisfy with the service that resort been provided for and for scoring of (5) means customer satisfy with the service that they perceived from the food and beverage department at the resort.

The last section will be demographic information about the participators. The general information the research select to collect is age, gander, salary (income), marital status, and education. The data of demographic will help to understanding the different needs and wants for different background of guest and whether that they willing to return and repurchase at the resort (Importance-Performance Analysis as a Service Quality Measure in Food Service Industry, Gwo-Hshiung Tzeng, Hung-Fan Chang, 2001) can be viewed in appendix table A1 for questionnaire.

3.2 Data Collection

The data collecting from this study used for analyzing the customer expectation before they perceived service and also analyzing customer perception after they received the service from the food and beverage department.

Baan Klang Aow Beach Resort staff will be asking customer for participate in the survey. The resort staff will hand them the questionnaire while they are check-out from the hotel. The survey will conduct in Baan Klang Aow Beach Resort, Prachuap Khiri Khan on 31st of July to 4th of August, 2014. During this period will be variety of customer and segmentation such as seminar group and family vocation. The questionnaire designed to separate the customer segmentation by age, gender, income, and marital status. The size of sample will be 130 respondent which was calculated from average customer that visit the resort (Baan Klang Aow Beach Resort, Management Report).

The questionnaire will hand-in to customer through questionnaire paper. Estimate the number of customer to participate this survey by at least 130 customers. The questionnaire will be written by English language with Thai language underneath. The research questionnaire design by providing two language for customer because majority of the guests are Thai nationality. The design with two language will help participate read through and finishing the questionnaire with full understanding of the question and able to provide the accurate and reliable answer for the survey.

3.3 Data Analysis

The data will be extracting from the questionnaire with 110 questionnaire will be provided for guest while customer checking out from the resort. For data collection will be recording manually by hand and record all the data using Microsoft Excel.

After gather and adding the data to record, the data will be fed into Statistical Package for the Social Sciences (SPSS) for analysis. The factors of five dimension for SERVQUAL analyze descriptive of the data. Also factor analysis of each attribute by using factor analysis. With paired means t-test to find out the difference score of the service quality (PM-EM = SQ). This data analysis method were used to measure service

quality which came from previous study Afshan Naseem, Sadia Ejaz, and Prof. Khusro P. Malik GPHR, (2011). The data will be measured and analyzed factors that impact overall customer satisfaction, which been construct and measured from the same scale of factor analysis with reliability and regression analysis to find out the significant factor and the important of each factor (Atilla Akbaba, 2006).



CHAPTER IV FINDING AND DISCUSSION

4.1 Demographics Analysis

The result from Table 4.1 showing the overall demographics of respondent that fill out the questionnaire while checking out at Baan Klang Aow Beach Resort during one weekend in August 2014. The total participates of 89 people that will to fill out the questionnaire from the total 130 questionnaires. As can be seen in the Table 1 show Variable of Gender, Age, Marital Status, Occupation, Education, Salary, and Number of customer that visit the resort. The first variable shown 53 of respondent are female which made up 59.6% of the total respondent and the rest are male respondent. The next variable shown age group of the customers from 18-24 to above 65 year of age. The Table 1 shown majority of customer were aging between 35-44 years old, almost half of respondent population at 42 customer that made up 47.2% and secondary group was 25-34 years old (24.7%). By combining age group of 35-44 and 25-34 the number of percentage will be 70% of the total respondent population. Most of the customer that visit Baan Klang Aow Beach Resort at the weekend were married at 59.6% from 89 respondent (53 respondent) and 27 participate were single (30.3%) and 10.1% were group of other which one of respondent labeled as divorced and other two respondent did not identify. There were variety of the occupation from guests, such as from Self Employed to Retirement. The majority of occupation were government organization at 41 respondent (46.1%). The number from Table 4.1 shown almost half of participates were working for the government organization and self-employed at 18 respondent (20.2%) and private corporate at 14.6%. The education section shown more than 60% of the respondent were educated bachelor's degree level at the percentage of 65.2. The Master's degree level at 27% and Doctor's Degree at 4.5% and the rest 3 respondent marked other which did not indicate the education level. The salary of the customer were in the group of 20,001-35,000 Baht which made up 43 respondent

(48.3%) and 35,001-55,000 Baht were 29.2% (26 respondents). Combining these two groups of salary will be 69 respondents (77.5%). Most of the customers at Baan Klang Aow beach Resort were first time visitors at majority number of 57.3% (51 respondents), and second time visitor at 21.3% (19 respondents).

Table 4.1 Profile of respondents (n = 234)

Variables		Frequency (s)	Percentage of total (%)
Gender	Male	36	40.4
	Female	53	59.6
Age	18-24	2	2.2
	25-34	22	24.7
	35-44	42	47.2
	45-54	12	13.5
	55-64	9	10.1
	65 or above	2	2.2
Marital Status	Married	53	59.6
	Single	27	30.3
	Other	9	10.1
Occupation	Self employed	18	20.2
	Freelance	8	9.0
	Private Corporate	13	14.6
	Government Organization	41	46.1
	Student	1	1.1
	Retired	4	4.5
	Other	4	4.5
Education	Below High School	0	-
	Bachelor's Degree	58	65.2
	Master's Degree	24	27.0
	Doctor's Degree	4	4.5
	Other	3	3.4
Salary	Below 20,000	9	10.1
	20,001-35,000	43	48.3
	35,001-55,000	26	29.2
	55,001-70,000	7	7.9
	70,001-100,000	3	3.4

Table 4.1 Profile of respondents (n = 234) (cont.)

Variables		Frequency (s)	Percentage of total (%)
Salary	Above 100,000	1	1.1
Number of Visit	First time	51	57.3
	Second time	19	21.3
	Third time	9	10.1
	Forth time	4	4.5
	Fifth time	2	2.2
	More than five time	4	4.5

4.2 Gap Model Analysis

The method used to find out the customer expectation and perception were descriptive statistical method through SPSS version 20. The result will show means and standard deviations, and including the difference scores were computed from each attribute to combine into five service quality dimensions. Table 4.2 will show the gap score between customer expectation and customer perception toward the service of Baan Klang Aow Beach Resort (PM-EM). The each attribute will be calculate separately for individual attribute of 27 attribute in total.

Table 4.2 Value for each attribute analysis (n = 89)

Attribute	Expectati on means	SD	Perceptio n means	SD	(PM-EM)	T- value
1.The restaurant has visually appealing building and facilities	3.96	.737	4.10	.708	0.15	1.925
2. The atmosphere and equipment in the restaurant are comfortable and appropriate for dining. (Chair, table, knife, folk, spoon, glasses)	3.94	.697	3.92	.772	-0.02	-.363

Table 4.2 Value for each attribute analysis (n = 89) (cont.)

