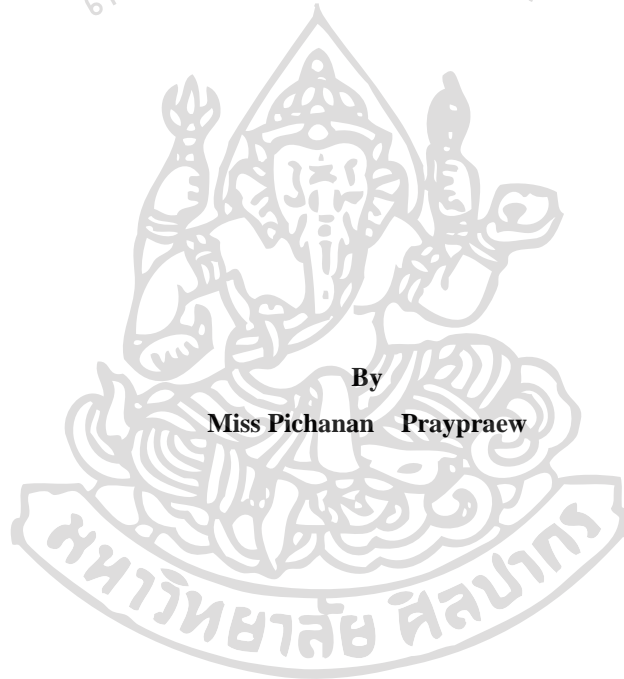**EVALUATING CUSTOMER SATISFACTION REGARDING HOTEL SERVICE BY USING SERVQUAL**

สำนักหอสมุดกลาง

By
Miss Pichanan   Praypraew

An Independent Study Submitted in Partial Fulfillment of the Requirements for the Degree
Master of Business Administration Program in Hotel and Tourism Management
International Program
Graduate School, Silpakorn University
Academic Year 2012
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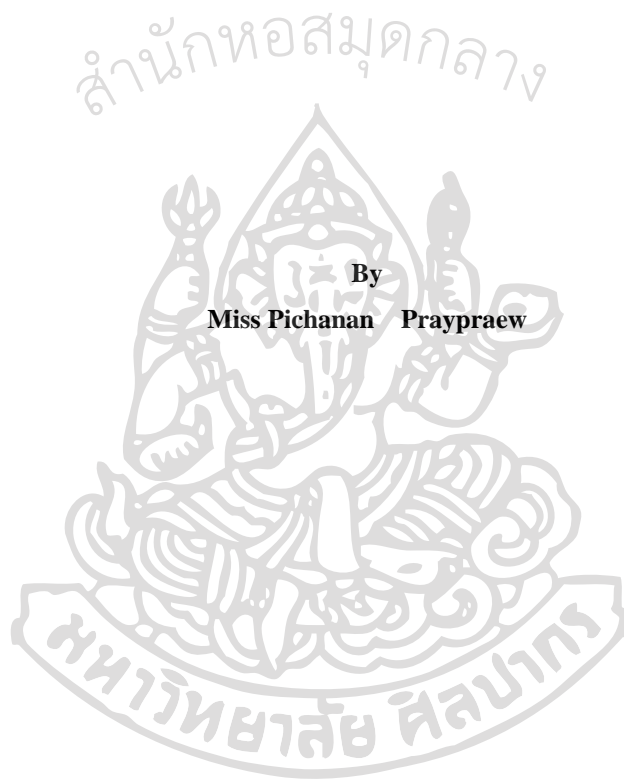**Master of Business Administration Program in Hotel and Tourism Management**
International Program
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Academic Year 2012
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The Graduate School, Silpakorn University has approved and accredited the independent study title of "Evaluating Customer Satisfaction Regarding Hotel Services By Using SERVQUAL - A Case Study of Beyond Resort Krabi" submitted by Miss Pichanan Praypraew as a partial fulfillment of the requirements for the degree of Master of Business Administration in Hotel and Tourism Management

....
(Assistant Professor Panjai Tantatsanawong,Ph.D.)
Dean of Graduate School

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The Independent Study Advisor
Chaichana Teerasukittima, DBA.

The Independent Study Examination Committee

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(Ardiporn Khemarangsan, Ph.D.)

……........./……........./……..........

.... Member
(Mr. Henri Magne)

……........./……........./……..........

.... Member
(Chaichana Teerasukittima, DBA.)

……........./……........./……..........

All hotels look to improving their levels of service quality in different ways. Customer satisfaction is one of the most important factors in hospitality industry. In the hospitality industry, service quality also becomes the key to measure the levels of service quality in each hotel.

This paper reviews the literature on how to measure service quality at Beyond Resort Krabi especially focusing on Front-office department. The purpose of this study aims to improve service quality in hotel by using SERVQUAL, to study the expected service quality in five dimensions (SERVQUAL) of hotel, to identify the differentiation between expected service quality and perceived service quality in five dimensions of hotel and to develop the service quality in each hotel by using SERVQUAL.

As Quantitative method, data was collected by questionnaires which separated into two parts: the first is personal data and second is survey of the expectations and perceptions towards service quality of front-office staffs based on customer's experiences.

The survey is applied to hotel guests who have direct experience while they are staying at the Beyond Resort Krabi. A total of 40 questionnaires were distributed and 35 of these returned were usable.

This research will benefit for people who interested in service quality in hospitality industry.

Acknowledgement

I would like to express my appreciate to Dr.Chaichana Teerasukittima , my project advisor for useful suggestions.

I would like to gratitude to Dr.Ardiporn khemarangsan, my professor of research subject for the knowledge of research approach.