Attribute	Expectation means	SD	Perception means	SD	(PM-EM)	T-value
3. The restaurant has the modern look equipment (<i>design, style, uniqueness</i>)	3.65	.893	3.69	.820	0.03	.478
4. Lighting and sound ambience of the restaurant are create atmosphere for dining.	3.69	.792	3.78	.836	0.09	1.303
5. The menu are easy to read and well design.	3.91	.748	3.90	.840	-0.01	-.168
6. The restaurant equipment and facilities are adequate capacity.	3.94	.774	4.08	.829	0.13	2.035
7. The restaurant equipment are properly function.	4.08	.757	4.08	.882	0.00	0.00
8. Food and beverage served are hygienic, adequate, and sufficient.	4.16	.752	4.24	.769	0.08	1.068
9. The hotel staff appear neat and tidy (<i>uniform</i>).	4.00	.769	4.11	.818	0.11	1.790
10. Decoration of food and beverage appeal appetizing.	3.94	.713	3.98	.812	0.03	.478
11. The food and beverage in the menu are available as presented	4.06	.858	4.13	.757	0.08	1.068
12. Ingredient quality and freshness of food and beverage are consistent in every dish (<i>as order</i>).	4.13	.741	4.18	.777	0.04	.615
13. Taste of food and beverage are standardize (<i>not over-cook, too spicy</i>)	4.04	.767	4.07	.780	0.02	.287

Table 4.2 Value for each attribute analysis (n = 89) (cont.)

Attribute	Expectation means	SD	Perception means	SD	(PM-EM)	T-value
14. The resort restaurant provide the service as promised.	4.08	.727	4.08	.757	0.00	0.00
15. The performance of service right at the first time.	4.16	.810	4.06	.884	-0.10	-1.174
16. The restaurant resolved customer complaint and compensates for the inconvenience guest suffers.	4.00	.783	4.03	.885	0.03	.418
17. Staff are polite and treating customer in a friendly manner.	4.10	.708	4.22	.863	0.12	1.619
18. The staff understand the specific need of the customers.	3.91	.651	3.93	.735	0.02	.332
19. The staff provide service as individualized attention to customer.	3.98	.738	3.99	.805	0.01	.145
20. The service of the restaurant staff are fast and prompt.	4.01	.715	4.03	.775	0.02	.293
21. Staffs are friendly and willing to serve customers.	4.11	.790	4.21	.790	0.10	1.240
22. The restaurant staff are available when needed.	4.07	.735	4.04	.878	-0.02	-.261
23. The restaurant provide the flexibility in services according to guest demand.	3.94	.789	4.08	.815	0.13	1.681
24. Operating hour are suitable and convenient for the customer.	4.00	.657	4.07	.837	0.07	.973

Table 4.2 Value for each attribute analysis (n = 89) (cont.)

Attribute	Expectation means	SD	Perception means	SD	(PM-EM)	T-value
25. Staff have knowledge to provide information and assisting the customer.	3.74	.819	3.87	.907	0.12	1.585
26. Staff have skill to explain the menu and ingredient of the food and beverage.	3.70	.789	3.78	.794	0.08	.961
27. The restaurant keeps the accurate record of customer order.	3.85	.847	3.91	.874	0.06	.712

According from the result in Table 4.2 show the expectation means all above 3.0. The expectation means range between 3.65-4.16 and standard deviation range of 0.651-0.893. The perception of customer after perceived the service are 3.68-4.11 and standard deviation range between 0.708-0.907. The GAP model ($PM-EM = SQ$) show the important number of customer satisfying with the service. If the number is zero means the customer were satisfied with the service from the food and beverage department of resort. But if the score is negative, it is means that customer were not satisfied with service in that particular attribute and factor. The result in Table 2 show negative result are attribute number 2, 5, 15, and 22. The majority of the gap score are positive. However, the gap score did not gain high number of difference score and the range of the result of the gap score are between negative (0.10) to positive 0.15. The paired t-test method was used to compare means between perception and expectation from the customers.

Table 4.3 Positive GAP SCORE of perception means minus expectation means

Attributes	EM	PM	GAP SCORE	Factors
A1	3.96	4.10	0.15	Tangible
A6	3.94	4.08	0.13	Tangible
A23	3.94	4.08	0.13	Responsiveness
A17	4.10	4.22	0.12	Empathy
A25	3.74	3.87	0.12	Assurance
A9	4.00	4.11	0.11	Tangible

According from table 4.3 show the result of positive gap score of highest six attributes score. The highest score is attribute number one which in factor of tangible. The gap score is 0.15 point. The customer expectation score is 3.96 with the perception of 4.10 point. The result mean that customer satisfied with the resort tangible service of food and beverage department. In another attribute such as attribute number 6 also have positive gap score of 0.13 point that indicate the perception of the customer that perceived the service of food and beverage department were higher than customer expectation. In conclude that the most satisfied factor to customer were tangible factor as show in the table that there are three attributes from the same factor that have the positive gap score.

The responsiveness factor of attribute 23 ranked second from the highest score at 0.13 point. The score show the significant of the attribute that satisfied the customer needs and wants of the service quality at food and beverage department. Attribute 23 described as the restaurant provide the flexibility in the service according to guest demand. The result show that there are enough flexibility of service quality to satisfied customer needs.

The empathy and assurance factor also have attribute with the high gap score. The positive gap score is 0.12 for both attribute. The attribute number 17 is an empathy factor which describe as staff are polite and treating customer in friendly manner. The result show that customer were satisfied with the service quality. The

attribute number 25 on the assurance factor show the important of the staff have knowledge of food and beverage to provide information and assisting to customer. The previous study described important of the assurance factor that impact to customer satisfaction as a channel to communicate with customer directly (Mohammed Baiomy, 2013).

The last attribute on table 4.3 is attribute number 9. The attribute show the important of hotel staff appear neat and tidy which is in tangible factor. The appearance is one of the most important to the service quality because it a direct service to the customer. The first impression come from the eye of customer when they perceived service (H.G. Parsa, 2012). Although attribute number 9 does not have the highest positive gap score. But this attribute is important as other attribute on the table 3 because this factor is represent the image of the resort as Parasuraman (1988) describe the tangible factor was the post important factor to the customer satisfaction.

Table 4.4 Negative GAP SCORE of perception means minus expectation means

Attributes	EM	PM	GAP SCORE	Factors
A15	4.16	4.06	-0.10	Reliability
A22	4.07	4.04	-0.02	Responsiveness
A2	3.94	3.92	-0.02	Tangible
A5	3.91	3.90	-0.01	Tangible
A7	4.08	4.08	0.00	Tangible
A14	4.08	4.08	0.00	Reliability

From the Table 4.4 shown the significate attribute that had negative gap score. The outcome of the score according to the table 3 shown that attribute number 15 had the lowest score on the -0.10 point. Second attribute that had the negative score was attribute number 22 which in factor of responsiveness. The attribute describe as restaurant staff of the resort are available when needed. The result shown that customer

expected higher level than their perceived. Next attribute was in tangible factor, the attribute number 5 had scored -0.01 point below. The attribute describe as the menu were easy to read. This attribute is in line with previous work that menu had impact on customer experience toward perception and expectation (Ahmed Elbadawy et al, 2013; Menus as Marketing Tools: Developing a Resort Hotel Restaurant Menu Typology).

The attribute number 7 and 14 had the score of 0.00 point which indicate that customer were satisfy with the quality of the food and beverage department. The attribute number 7 was in the tangible factor. The attribute number 14 was in reliability factor.

Table 4.5 Attribute with highest score of customer expectation

Attributes	Expectation means	Perception Means	Difference score	Factor
A8	4.16	4.24	0.08	Tangible
A15	4.16	4.06	-0.10	Reliability
A12	4.13	4.18	0.04	Reliability
A21	4.11	4.21	0.10	Responsiveness
A17	4.10	4.22	0.12	Empathy
A7	4.08	4.08	0.00	Tangible
A14	4.08	4.08	0.00	Reliability

The table 4.5 shown the order of the attribute that have the highest customer expectation score. There are four factors with seven attribute in the table 4.5 which are tangible, reliability, empathy and responsiveness. Reliability have three attributes from the selected seven attribute.

Attribute that have the highest score according from table 4.5 is attribute number 8 which describe in the tangible factor as food and beverage served are hygienic, adequate and sufficient with perception score of 4.24 and difference score of 0.08 point. The result show customer have high expectation on this attribute. As previous study described tangible factor as the most important factor because people will have high expectation on the quality and freshness of the product and service (Mohammed Baiomy et al., 2013). Moreover, this attribute have positive gap score which mean that customer were satisfy with the food and beverage department of the resort.

The attribute number 15 have the customer expectation means of 4.16 with perception of 4.06. The outcome of the gap score is negative 0.10 point in the reliability factor. The attribute describe as the performance of the service right at the first time. The result from the table 4.5 show customer expectation of the attribute is equally score with attribute number 8 which mean customer want service to be as their order at the first time. However, the perception score is less than expectation in the result outcome the difference score is negative. The customer did not satisfy with the service of the resort according to the result from table 4.5.

Table 4.5 also show other attribute that come from reliability factor which is attribute number 12. This attribute have the expectation score of 4.13 with perception score of 4.18 in the result of gap score is 0.04 point. The attribute describe as Ingredient quality and freshness of the food and beverage are consistent in every dish. The attribute show the over quality of the product of the resort. Customer demand high quality of the product and service on this attribute. According to study of Gwo-Hshiung (2011) describe the reliability factor was the most important factor that had impact to customer satisfaction. The result also show the positive gap score of 0.04 which mean that customer were satisfy with the ingredient of the food and beverage that resort provided to their guests.

The attribute 21 come from responsiveness factor. The result have positive impact on the gap score and expectation of 4.11 and perception of 4.21 points. As H.G. Parsa et al., 2012 describe customer satisfaction which lead to customer willingness to purchase by the response of the service such as time period from order to serve or how fast staff of the resort response to the customer needs. The attribute 21 describe as staffs are friendly and willing to serve. The result form table 4.5 show customer were satisfy

with the service quality. The staff of resort have the service mind and willingness to serve for their customer wants.

The next attribute that have the high score of customer expectation is on empathy factor, the attribute number 17 describe as staff are polite and treating customer in friendly manner. The result show high expectation from the customer. The customer demand the service to be polite and treating them as important guest. The customer satisfaction depending on the empathy factor according from Prabha Ramseook-Munhurrin (2012) explained that customer demand individual attention. Table 4 also show the 4.21 of perception mean score and positive result of gap score on 0.10 point. The score show the level of customer satisfaction with positive the customer were satisfy with staff behavior toward their service that customer perceived.

The attribute number 7 and 14 have the same expectation score of 4.08 with same perception score of 4.08 in result of 0.00 on the gap score. The attribute represent tangible factor and attribute 14 is represent reliability factor. The customer expectation on attribute 7 which describe as restaurant equipment are properly function. The result show the important of customer satisfaction toward the restaurant equipment to be function and ready to use if customer needs. The attribute 14 also the important of the restaurant of the resort provide the service as promised. Customer have high expectation on the service promised. The customer feel that resort should provide product and service as their promise on as advertise or promotion on agreement. However, the gap score show 0.00 point on both attribute which mean that customer were satisfied with the service quality.

Table 4.6 Attribute with highest perception mean score

Attributes	Expectation means	Perception Means	Difference score	Factor
A8	4.16	4.24	0.07	Tangible
A17	4.10	4.22	0.12	Empathy
A21	4.11	4.21	0.10	Responsiveness
A12	4.13	4.18	0.04	Reliability
A11	4.06	4.13	0.08	Reliability

Table 4.6 indicate the highest score of perception from the customer after they perceived service from the food and beverage department at resort. The highest score is in attribute number 8 (tangible). The result could imply to the Parasuraman (1988) suggest that tangible factor was the most important factor to gain customer satisfaction. The result from table 4.5 and table 4.6 show some relationship between them on attribute number 8. Both table indicate that attribute number 8 have the highest score on both customer expectation mean and customer perception mean. Also the table 5 and 6 show the attribute 17 and 21 have the similar result with high score on expectation and perception. The result indicate that customer have the high expectation on attribute 8, 17 and 21. However resort service quality were able to satisfied customer needs.

Attribute 11 and 12 have the positive gap score of 0.04 and 0.08 with the perception score of 4.18 and 4.13. Both attribute share the same factor of reliability. The result indicate that customer have perceived service that satisfied them on food and beverage are available and serve as presented in the menu, and ingredient of food and beverage is fresh with consistent in every dish.

Table 4.7 Attribute with lowest expectation mean score

Attributes	Expectation means	Perception Means	Difference score	Factor
A3	3.65	3.69	0.03	Tangible
A4	3.69	3.78	0.09	Tangible
A26	3.70	3.78	0.08	Assurance
A25	3.74	3.87	0.12	Assurance
A27	3.85	3.91	0.06	Assurance
A5	3.91	3.90	-0.01	Tangible
A18	3.91	3.93	0.02	Empathy

Table 4.7 show low score of expectation which involve attribute 3, 4, 26, 25, 27, 5, and 18 as order. The attribute 3 have the lowest expectation score which mean customer did not expect restaurant of the resort would have modern look equipment or unique design. But perception score of the attribute 3 is exceed expectation with have gap score of 0.03 point. Also attribute 4, 26 and 25 show the similar result. However, attribute 25, 26, and 27 are in the assurance factor which describe as knowledge of staff assisting customer needs and skill to explain menu and ingredients clearly and finally record the order of customer correctly. The result show the low score of customer expectation which mean that customer did not expect staff to have the skill and ability to provide them the useful information to make decision on purchasing and place the order. According to H.G. Parsa (2012) explained about the customer willing to pay on assurance factor that customer are willing to pay more if the service provide prompt and useful information to help them making the decision and selection on the product and service.