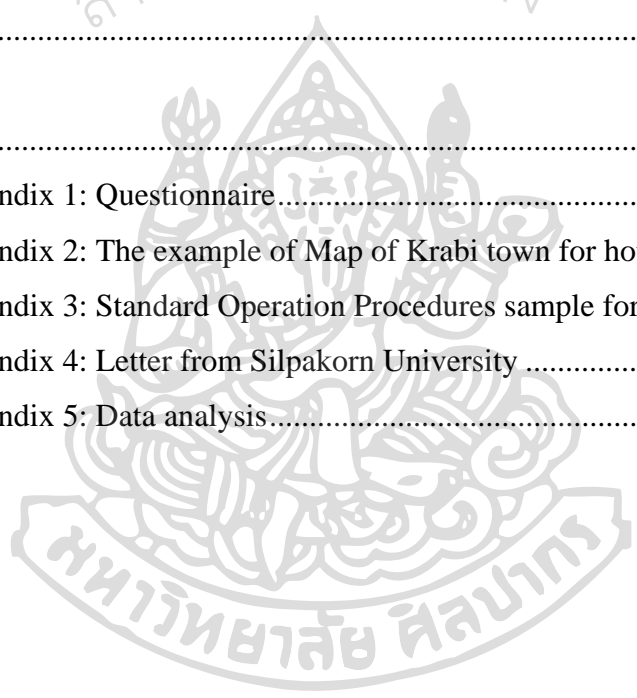Lastly, I am thankful to front-office manager and staffs for their assistance in accumulate data.
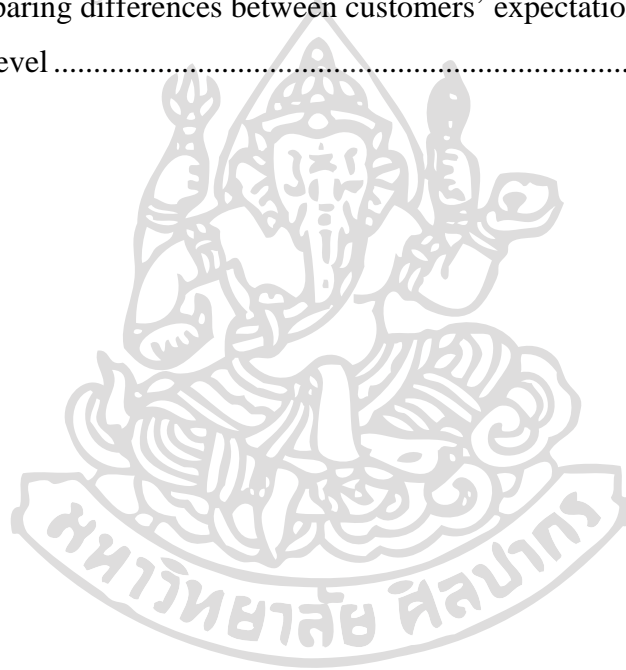
Pichanan Praypraew

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Chapter 1

Introduction

The rise in travel for business and leisure purposes and the associated expansion of the hospitality industry is set to continue beyond the millennium. Moreover, greater competitiveness has caused Hospitality Company to be increasingly aware of the importance of quality a source of competitive advantage (Parker, 1996) .

The service quality is not a new concept because there have been many research studied that have studied, examined and investigated about this issue. It is well established that measurement of service quality is an important procedure for improving the performance of service quality (Tameem et Al shawi, n.d) .Many researchers have defined service quality in relation to the concept of consumer-perceived quality, which is based on the perspective of customers (Babbajide, 2011, p. 48; Choi&Chu 1998) .In addition, service quality has been discussed in various literatures and one of the most largely used models measuring service quality is the SERVQUAL (Zeithaml et al. (1996) .

In the hotel industry, service quality that satisfied customers is important to encourage them to revisit and to earn their loyalty and satisfaction (Parasuraman.et al., 1988) .From the study, the benefits of a good service quality is concerned include greater guest satisfaction and enhancement of employee performance mentioned that perception of service quality becomes global depending on the prevalence of the service.

This paper reviews existing literature for Front-office department that illustrates the evaluation of service quality in the hotel industry at Beyond Resort Krabi. It uses five dimensions developed by Parasuraman et al. (1985)

1

Beyond Resort Krabi

Hotel description

Beyond Resort Krabi stands directly on the secluded and scenic Klong Muang Beach. The nature inspired resort has a choice of facilities to ensure a real tranquil and memorable holiday escape. Hidden amongst the lush greenery are a seaside restaurant, a large swimming pool, a spa, and other deluxe facilities and services.

It located directly in Klong Muang Beach. about 38 kilometres from Krabi International Airport and 20 kilometres from Krabi City Centre. All 170 guest rooms are arranged naturally with the guest in mind, separated in 3 distinct or unique designs and all within a tranquil beach and an exotic "Green" resort experience.

Hotel management / Background of Kata Group

The hotel is 4 star+ beach resort under Kata Group management. Kata Group of resorts is led by Khun Pamuke Achariyachai, Chaiman and Managing director of the company, a well known and respected tourism icon and former president of the resorts with a total of 877 rooms situated in Thailand's largest island Phuket. The lagoon resort and spa will soon be added to the group on the island and will include Spa facilities .Other resorts of the group are unique, each offering something different.

Now the Kata Group launched the new brand "Beyond" and aimed to appeal to all who have a love for nature as concept.

As guestroom, the total is 170 rooms which can be split into cottage room as 41 rooms (27 sq.metres) distinct room designs in a cottage style setting surrounded by lush tropical plants. All rooms are on the ground floor and easy access but with careful attention to privacy, 50 deluxe sea view rooms (32 sq.metres) .All rooms reveal spectacular sea and pool views furnished with modern facilities and deluxe amenities.

Specially designed bathrooms include a see-through glass partition, 3 Grand Sea view suite rooms (64 sq. metres) spacious suite-style rooms with premium facilities and deluxe amenities. With a spacious and private balcony overlooking the azure Andaman Sea, 59 Villa rooms (47.5 sq.metres) Villa style rooms with a unique

oval and nature inspired design complemented with a spacious bathrooms. All rooms have a private balcony set amidst tropical trees and greenery, 16 Villa sea view rooms (47.5 sq.metres) Premium Villa style rooms with a focusing on its unique location and view. All rooms have a special private balcony overlooking the Andaman Sea,

1 Villa Pamukale room (52 sq.metres) A private and spacious villa set just 4 meters from the beach. Especially, equipped with a private dipping pool, modern furnishings and premium amenities, making a truly memorable and luxurious stay.

For the room condition and remarks as following: All Rooms allows 2 adults + 2 children or 3 adults (Except some Villa Types) . For Villa or Villa Sea view Rooms = Extra bed is allowed on Ground Floor rooms only. No children allowed on 2nd floor Villa.   Cottage Rooms has connecting balconies except some rooms separated by a Bamboo Partition for added privacy. The Private Cottages are available. The Deluxe Sea view Rooms has connecting doors/rooms. And 2nd floor Villa Rooms have Double Bed (King Size) only.

The Food and Beverage outlets, **Beyond Café** (16 x 34 # 544 sq. m) / 110 seats .An all day dining place with a variety of special dishes from either the east or west. Extensive Buffets or Set Meals offered will satisfy every taste selectively prepared by the Chef and his Kitchen team. Open: 6 am - Close: 10 pm (last order at 9.30 pm)

For **beach Bar & Restaurant** (16 x 24 # 383 sq. m) / 105 seats .A specialty based eatery and bar that serves a delightful menu from Steaks, Seafood, and Light Snacks. Spectacular views of Klong Muang beach and Krabi islands are seen and experienced with your favorite dish and drink. Try the „Cocktail of the Month‟ or the daily drink promotions for a truly enjoyable time and light on the budget. (Free Wifi) Open: 10 am - Close: 11 pm (last order at 10.30 pm)

As **Kafe Lounge** / 25 seats, Specialty bar serving both hot and cold coffee and tea brews with stunning views of Klong Muang Bay. Located on the 5th floor by the lobby. (Free Wifi) . Open: 10 am – Close: 8 pm

Beyond Wagon (Room Service) Enjoy dining privately in your room and let our Room Service team serve you extensive dishes that will satisfy your taste. Meals are served fresh and hot accompanied by your choice of hot and cold drinks. Open: 6 am - Close: 11 pm (last order at 10.30 pm)

For leisure and creation, **Kanda Spa,** Kata Group's signature spa with a fusion of Eastern and Western treatments and services enjoyed in 2 private treatment rooms and a Thai Massage area all complete with health and well-being facilities.