In addition, attribute 5 have the negative gap score which indicate dissatisfaction from the customer point of view. The result show that even customer have lower expectation on the attribute 5 (tangible, describe as menus are easy to read

and well design). But the service quality did not satisfy customer and could not meet customer expectation.

Table 4.8 Attribute with lowest perception mean score

Attributes	Expectation means	Perception Means	Difference score	Factor
A3	3.65	3.69	0.03	Tangible
A26	3.78	3.70	0.08	Assurance
A25	3.74	3.87	0.12	Assurance
A5	3.91	3.90	-0.01	Tangible
A27	3.85	3.91	0.06	Assurance
A2	3.94	3.92	-0.02	Tangible

The table 4.8 show the significate factors which are tangible and assurance factors. The lowest score customer perception have the result that only two factor that customer tend to score less than other factor. Also the outcome of gap score indicate two attribute have negative score. The result mean that customer perceived low level of service quality which could lead to customer dissatisfaction that will impact on customer repurchasing and willingness to pay.

The result of table 4.8 also show relationship with table 7 that assurance have the lowest score on both customer expectation and perception of customer. Although, all of the attribute that came from assurance factor does not have negative gap score because of the service that they perceived were satisfied their needs.

4.3 Reliability Analysis

Table 4.9 show the reliability of five service quality dimension. The Cronbach alpha of the construct must be greater than 0.7 according from the Peterson

(1994) (Dineserv: A tool for measuring service quality in restaurants, T Vanniarajan and T. Meharajan, 2012).

Table 4.9 Reliability Analysis

Factors	Expectation means	Perception means	Difference scores means
Tangible	3.927	3.987	0.06
Reliability	4.094	4.103	0.01
Empathy	3.997	4.045	0.05
Responsiveness	4.034	4.093	0.06
Assurance	3.823	3.904	0.08

According from the table 4.9 shown the number of Cronbach alpha for each of five dimension factors. The number of five factors were higher than 0.7 as Peterson (1994) was suggested.

Table 4.9 show the significance expectation score and perception score of reliability factor. The mean score show that reliability factor have the highest mean on both customer expectation and perception of the customer. The result is important to know that customer were concerned about reliability of the resort service.

Result according to table 9 can explain to lowest expectation mean that show in tangible factor. The customer expectation of tangible factor is lowest among five dimension with lowest perception as well. With the difference score of 0.06 point. The result show that customer have the low expectation toward the tangible factor and be more concern about reliability and empathy more because the gap score of these two factor have the lowest score from total five service quality dimension. Also customer have high expectation for these two factor according to the table 9 show that expectation mean score of empathy factor is 3.997 which lower than responsiveness factor at 4.034 point. The score show that customer have higher expectation on responsiveness. After customer perceived service the result show that responsive have the higher perception score than empathy factor. This mean that customer have more satisfaction with

responsive of resort but needs more on empathy factor such as individual service, be more understanding toward customer needs and wants.

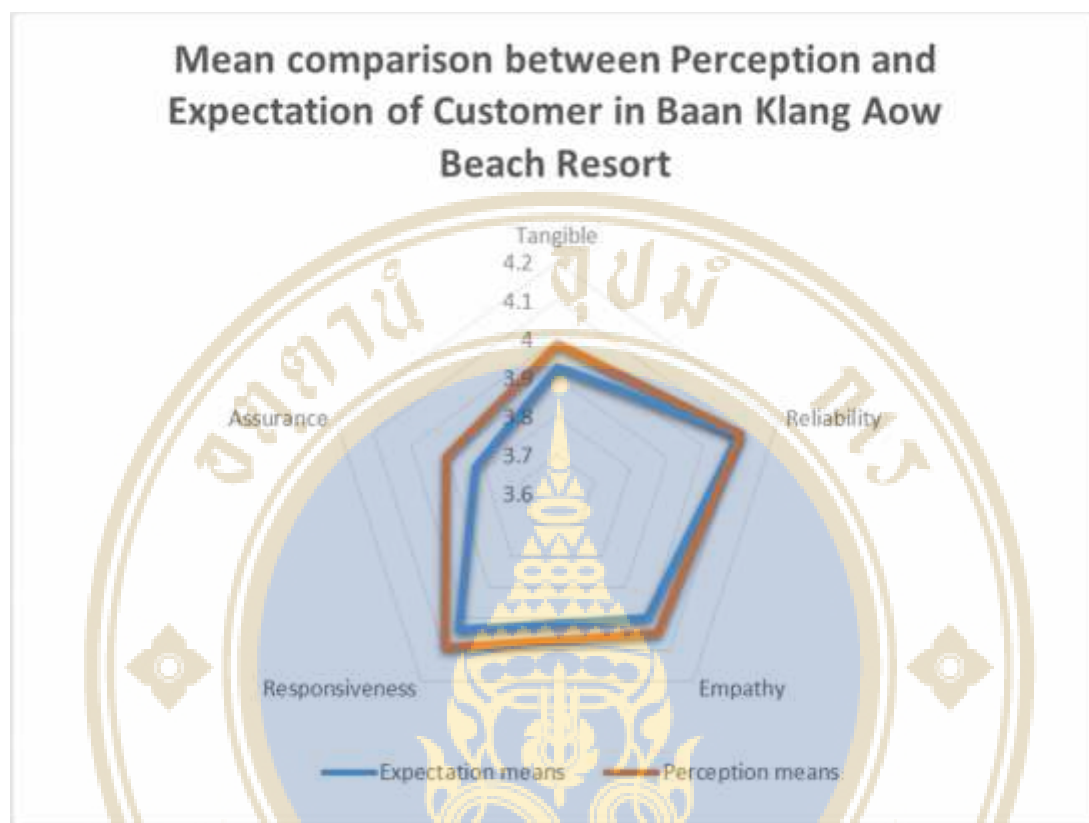


Figure 4.1 Mean comparison between perception and expectation of customer in Baan Klang Aow Beach Resort

The result of table 6 shown the gap between expectation and perception of 22 attributes which divided into five factors. The reliability factor shown the significant outcome. The mean of the expectation and perception were very close. However, according to table 4.5 shown all of difference score (PM-EM) were positive. The factor that had lowest score was reliability with 0.01 point. The mean difference score shown that customer were satisfy with the service. The empathy factor had 0.5 point which second lowest score from reliability factor.