Beyond Fitness Centre, complete with modern fitness equipment from Weight Machines and Treadmills. Also includes Sauna and Showers.

Beyond Activity Zone, a place for indoor fun and games with Table Tennis, Pool Tables and much more.

Beach Fun Zone, where the sun and sea is completely enjoyed with beach sport equipments and facilities.

Facilities and Services, there are Free-form Swimming pool Beachside Restaurant & Bar Internet Corner, Conference Room, Spa Library, Chapel Souvenir shop, Beach Sports Activity Centre, Foreign Exchange, Baby Sitting, Laundry & Dry Cleaning, Transfer Service Car Rental, Tours & Leisure Counter, Fitness Centre and Sauna, 24 Hours Security and Car Park Banqueting and Weddings, & Special Events.

For **room amenities,** modern Television with International Channels Telephone with IDD Internet Connection, Private Balcony In Room Safe, Mini Bar Hot and Cold Shower and Individual Control Air-Condition Hairdryer.

Beyond Resort Krabi

Organization Chart

```
┌─────────────────────────────┐
│         President           │
│   K.Pamuke achariyachai     │
└─────────────────────────────┘
               │
               ▼
┌─────────────────────────────┐
│      General Manager        │
│       K.Claude Baltes       │
└─────────────────────────────┘
               │
               ▼
┌──────────────┐   ┌─────────────────────────────┐   ┌──────────────────┐
│ F&B Director │◄──│ Executive Assistant Manager │──►│ Roomdivision &   │
│ K.Kanissorn  │   │   K.Doungrawee Sirirak      │   │ F/O manager      │
│ Sangsukmontri│   └─────────────────────────────┘   │ K.Noppakhun      │
└──────────────┘              │                       │ Naruemon         │
                              ▼                       └──────────────────┘
                ┌─────────────────────────────┐              │
                │  Assistant Chief Account    │──►┌──────────────────┐
                │   K.Nitradee Boonchuay      │   │ Chief Engineer   │
                └─────────────────────────────┘   │ K.Jaknupong      │
                              │                    │ Patthakarn       │
                              ▼                    └──────────────────┘
                ┌─────────────────────────────┐
                │ Assistant Purchasing Manager│
                │     K.Jintana Simsiri       │
                └─────────────────────────────┘
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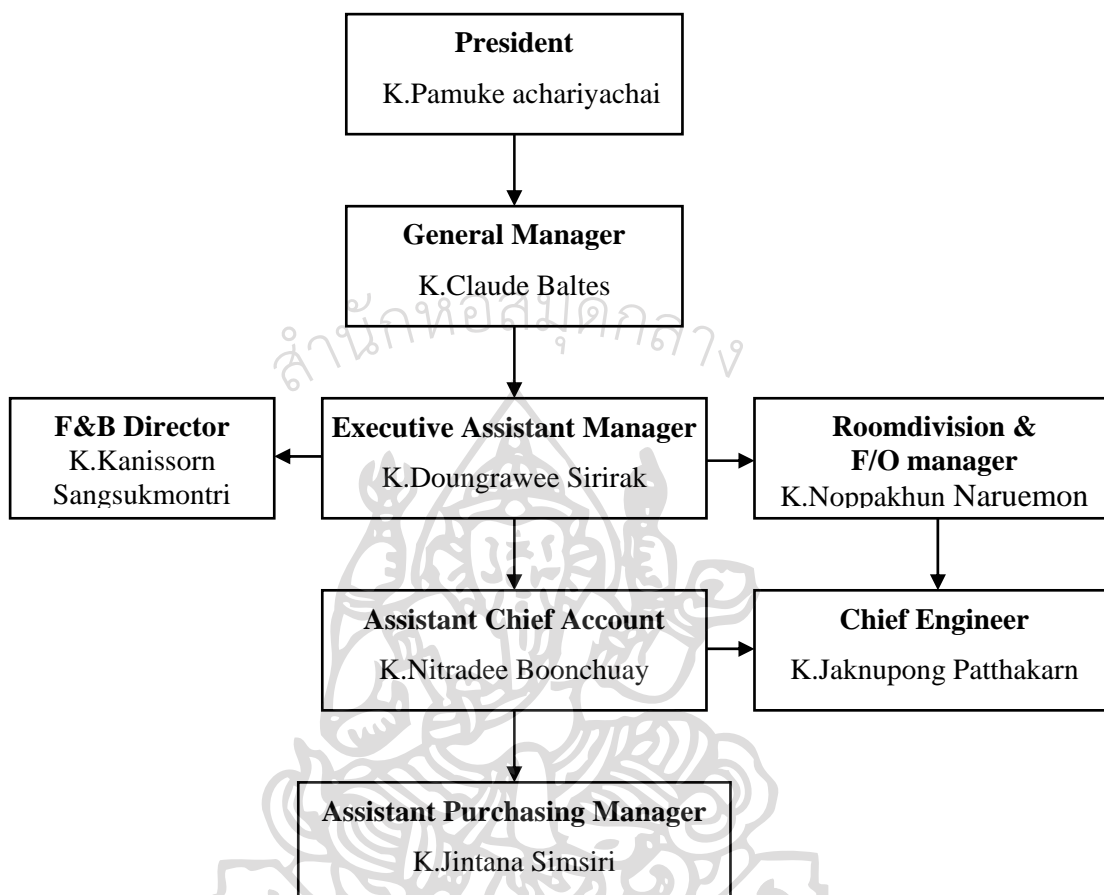
SWOT

Strength

1. The hotel has a good location which is the area in front of the hotel that the guest able to swim in the private area.

2. The hotel is concerned on save earth by using the "Green concept "to reduce the pollution.

3. The hotel has used the earth tone and natural materials to go green.

4. Krabi is the place where has the natural more than other city such as Phuket, Pattaya and Samui.It is the reason why that tourists who like more private and natural will come to visit here.

5. The hotel is well located where is the tourist can access to the islands or beaches easily.

6. The hotel chain is quite famous in local people especially south of Thailand such as Krabi, Phuket and Phangha because this brand has been built up by local person.

7. The hotel has been built according to the5 star standard as the same level with international standard by Thai chain.

Weakness

1. The hotel has been opened around 2 years. Hence, the most of systems and departments were not complete.

2. The most of staffs in every departments lack of training.

3. The service is quite not good because the hotel just opened.

4. The hotel has been renovated .So they have the limited area due to the rooms, parking, office and so on.

5. Less of staff in term of service section such as F&B, Front-office, Concierge and security. .

6. Thai chain is not worldwide as similar as other chain such as Accor, Starwood, and Ritz-Carlton.

7. High turnover rate especially in low season.

8. The staffs cannot communicate well in English and other languages such as Chinese and Korean.

Opportunity

1. Open AEC (Asian Economic Community) AEC is participation of countries in Asia area. It like a free trade area. In addition to tourism industry aims to have the number of ASEAN tourists visiting Thailand up to 4 million to tourist or 26 percent of overall tourists in Thailand. This will create over 150000 million baht of income. So the accommodation will be the main factor for them.

2. There are a lots of airlines opened the direction directly from the country which are Scandinavian, Germany, Korea to Krabi and Phuket. It is a good opportunity for our hotel to get more tourists.

3. Weather crisis in European country will attract people come to Thailand.

Threat

1. Increase minimum wage 300 baht policy will effect directly to the hotelier in term of employees.

2. Natural disaster such as Tsunami. It will happen in Andaman coast only such as Phuket, Krabi, Phangha, Trang and Satoon.

3. There are a lot of competitors in the different chain especially in an international chain.

4. The global economic crisis which can be decrease the number of tourists all around the word to travel.

5. There are many hotels open close to the hotel such as Sofitel, Phulay, Sheraton and so on.

6. The unpredicted weather and there is long rainy season in southern of Thailand.

<u>Potter's Five Force</u>

Power of supplier (High)

There are many Four or Five star hotels can be a variety of choices for customer around the hotel's area such as Sheraton, Phulay, Sofitel and Amari as well.

Power of customer (High)

There are so many hotel chains both national and independently owned .Then the customers have too many choices to choose their best one.