4.4 Factor Analysis

The factor analysis used to reduce the 27 attribute from the questionnaire to a meaningful and have impact to the food and beverage department of resort. The gap score were used to find out for the factor analyzed. The method that used in factor analysis were principal component and Varimax rotation. The result will be summarized from entire the 27 attributes reduce to 22 attribute as seen on table 4.3.

Table 4.10 Result of factor analysis (n = 89)

Attributes	Factor loading	Factors
1.The restaurant has visually appealing building and facilities	0.633	1. Tangible
2. The atmosphere and equipment in the restaurant are comfortable and appropriate for dining (<i>Chair, table, knife, folk, spoon, glasses, cup, plate, and tissue paper</i>).	0.737	
4. Lighting and sound ambience of the restaurant are crate atmosphere for dining.	0.760	
5. The menu are easy to read and well design.	0.617	
6. The restaurant equipment and facilities are adequate capacity.	0.760	
7. The restaurant equipment are properly function.	0.592	
8. Food and beverage served are hygienic, adequate, and sufficient.	0.636	
9. The hotel staff appear neat and tidy (<i>uniform</i>).	0.497	
10. Decoration of food and beverage appeal appetizing.	0.451	

Table 4.10 Result of factor analysis (n = 89) (cont.)

Attributes	Factor loading	Factors
12. Ingredient quality and freshness of food and beverage are consistent in every dish (<i>as order</i>).	0.808	2. Reliability
13. Taste of food and beverage are standardize (<i>not over-cook, too spicy</i>)	0.665	
14. The resort restaurant provide the service as promised.	0.590	
15. The performance of service right at the first time.	0.457	
16. The restaurant resolved customer complaint and compensates for the inconvenience guest suffers.	0.650	3. Empathy
17. Staff are polite and treating customer in a friendly manner.	0.653	
18. The staff understand the specific need of the customers.	0.632	
19. The staff provide service as individualized attention to customer.	0.796	
20. The service of the restaurant staff are fast and prompt.	0.633	4. Responsiveness
21. Staffs are friendly and willing to serve customers.	0.732	
22. The restaurant staff are available when needed.	0.716	
25. Staff have knowledge (<i>food and beverage</i>) to provide information and assisting the customer.	0.792	5. Assurance
26. Staff have skill to explain the menu and ingredient of the food and beverage.	0.792	
27. The restaurant keeps the accurate record of customer order.	0.465	

Table 4.10 shown the factor loading of each attribute. According from the study of A. Akbaba (hospitality management Page 170-192, 2006) suggest that a variable of factor loading should be greater than 0.4 was consider significant. The Eigen value from the factor should be more than one to be significant and consider important to analyze. However, all of the attribute have the factor loading higher than 0.4 (tangible, reliability, empathy, responsiveness, and assurance).

Based on the result of the factor analysis the tangible factor were important due to the number of factor loading that had higher score than other factors (attribute 1, 2, 4, 5, 6, and 8 were high than 0.5). The attribute that consider important with standing out from the entire 27 attribute were attribute with factor loading more than 0.7 which were attribute 2, 4, 6, 12, 19, 21, 22, 25, and 26 as table 3 shown. Attribute 2, 4 and 6 came from tangible factor. The reliability and empathy factor has only one each which were 12 and 19. Factor loading for responsiveness were 21 and 22. The last factor was Assurance with 26 and 27 attribute that have significant number of factor loading.

4.5 Regression Analysis

Regression method was used to measure the relative importance of five dimension to predicting the overall service quality. On table 4.11 shown the significant factor that have relative with the overall service quality which were all five service quality dimension. The t-value indicate the important of the five dimension factors indicated that the most important factor in predicting guest overall service quality on customer satisfaction were reliability, empathy, tangible, assurance, and responsive as seen from the table 4.5 (Atilla Akbaba, 2005).

According from the regression as seen on table 4.11, there was only one significate factor that had related to the customer satisfaction on the overall service quality. The reliability factor had significate number less than 0.001 (Atilla Akbaba, 2005). Also the empathy factor had the significant number of less than 0.05

Table 4.11 Determine the overall quality of the food and beverage department

Description	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.119			.472	.638
Tangible	.125	.142	.117	.877	.383
Reliability	.449	.122	.442	3.674	.000*
Responsive	-.016	.105	-.017	-.156	.876
Empathy	.284	.121	.281	2.348	.021*
Assurance	.088	.105	.093	.840	.403

R square = 0.743, Adjusted R square = 0.727

F-Value = 47.43

Statistical Significance = 0.001

Dependence variable: Overall service quality

Independence variable: Five service quality factors

Multiple regression

$Y = a + b_1X_1 + b_2X_2 + \dots + b_nX_n$

a= constant

b_1X_1 = Reliability

b_2X_2 = Empathy

$Y = 0.119 + 0.449 + 0.284$

Table 4.11 also show the beta score of all five dimension which four out of five dimension are positive (Tangible, Reliability, Empathy, and Assurance). Only one dimension that have negative beta which is responsiveness. T-value is use for pointing out the most important factor to predict the overall customer service quality evaluation is tangible, assurance, reliability empathy and followed by responsiveness factor (A. Akbaba, page 170-192, 2006).

There are two factors that related to customer satisfaction with the significance number less than 0.05. The factors are reliability followed by empathy factor that have significance. The most important factor that have impact to the customer satisfaction is reliability, according to table 11 show beta score of 0.449 and followed by empathy at 0.282 point.

The empathy and reliability have the significant number which important to the overall service quality. The relationship show the important of this two factors that impact to the customer satisfaction.



CHAPTER V

CONCLUSION AND RECOMMENDATION

5.1 Conclusion

The objective of this research aimed to find out important factor to improve the service quality of Baan Klang Aow Beach Resort. Which located in Prachua Khiri Kran province 400 kilometers south of Bangkok. The area of the resort called Baan Krud, which the resort been establish and serving tourist for more than ten years. According from the management report of the business shown that the resort have potential to grow with number of guests and revenue of the resort are rising each year (see resort market share and company revenue growth). The primary income of the resort came from accommodation department and secondary from the food and beverage department. The food and beverage department were struggling to generate income for the resort. The number of the performance of the restaurant in the resort should gain the competitive advantage over rivalry and competitors in the area.

To identify factors that have impact to the performance of the product and service on the food and beverage department of Baan Klang Aow Beach Resort which will lead to customer satisfaction. The service quality were separate into five dimension which were tangible, responsiveness, empathy, reliability, and assurance. According from Parasuraman (1985) suggest that to gain customer satisfaction there were two main point to be measure. First, the customer expectation toward the product and service of that particular hotel or resort before the customer perceiving the service. Secondly, measuring customer perception toward the service after they perceived their service from the hotel and resort. Whether the customer satisfy or not depending on the quality of the performance at that time. The perception score will be subtract from the expectation score for each attribute in each of the five dimension. The score called GAP score to measure how well the performance of the service toward the customer expectation. The positive and zero score means that customer were satisfied with the

service. However if the result came out negative means that customer were not happy with the performance and service that they perceived.