New entrants (High)

High investment in this business because the owner will earn a big amount of profit.

Substitution (High)

Now there are a lot of various types of accommodation in hospitality industry such as service apartment, resort, motel, home stay, bungalow and etc.

Industry competitor (High)

1. In the hotel industry there is usually another hotel just around the corner.
2. There are many types of luxury hotels such as Phulay or Sofitel, etc.

Conclusion

Many hotels nowadays try to differentiate their product with a unique concept as compared to the other hotel. As Beyond Resort Krabi aimed to appeal to all who have a love for nature and go green as concept. Moreover this brand focusing on location of the hotel. They have to find the area where is really close to the beach and sea as the unique selling-point.

Previously, the Kata group took over the Andaman cottage hotel and renovated as the new hotel which is Beyond Resort Krabi. At the present, the hotel has been managing by Kata group which is the Thai chain around 2 years ago. The Beyond brand was quite confident with this investment because they have been in hotel operation for more than 30 years in Andaman coast area .Hence, they think a good location and natural atmosphere around the area can make more profit in the future soon.

The Beyond Krabi resort is a well attractive location of Khlong muang District, which made people come to hotel. The hotel is easy to accessible from airport to hotel by transport such as shuttle bus, taxi, VIP van and etc. In term of staffs, the most of general staffs is quite new for the hotel but the top management teams have strongly experiences in hotel operation. So they try to emphasize on training their staffs to have a prompt service with a high level standard. They think it is difficult to provide everything perfect and great in this time while the hotel just opened.

Apart from this, the Kata Group plans to expand the Beyond Resort Brand in to a chain in future. Especially in this investment, the Kata Group also provides the hotel ready to the AEC which is the tourists will come to travel much more in Thailand.

They believe in their long strongly experiences in Thai hotel industry can attract both Thai and international tourists come to their hotel. Even though the increasing of competitors, the Kata Group can stand in the hospitality industry because there are so many old agents and guests that still keep in touch always. Moreover the flexible regulations can be a peak point that make hotel differentiate from another international chain as well.

Chapter 2

Literature review

Service Quality

Service quality is based on consumer's assessment. Parasuraman et al. (1988) defined service quality as the gaps between customer's perception of service performance and service expectations. Gavin Eccles and Philip Durand (1997) explained that elements of quality are obviously impossible to measure when considering a service, as much of that quality is defined and perceived by the consumer .Each customer see quality as the fulfillment of expectation, regardless of the tangible elements present. Suleiman A. and Jehad.S (2011) identified that measuring service quality seems to pose difficulties for service providers   because of the unique feature of service. Unlike SERVQUAL, SERVPERF does not differentiate service quality from customer satisfaction. (Zeithaml et al., 1990) state that on an operational level, research in service quality has been dominated by the SERVQUAL instrument and the main idea in this model is that service quality is a function of the gaps between expectations and perceptions.

(Arash Shainn, nd) noted that there are a number of different definitions as to what is meant by Service quality. One is that can used defines service quality as the extent to which a service meets customer's need or expectations and Service quality can be defined as the difference between customer expectation of service and perceived service. The customer dissatisfaction occurs when the expectation are greater than performance, hence the perceived quality is less than satisfaction.

(Parasuraman et al. (1988), supported that the SERVQUAL can be adapted to any organization or   in various services industry such as bank (Newman, K. and Cowling, A. 1996; Kangis and Passa, 1997) hotels (Hadyn Ingram and George Daskalakis, 1999), restaurants (Syed Saad Andaleeb and Carolyn Conway, 2006), Fast food Industry (H.T iwarere and T.O Fakokunde, 2011), hospitals (Desombre andEccles, 1998) and travel agencies (Luk, 1997) .

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Therefore, Service quality is the features and characteristic of a product or service that endure on its ability to satisfy stated or implied needs. (Tameem al Bassam and Sarmad Al Shaw, nd)

SERVQUAL dimensions

The SERVQUAL was introduced and developed for measuring service quality which is mostly popular by (Parasuraman et al. (1985:1988) In the past (Parasuraman et al. (1985) revealed that the criteria used by customers in measuring service quality fit ten dimensions .These dimensions were tangible, reliability, responsiveness, communication, access, competence, courtesy, creditability, security and understanding/knowing the customer.

These ten dimensions and their descriptions served as the basic structure of the service quality for which items were derived from the SERVQUAL scale. Therefore, these ten dimensions were developed into five dimensions which are tangible, reliability, responsiveness, assurance and empathy to measure service quality. And these service quality dimensions are as following:

Tangibles