This research was focusing on the performance of the food and beverage department of the resort, involving restaurant, and room service and quality of the food and beverage. The finding show the significance of each factor such as attribute of tangible factor have the highest score on customer expectation and perception. But reliability factor have the most concern to improve the service quality to gain higher level of customer satisfaction. This because customer did not perceived the service as their expected.

The quantitative research method were used to collect data from the respondent. The result from the customer who will to fill out the questionnaire were 89 respondent from 130 questionnaire was hand-out while customer were checking out of the resort. The result shown the majority of customer were aging between 25-45 years old and average income of 20,001-45,000 per month with married marital status.

The result shown opposite direction that guest at Baan Klang Aow Beach Resort concerned about the individual service while they perceiving the service. The customer demand more customize service with special attention to them which fall to the empathy factor on the five service quality dimension. The most important aspect was factor on reliability which involving attribute such as provided the service as promised, staff willing to serve and quality of the food and beverage were standardize throughout every dishes. The empathy factor was came as one of the important factor but not the most important factor. The customer concerned about the individual service which perceived and wants the staff to be serve and giving more attention to them.

5.2 Recommendation

According from the result from the research, the researcher recommended that resort should emphasis on the reliability and empathy factor more than other factors. The individual attention will need to be provided to customer with willing to serve and understanding customer needs and wants. To observe the customer behavior to gain understand of customer satisfaction. The staff training could be provided and setting up

to gain staff skill and knowledge to serve customer on the higher performance. Also ability of staffs to assist customer on food menu and beverage to gain customer satisfaction because the result show important of communication skill that needed to be accurate and useful to fulfill customer needs and wants. With making the resort atmosphere become more friendly by using name tag, staff will wearing the name tag and using nickname to gain customer comfortable with the staff and also called customer by the first full name to gain the individual attention. Showing that the resort and staff caring about guests and wanted to be customer best vocation while they can be relax.

All five dimension of service quality are equally important, with low performance on one factor could lead to customer dissatisfaction. However, most factor that impact on the performance of the food and beverage department is reliability factor. The result show that customer concerned more on this factor such as freshness and quality of ingredient of product and service. Secondly customer are concern about the empathy factor, customer like to have individual attention which the result show that resort is lacking on this service quality. To improve the quality of this two factor the resort could have training program for every staff for every four months. This could be time to adjust and improve and discuss all the problem and sharing the concern among staff who communicate directly to the customer.

The tangible factor recommendation, the resort should make the menu more interesting to create temptation with attracting list of food and beverage that present to the customer. The iconic sense will gain higher level of customer expectation, however the resort's food and beverage department have to be reliable to serve the quality of the product. Freshness and tasty of the food and drink are very important factor to improve the performance of the service quality of the Baan Klang Aow Beach Resort.

There are four attribute that have negative gap score which are attribute 2, 5, 15, and 22. This four attribute explain that customer did not satisfy with service of the resort. The attribute 2 describe as atmosphere and equipment of the resort are comfortable. To improve this attribute is to redesign the layout and making small renovate to make the atmosphere more comfortable for guests such as lighting in the food and beverage or at the lobby. Using ambience with relaxing tune and adjust the layout of table and share. This could be done immediately with small amount of investment.

The result from table 9 show significant data of empathy and reliability factor that have significant number < 0.05 which are 0.000 on reliability and 0.021 on the empathy factor. Also the beta score of this two factor are 0.449 on reliability and 0.284 on empathy. The researcher recommend that resort should emphasis on improving the service quality of the food and beverage department target this two key factor which will impact the customer satisfaction.

Even though the result show the customer expectation on tangible factor are low but this factor have to be improve because of the negative gap score. There are two positive gap score out of total four negative gap score. Mainly the attribute of the tangible pointing out to the menus design and equipment of the restaurant. To meet the customer satisfaction point, the resort should improve this two attribute right away because it easy to imply and take less time more than factor like empathy and reliability. The resort need time to train their staffs to make staffs understand the important of individualize service to customer and on how to treat and talk to the customer polite and friendly. Because the staff of the resort come from many background and have difference experiences in life, it is difficult to make the service integrated entire throughout everyone.

5.3 Limitation and Further research

The research study only one specific department of a resort in Thailand. The future research could enlarge scope of study and segmentation in the same regional or same industry. To gain understanding of the customer satisfaction. The result also depending on the location and culture from different places.

Furthermore on limitation of this research is time limited. The data collecting period of less than a week might cause inaccurate of raw data. If guests that stay during the survey came as seminar group the resolve cold be difference from the family group or individual guest or smaller group of customer.

The questionnaire could be adjust to improve on the quality of the outcome of the data. The improvement of the questionnaire design can point out the significant factor to improve the service quality of the food and beverage department. Also limitation of data analysis that personally this is the first time that researcher of this

thematic paper attempt data analysis using SPSS (Statistical Package for the Social Sciences) which is very difficult of researcher to completely understand the result and the outcome from the SPSS.

The future research should emphasis and narrowing the study scope on the attribute of the restaurant such as DINSERV model (To what extent does restaurant kitchen design influence consumers' eating out experience? An exploratory study; Abel Duarte Alonso and Martin A O'Neil, 2010) which will have other factor and attribute that more than SERVQUAL Model (Parasuraman, 1988) and able to gain understanding of factor that important to customer satisfaction with food and beverage aspect. The future studies could contribute to the hospitality and hotel industry research on the knowledge of service quality. Also the further research can segmentation of guest nationality. The group of nationality can divided into two main group. First is domestic group which are Thai nationality and second could be foreigner. The foreigner group can have sub-segmentation on country, region and continent. To find out the different outcome of the two group, because culture could have effect on the customer expectation and perceiving end. The result could gain more understanding of consumer insight toward the service quality of the resort.

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Department of tourist: www.tourism.go.th retrieved on the 26th July 2014





APPENDIX A: Literature review summary table

Literature review	Theory and Factors							
	Service Quality	Tangible	Responsive	Reliability	Empathy	Assurance	Customer Satisfaction	Framework
The Relationship between Customer Satisfaction and Service Quality: a study of three service sectors in Umea. Master Thesis, Umea school of business; Jenet Manyi. 2011.	✓	✓	✓	✓	✓	✓	✓	✓
Gwo-Hshiung Tzeng,Hung-fan Chang.2011.Applying Importance-Performance Analysis as a service quality measure in food service industry. Journal of technology management & innovation. Volume 6, Issue 3.	✓						✓	
Total Quality Management. 2004. Managing both Outcome and Process Quality is Critical to Quality of Hotel Service. Total Quality Management, Vol 15, No 3,259-278.	✓	✓	✓	✓	✓	✓		
T.Vanniarajan and T.Meharajan. Dineserv: A Tool for Measuring Service Quality in Restaurants. Journal of marketing & communication.	✓	✓	✓	✓	✓	✓		
Danny R. Arnold, K. Douglas Hoffman, Jame McCormick.1989.Service pricing: A differentiation premium Approach. Journal of services marketing. Vol.3 No.3	✓		✓	✓	✓	✓		

Literature review summery table (cont.)