C.N.Krishna Naik et al., (2010) stated that tangibility is the service dimension that focuses on the elements that represent the service physically. And tangibles include physical evidence, appearance of physical facilities, personnel and communication materials.

Reliability

Josee Bloemer et al., (1999) identified that reliability is defined as the ability to deliver the promised service dependably and accurately. It is about keeping promises: promised about delivery, pricing, complaint handling, etc .The following example present reliability factor.

Example : The guests are sensitive to issue such as the telephone picked up within five rings and their reservations are being correct.

Responsiveness

    Abukhalifeh and Ahmad (2012) stated that responsiveness can be described as the willingness to help customer and able to cope with the customer's complaint, request and questions. Able to provide the prompt service to the customer as well. The examples of responsiveness as following:

    Example : In term of Front Office department, the staff is asking for customer's name, address, post code and telephone number during the booking on the phone.

    Example : The staffs always ready to serve the service or deal with the guest's problem.

Assurance

Amy Wong Ooi Mei et al., (1999) stated that assurance refers to knowledge and courtesy of employees and their ability to inspire trust and confidence. Assurance including competence, courtesy, credibility and security.

    1. Competence : refers to possession of the required skills and knowledge to perform the service. It involves knowledge and skills of the contact personnel, knowledge and skill of operational support personnel, research capability of the organization.

    2. Courtesy : refers to politeness, respect, consideration, and friendliness of contact personnel.

    3. Credibility : involves trust worthiness, believability, honesty. Contributing to credibility is company reputation, personal characteristics of the contact personnel.

    4. Security : involves the freedom from risk or danger and anxiety. It involves physical safety, financial security and confidentiality.

    There is some example about security as below:

Example : The guest will expect to feel safe during their stay at the hotel.

Empathy

    Parasuraman et al., (1985) identified that empathy refers to the provision of caring individualized attention that the firm provides to its customers. Empathy including access, communication, understanding the customer.

1. Access: involves approach, ability and ease of contact. It described as the service is easily accessible by telephone or hours of operation are convenient and location of service facility is convenient.

2. Communication: refers to listening to customers, speaking simply with a clear message and assuring the customer that a problem will be handled.

3. Understanding the customers: refers to making the effort to understand the customer's need .It including learning the customer's specific requirements, providing individualized attention and recognizing the regular custom.

For example, it is very important to keep information about the types of visitors that stay in hotel and greeting with a warm welcome.

Example, the staffs always attend to ask the guest's requirement.

Figure 1 shows the Parasuraman dimensional SERVQUAL management framework
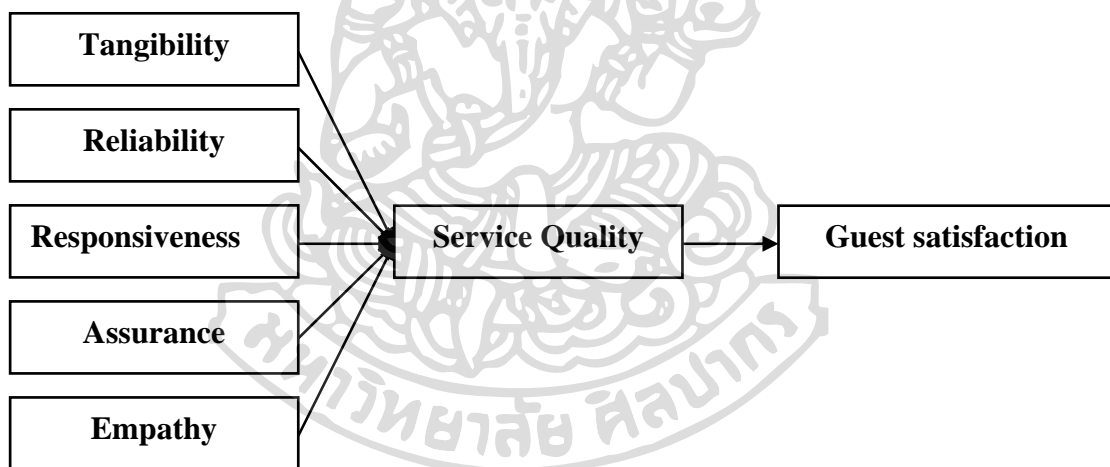
Parasuraman SERVQUAL management framework : adopted by Parasuraman et al., (1985)

Hence SERVQUAL's wide usage by academics and practicing managers in various industry and different countries (Amy Wong Ooi Mei et al., 1999) The important advantage of the SERVQUAL instrument is that it has been proven valid and reliable across a large range of service context, such as hospital, dental school patient clinic, department stores and higher education. It has been revealed that for some service the SERVQUAL instrument needs considerable adaption. It seems the

best alternative for cross-sectional research and industry bench marketing (Josee Bloemer et al, 1999)

Measurement Service quality

(C.N.Krishna Naik et al., 2010) stated that measuring service quality is difficult due to its unique characteristics: intangibility, heterogeneity, inseparability and perishability. Service quality is linked to the concepts of perceptions and expectations. Customer's perceptions of service quality result from a comparison of the service expectations with the actual service experience. The service will be excellent, if perceptions exceed expectations, it will be regarded as good but if it only equals the expectations; the service will be regarded as bad or poor, if it does not meet them.

Based on (Parasuraman et al., 1988) developed a scale for measuring service quality which is known as SERVQUAL. The scale measure service quality by calculating the difference between expectations and perceptions, evaluating both in relation to the 22 items that represent five service quality dimensions which are tangibles (the appearance of physical facilities, personnel and communication materials); reliability (the ability to perform the promised service dependably and accurately); responsiveness (the willingness to help customers and provide prompt service); assurance (the competence of the system and its creditability in providing a courteous and secure service); empathy (the provision of caring individualized attention to customers.

In measuring the service-quality gap, there are two different and similar scaled are classified as two multidimensional models include:

1. (Parasuraman et al., 1985) defined that SERVQUAL dimension is the gap between customer's expectation of service and their perception of the service experience.

2. (Cronin and Taylor, 1992) noted that SERVPERF focusing on the consumer's perception of service performance.

SERVPERF   Instrument

Cronin and Taylor (1992) argued that the current conceptualization and operation of service quality (SERVQUAL) is adequate. The SERVQUAL scale proposed by (Parasuraman et al., 1988) is based on gap theory, which suggests that the difference between customer's expectation about the performance of service providers and their measurement of the actual performance of a specific firm within the perception of service quality.

Cronin and Taylor (1992) defined that the SERVPERF model represented another scale used in measuring service quality and based on the customer's perception of service performance. They questioned the conceptual basis the SERVQUAL scale and found it confusing with service satisfaction. Hence, opined that expectation (E) component of SERVQUAL be discarded and instead performance (P) component alone be used. They proposed what is referred to as the SERVPERF scale. Beside theoretical arguments, they provided empirical evidence across four industries (namely banks, pest control, dry cleaning and fast food) to corroborate the superiority of their performance-only instrument over disconfirmation based SERVQUAL scale.

Customer's Perception

B Edvardsson and J Olsson (1996) stated that the total perception of the outcome which is the service which forms the perception of quality and determines the customer is satisfied or not.

Iwarere and Fakokokunde, (2011) Customers' perceptions of service quality result from a comparison of their before-service expectations with their actual service experience.

Vazquez et al. (, 2001) .The service will be considered excellent, if perceptions exceed expectation; it will be regarded as good or adequate, if it only equals the expectations; the service will be classed as bad poor or deficient, if it does not meet them.

Iwarere and Fakokokunde, (2011) found that a consumer's evaluation of service quality is a function of the magnitude and direction of the gap between the

consumer's expectation of service and the consumer assessment (perception) of the services actually delivered.

The 5gaps on the service, according to (Parasuraman et al, . (1990) which culminated in customer's in misperception of service quality and eventually cause unsuccessful service delivery and dissatisfaction may be traced ultimately to any or a combination of them within the company itself. So the service providers should endeavour to reduce the level of misperception of service quality by closing these gaps as much as possible.

These five quality gaps are the result of inconsistencies in the quality management process as below:

Gap1 : represents the gap between customers 'expectation and management perception.

For example, this appears when management does not perceive correctly, what customers' want and needs are. The outlet may think customers want better food but customers may need better attention

Gap2 : is the gap between management perception and service quality specifications : There is correct perception of customer's need by management, management still fails to satisfy customers because of management inability to measure and understand the actual customers' requirement.

For example, what is the real customer –service ration during the peak hours to ensure quick service?

Gap3 : represents the gap between service specification and service delivery. Then the correct specification and actual requirement is determined but still fail to provide enough resources or meet the standard required by customers.

Gap4 : is the market communication gap. This gap indicates that promises given by market communication activities are inconsistent with the service delivered. Although the quality service is actually delivered but customers expect it to match promises and statement.

Gap5 : represents the difference between perceived service and expected service. This gap results when the perceived service falls short of the expectations of customers. Brogowicz et al., (1990) stated that this gap is the most important because it compares actual to perceived service delivery. Therefore, study of gap5 is an

extremely useful tool for management in monitoring the service delivery in the region's hotel industry. This means that the service quality is closely related to management perception, marketing personnel management, communications with customers, service specification and delivery (E.Agbola & S.Afenyodehlor, 2011, p.114) .

Halil Nadiri and Kashif Hussain, (nd) noted that according to Parasuraman et al., (1985, 1991) the concept of expectation has been emphasized as a key variable in the evaluation of service quality. Teas (1994) points out that some validity problems arise when customer expectation is used as a comparison standard.

The development of the gap model by Parasuraman et al., (1985) opened new horizon to understanding of service quality .In addition, the measurement of the gap between customer's expectation of service and perception of service received (gap5) led to a frequently used .

Parasuraman et al., (1985) argued that the most important gap between customers' expectations of service and their perception of their service actually delivered (gap5) .Also the other four gaps (1, 2, 3 and 4) are the main causes of gap5.The firms should try to close the other four gaps first in order to manage gap5.
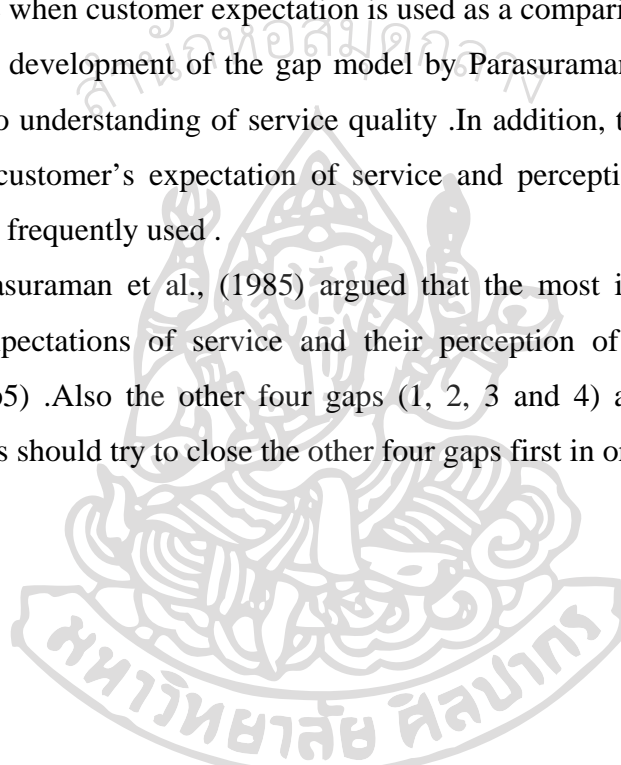
There is a GAP model that identified the link of the quality management as below;

Figure 1 Gap Model   **Source**: Parasuraman et al., (1985)