Literature review	Theory and Factors							
	Service Quality	Tangible	Responsive	Reliability	Empathy	Assurance	Customer Satisfaction	Framework
Riadh Ladhari, 2009. Service quality, emotional satisfaction, and behavioral intentions A study in the hotel industry. Managing service quality. Vol 19. No 3.	✓	✓	✓	✓	✓	✓	✓	✓
H.G. Parsa, John.T.Self, Amy Gregory, Kirti Dutta. 2012. Consumer Behaviour in restaurants: Ass-essing The Importance of restaurant Attributes in consumer patronage and willingness to pay. Journal of service Research.Vol 12.No 2.	✓	✓	✓	✓	✓	✓	✓	
Ahmed Elbadawy Anwar Mohammed Baiomy, Eleri Jones, Ahemd Nour EI-Din Elias, Rania Taher Dinana.2013. Menus as Marketing Tools: Developing a Resort Hotel Restaurant Menu Typology. Journal of Tourism Research & hospitality are the property of SciTechnol.	✓	✓				✓		
Mohammed Alamgir, Mohammad Shamsuddoha, 2009. Service Quality Dimensions: A Conceptual Analysis. Journal of foodservice, 20, 280-286.	✓	✓	✓	✓	✓			

Literature review summery table (cont.)

Literature review	Theory and Factors							
	Service Quality	Tangible	Responsive	Reliability	Empathy	Assurance	Customer Satisfaction	Framework
Nick Johns.1992. Quality Management in the Hospitality Industry. International Journal of contemporary Hospitality Management. Vol.4 No.3.	✓							
Merjenje kakovosti storitev v. 2004. Measure service quality in the Croatian hotel industry: A Multivariate statistical analysis. Izvirni Znanstveni Clanki/Original scientific papers.	✓	✓	✓	✓	✓	✓		
Cheng-Jui Tseng, Ya-Hui Kuo.2013. The measurement of eco-components of service quality in Taiwan's International tourist hotels-An empirical case. The international Journal of Organizational Innovation .Vol 5, Num 3.	✓	✓		✓				
Suzana Markovic,Sanja Raspor.2010. Measuring Perceived Service Quality Using servqual: A case study of the Croatian Hotel Industry. Management. Vol 5.	✓	✓						

APPENDIX B: Questionnaire



COLLEGE OF MANAGEMENT
MAHIDOL UNIVERSITY
Wisdom of the Land

Dear Guest

This questionnaire is a part of Thematic Paper being conducted through College of Management Mahidol University. The purpose of this aim to collect data that will be used in service quality development of the food and beverage department, which measuring expectation and perception of customer during your stay at the resort. The instruction to fill out the questionnaire will be given for each part. (See Table A1)

สวัสดีครับ/สวัสดีค่ะ

แบบสอบถามนี้เป็นส่วนหนึ่งของสารนิพนธ์ โดยการดำเนินการผ่านมหาวิทยาลัยการจัดการมหาวิทยาลัยมหิดล จุดมุ่งหมายเพื่อที่จะเก็บข้อมูลซึ่งสามารถนำไปใช้ในการพัฒนาคุณภาพการบริการในส่วนของแผนกอาหารและเครื่องดื่มของรีสอร์ท โดยแบ่งออกเป็นการวัดความคาดหวังต่อสถานที่และการบริการและอีกส่วนหนึ่งเป็นการวัดผลความรู้สึกลหลังจากที่ได้รับบริการจริง โดยกรอกแบบสอบถามในแต่ละหัวข้อดังนี้ (ตารางที่ A1)

Table A1

Part 1: The questionnaire contain three columns. The center column represent the attribute of Food and beverage department of the resort. The left hand column is the expectation and the right hand side is perception. The scale of the score is (1) to (5), (1) very low and (2) means low, (3) is moderate, (4) high and (5) very high. Please read each attribute and circle (☐) the number on both scale that indicate your score.

ส่วนที่หนึ่งแบ่งเป็นสามแนว แนวกลางจะเป็นส่วนของคำถามของแบบสอบถาม โดยเก็บกับแผนกอาหารและเครื่องดื่มของรีสอร์ท ทางด้านซ้ายเป็นแนวสำหรับความคาดหวังที่มีต่อการบริการและสถานที่ของรีสอร์ท ส่วนทางด้านขวาจะเป็นส่วนสำหรับความรู้สึกลหลังจากที่ได้รับบริการจริง โดยมีการแบ่งคะแนนตั้ง (1) ถึง (5) โดยที่ (1) เป็นคะแนนที่น้อยที่สุด และ (5) เป็นคะแนนที่เยอะที่สุด

Expectation/ความ คาดหวังก่อนได้รับการบริการ					List of Attribute/แบบสอบถาม	Perception/ความรู้สึก หลังจากได้บริการจริง				
Very low	low	Moderate	High	Very High		Very low	low	Moderate	High	Very High
1	2	3	4	5	1.The restaurant has visually appealing building and facilities รูปลักษณ์ร้านอาหารของรีสอร์ทสามารถดึงดูดความสนใจ	1	2	3	4	5
1	2	3	4	5	2. The atmosphere and equipment in the restaurant are comfortable and appropriate for dining. (Chair, table, knife, folk, spoon, glasses, cup, plate, tissue paper) บรรยากาศและอุปกรณ์ในร้านอาหารมีความสะดวกสบายเป็นกันเอง และ เหมาะสมกับการใช้ (เก้าอี้, โต๊ะ, ช้อน, ส้อม, มีด, แก้วน้ำ, ถ้วย, ชาม, จาน)	1	2	3	4	5
1	2	3	4	5	3. The restaurant has the modern look equipment (design, style, uniqueness) อุปกรณ์ในร้านอาหารมีความทันสมัย (ตกแต่ง, เอกลักษณ์เฉพาะ)	1	2	3	4	5
1	2	3	4	5	4. Lighting and sound ambience of the restaurant are crate atmosphere for dining. แสงและเสียงในร้านอาหารสร้างบรรยากาศในการรับประทานอาหาร	1	2	3	4	5
1	2	3	4	5	5. The menu are easy to read and well design.	1	2	3	4	5