```
┌─────────────────┐    ┌─────────────────┐    ┌─────────────────┐
│  Words of mouth │    │  Personal needs │    │ Past experience │
│  communication  │    │                 │    │                 │
└─────────────────┘    └─────────────────┘    └─────────────────┘
```

Consumer

Expected service

Perceive service

Gap4

Service delivery (including pre and post contacts)

Marketer

External communications to the consumer

Gap1

Gap3

Translation of perceptions into service quality specifications

Gap2

Management perceptions of the consumer expectations
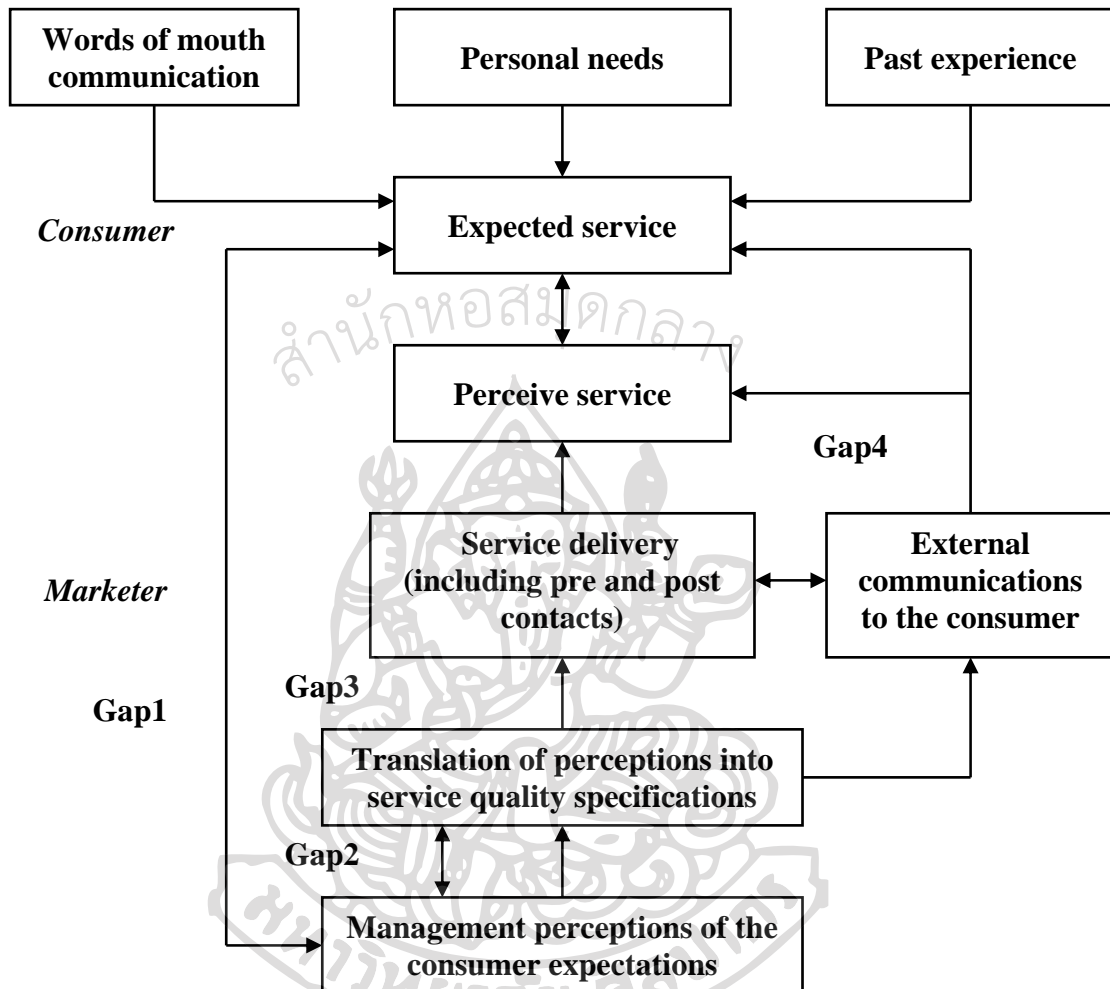
In addition, calculate the gap from customers' perspectives; the gaps between expectation and perception explicitly reflect the service quality of hotels. A positive gap (+) means the service quality of the hotels is good and the hotels deliver services that are better than expected; a negative gap (-) means the service quality of the hotels is bad and the hotels deliver worse services; a zero gap (0) means the service quality of the hotels satisfies the customer needs.

Customers' Satisfaction

Over the past decades, the construct of customer satisfaction has been researched extensively. Customer satisfaction has been conceptualized as an emotional response to direct product experiences (Gutierrez et al., 2011) .

There are various ways to define customer satisfaction. Olivia et al., (1995) stated that customer satisfaction as   a function of product performance as opposed to customer expectations.

Base on a number of studies, (S.Markovic et al., nd; Oliver, 1980) defined that a post consumption evaluative process that contrasts pre-purchase expectations with perceptions of performance during after the consumption experience. Moreover, (Torres and Kline, 2006) stated that customer satisfaction as the individual's perception of the performance of the Product or service relation to expectations.

(Mohajerani&Miremadi, 2012;Oliver (1997) defined that satisfaction as consumers' fulfillment response, it is an assessment of a product or service itself which provided a pleasurable level of consumption-related fulfillment. And the levels of under-satisfaction as an overall evaluation of performance based on all prior experiences with a firm (Skogland, 2004) .

In addition, Hunt (1977, pp.459) explained that satisfaction as the evaluation rendered that the experience was at least as good as it was supposed to be, and it is not the pleasure of the consumption experience and the fact that satisfaction has become an important determinant of customer' post-purchase and post-use behavior, since high satisfaction levels can lead to brand or company loyalty.

Oliver (1980) argued that customer satisfaction implies a comprehensive mental state derived from a combination of emotions caused by customer's actual experience and disconfirmation of expectation and emotions prior to the buying experience. Moreover, there are many researchers have been conducted on customer satisfaction and developed the expectation-disconfirmation paradigm to explain the variables deciding customer satisfaction.

Customers' Expectation

Definition of Customers' Expectation

Zeithaml et sl., (1990) stated that customer service expectation is built on complex considerations, including their own pre-purchase beliefs and other people's opinions. Furthermore, Davidow and Uttal (1989) defined that customers' expectation is formed by many uncontrollable factors which include previous experience with other companies and their advertising, customers' psychological condition at the time of service delivery, customer background and values and the images of the purchased product.

Mohajerani and Miremadi, (2012) noted that expectation can be described as mutable of factors including needs, objectives, past personal or indirect experiences with the same establishment hotel, with similar establishments and the availability of alternatives.

(Pizam and Ellis, 1999) supported that the customer expectation scale had been adopted and there are four parts including:

1. Expectation foe fulfillment of personal need
2. Expectation for overall quality
3. Expectation for product quality
4. Expectation for service quality

Chapter 3

Research Methodology

Introduction

In this chapter, the methodology used in the study is discussed. There are 2 major research methodologies which can be used to collect data: quantitative and qualitative research.

In comparison of quantitative and qualitative research; in the quantitative approach, researchers classify and count features and construct statistical models in an attempt to explain what is observed. Researchers use questionnaires, attitudes scales to collect numerical data. Quantitative research differs from qualitative approaches as their data are always numbers and statistic but the qualitative data usually are words or objects.

As qualitative, the analysis is a complete, detailed description. Researchers use the data gathering instrument and the data will be words and objects.