เมนูง่ายต่อการอ่านและมีการออกแบบที่ดี

6. The restaurant equipment and facilities are adequate capacity.

1 2 3 4 5

ร้านอาหารมีอุปกรณ์และสิ่งอำนวยความสะดวกที่ครบครันและเพียงพอต่อความต้องการ

1 2 3 4 5

1 2 3 4 5

7. The restaurant equipment are properly function.

อุปกรณ์ในร้านอาหารทำงานได้อย่างปกติ (ไม่มีการแตกหรือรอยบน, แก้วร้าว, ช้อนบิด)

1 2 3 4 5

1 2 3 4 5

8. Food and beverage served are hygienic, adequate, and sufficient.

อาหารและเครื่องดื่มสะอาดถูกสุขอนามัยและเพียงพอต่อความต้องการ

1 2 3 4 5

1 2 3 4 5

9. The hotel staff appear neat and tidy (uniform).

พนักงานแต่งกายสะอาดเรียบร้อยดี

1 2 3 4 5

1 2 3 4 5

10. Decoration of food and beverage appeal appetizing.

อาหารและเครื่องดื่มตกแต่งได้สวยงามและน่ากิน

1 2 3 4 5

1 2 3 4 5

11. The food and beverage in the menu are available as presented

มีอาหารและเครื่องดื่มในเมนูตามที่ได้นำเสนอ

1 2 3 4 5

1 2 3 4 5

12. Ingredient quality and freshness of food and

1 2 3 4 5

beverage are consistent in every dish (as order).

อาหารและเครื่องดื่มมีคุณภาพดี และสดใหม่
ในทุกจานที่เสิร์ฟ

1 2 3 4 5 13. Taste of food and beverage are standardize (not over-cook, too spicy) 1 2 3 4 5

ร้านอาหารของรีสอร์ทให้บริการตามที่เราได้

1 2 3 4 5 14. The resort restaurant provide the service as promised. 1 2 3 4 5

ร้านอาหารของรีสอร์ทให้บริการตามที่สัญญา

1 2 3 4 5 15. The performance of service right at the first time. 1 2 3 4 5

การบริการเป็นไปอย่างถูกต้องและแม่นยำ
ตามที่ลูกค้าสั่ง

1 2 3 4 5 16. The restaurant resolved customer complaint and compensates for the Inconvenience guest suffers. 1 2 3 4 5

ร้านอาหารมีการแก้ไขข้อร้องเรียนของลูกค้า
โดยชัดเจนและแก้ไขข้อผิดพลาด

1 2 3 4 5 17. Staff are polite and treating customer in a friendly manner. 1 2 3 4 5

พนักงานมีความสุภาพและมีลักษณะที่เป็น
มิตรต่อลูกค้า

1 2 3 4 5 18. The staff understand the specific need of the customers. 1 2 3 4 5

พนักงานเข้าใจความต้องการที่เฉพาะเจาะจง
ของลูกค้า

19. The staff provide service as individualized attention to customer.
 พนักงานให้บริการตามความต้องการของลูกค้าแต่ละราย
20. The service of the restaurant staff are fast and prompt.
 พนักงานให้บริการที่รวดเร็วทันใจ
21. Staffs are friendly and willing to serve customers.
 พนักงานเป็นมิตรและยินดีที่จะให้บริการลูกค้า
22. The restaurant staff are available when needed.
 มีพนักงานคอยช่วยเหลือและให้บริการอยู่ตลอด
23. The restaurant provide the flexibility in services according to guest demand.
 ร้านอาหารมีความยืดหยุ่นในการให้บริการตามความต้องการของลูกค้า
24. Operating hour are suitable and convenient for the customer.
 เวลาของร้านอาหารที่เปิดและปิดมีความเหมาะสมและสะดวกสบายสำหรับลูกค้า
25. Staff have knowledge (food and beverage) to provide information and assisting the customer.
 พนักงานมีความรู้ ด้านอาหารและเครื่องดื่ม ที่จะให้ข้อมูลและ ให้ความช่วยเหลือลูกค้า

1 2 3 4 5 26. Staff have skill to explain the menu and ingredient of the food and beverage. 1 2 3 4 5

พนักงานมีทักษะที่จะอธิบายเมนูและส่วนผสมของอาหารและเครื่องดื่ม

1 2 3 4 5 27. The restaurant keeps the accurate record of customer order. 1 2 3 4 5

ร้านอาหารมีการบันทึกข้อมูลลูกค้าได้อย่างถูกต้องและแม่นยำ

Table A1 (continued)

Part 2: This part would measure customer satisfaction for the entire service about food and beverage department of the resort. Please read the question and circle

(○)

How would you rate the overall performance of the service quality that you received in food and beverage department (restaurant) at the resort?

คุณมีความรู้สึกโดยรวมอย่างไรต่อคุณภาพการบริการหลังจากที่ได้รับการบริการจริงจากแผนกอาหารและเครื่องดื่ม (ร้านอาหาร) ของรีสอร์ท

Very low	Low	Moderate	High	Very High
1	2	3	4	5

Part 3: Please mark (✓) on the appropriate box below.

1) You are (เพศ):

☐ Male

☐ Female

2) Your age are in the following groups of (คุณอายุตรงกับกลุ่มไหน):

☐ 18-24

☐ 25-34

☐ 35-44

☐ 45-54

☐ 55-64

☐ 65 or above

3) Your marital status:

☐ Married แต่งงานแล้ว

☐ Single โสด

☐ Other อื่นๆ

..... (Please indicate)

4) Your Occupation อาชีพ:

- ☐ Self employed ธุรกิจส่วนตัว ☐ Freelance รับจ้างอิสระ ☐ Private Corporate บริษัทเอกชน
☐ Government Organization ราชการ ☐ Student นักเรียน/นักศึกษา ☐ Retired เกษียณ
☐ Other อื่นๆ (Please indicate)

5) The level of education you received ระดับการศึกษา

- ☐ Below High School ต่ำกว่าระดับมัธยมศึกษาตอนปลาย ☐ Bachelor's Degree ระดับปริญญาตรี
☐ Master's Degree ระดับปริญญาโท ☐ Doctor's Degree ระดับปริญญาเอก
☐ Other อื่นๆ (Please indicate)

6) Your Salary รายได้

- ☐ Below 20,000 Baht ☐ 20,001-35,000 Baht ☐ 35,001-55,000 Baht ☐ 55,001-70,000 Baht
☐ 70,001-100,000 Baht ☐ Above 100,000 Baht

7) How often do you visiting this resort. คุณมาพักที่รีสอร์ทบ่อยไหม

- ☐ First time visitor พักครั้งแรก ☐ Second time visit พักครั้งที่สอง ☐ Third time visit พักครั้งที่สาม
☐ Forth time visit พักครั้งที่สี่ ☐ Fifth time visit พักครั้งที่ห้า ☐ More than five times a year พักมากกว่าห้าครั้ง
-

APPENDIX C: Baan Klang Aow Beach Resort Organization Chart