In term of this study, use SERVQUAL dimension to evaluate customer satisfaction. Hence, the study will use quantitative research to collect data to study customers' expectation and customer's perception of service quality at front-office staff in hotel.

The sample population

A total of 40 questionnaires were distributed and 35 of these returned were usable. The sample populations consist of 35 participants who returned complete questionnaire at Beyond Resort Krabi. This sample is divided into; 19 males and 16 females. The majority of guests in this hotel are Asian: Korean, Chinese and Japanese, Scandinavian: Norwegian, Swedish and Danish, European: German and English. Moreover, the largest age group of the guests is middle aged person.

Research instrument

Callan (1989) stated that it is becoming increasingly more difficult to measure customer satisfaction and quality offered, within service industries, as all customers have different perceptions of what constitutes good "quality". It is true to say that all guests within a hotel have different perceptions on the quality of their stay, but hotel firms are continually trying to monitor customer feedback in the light of improving service. One such method, which has now become a norm is the guest questionnaire.

As quantitative method, data was collected by questionnaires which separated into two parts: the first is personal data which include gender, age, nationality, occupation, and education, purpose of trip and frequency of visits.

The second part is evaluating customers 'expectation and customers' perception towards service quality of front-office staff based on customer's experience.

The questionnaires for the guests were in form of closed based on the five dimensions suggested by Zeithaml et al. (1990) as below;

1. Tangibility
2. Reliability
3. Responsiveness
4. Assurance
5. Empathy

This section, the degree of satisfaction towards service quality is set from 1 to 5. The score level are described as 5=highest, 4=high, 3=moderate, 2= low, 1=lowest

Data collection procedure

Data were collected from the customers who stay at the hotel. The front-office staffs asked 40 guests to do the questionnaire to explore the customer satisfaction .The 35 customers returned the completed questionnaire upon their departure.

Therefore, the front-office staffs briefly explained the requirement and objective of the survey before the customers fill up the questionnaires. The guests

informed that their participation was on a voluntary basis and all information provided will be keep private and confidential.

Data analysis

The researcher gathered the data after the questionnaires were collected. The researcher explored the level of customers' expectation and perception towards service quality of the front office staff in five dimensions: tangibility, reliability, responsiveness, assurance and empathy. The frequency and percentage is used for calculating and analyzing the overall data to the personal data.

Furthermore, the researcher using the descriptive statistics of means and standard deviations, gap analysis was used in compare means between expectation score and perception score of the respondents and data were analyzed using SPSS program (statistical software package).
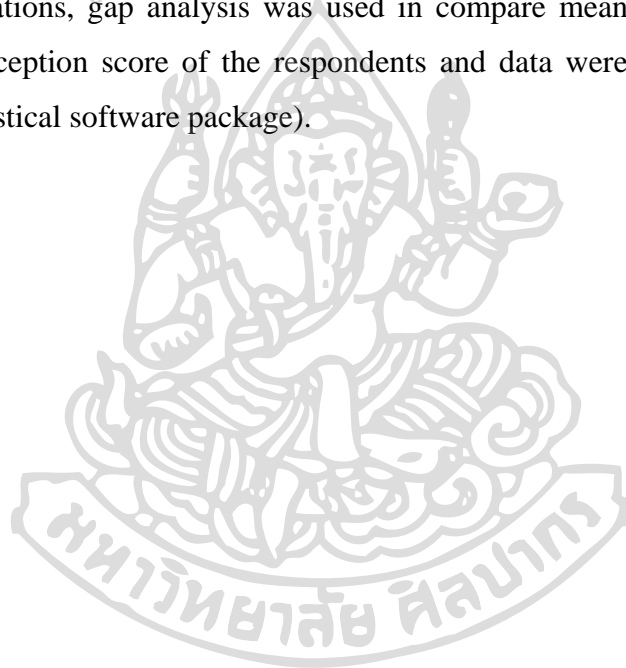
Chapter 4

Result and Discussion

This chapter presents the result of this study including the personal data of the respondents, level of customers' expectation and perception concerning the service quality of front office staff at the Beyond Resort Krabi.

Personal data

The personal data presents the 35 of respondents who stayed at the hotel and returned the questionnaires to the front office staffs. The table 1 and graphs will show the personal data in term of gender, age, nationality, occupation, purpose of trip and number of previous visit.
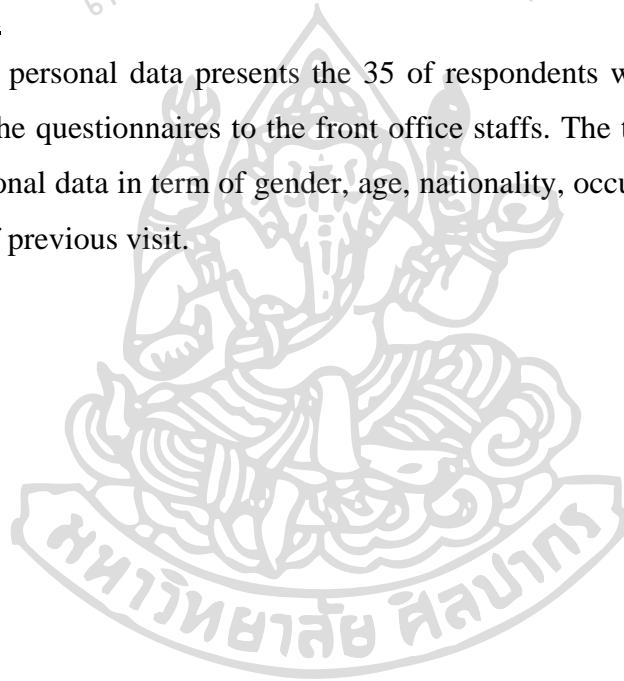
Table 1 Personal data of respondents (35 respondents)

Personal data	Number of respondents	Percentage
Gender		
Male	19	54%
Female	16	46%
Total	35	100%
Age		
Below 25years old	1	3%
25-35 years old	5	14%
36-45 years old	14	40%
46-55 years old	9	26%
Over 55 years old	6	17%
Total	35	100%
Nationality		
Asian	9	26%
European	17	48%
American	-	-
Scandinavian	9	26%
Others	-	-
Total	35	100%
Occupation		
Student	2	6%
Government official	4	11%
Employee	14	40%
Private business	13	37%
Others	2	6%
Total	35	100%
Purpose of trip		
Honeymoon	4	11%
Vacation	31	89%
Total	35	100%
Number of previous visit		
1 time	23	66%
2 time	10	28%
3 time	2	6%
Total	35	100%

Gender

Gender

Male Female

46% 54%
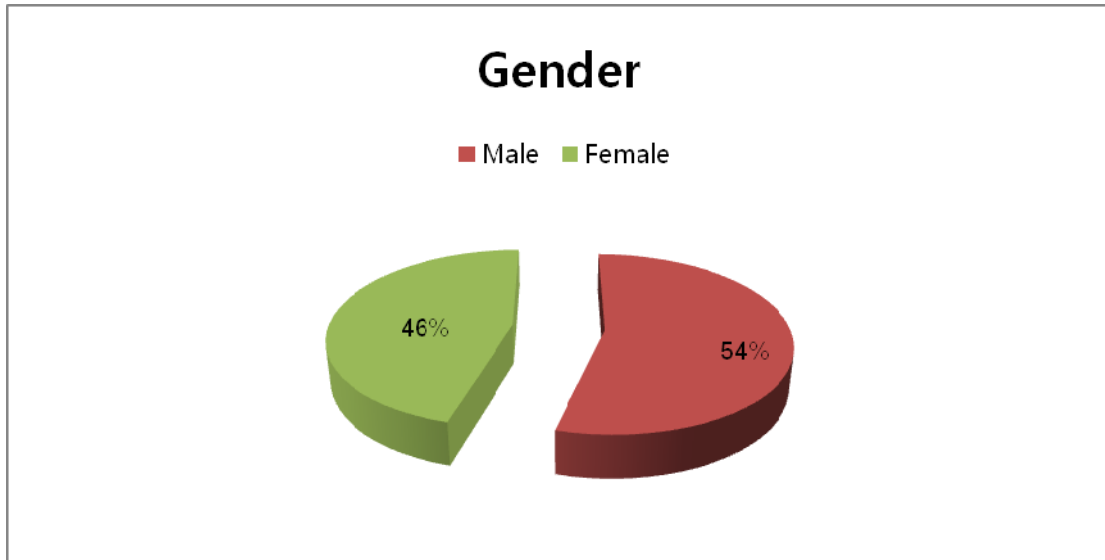
From this graph, the findings showed that there are 35 respondents who returned the questionnaire; they are divided into two categories as male and female. There are more male guests (54%) than female guests (46%) .

Age

Age

3%

17% 14%

26% 40%

- Below 25years old
- 25-35 years old
- 36-45 years old
- 46-55 years old
- Over 55 years old
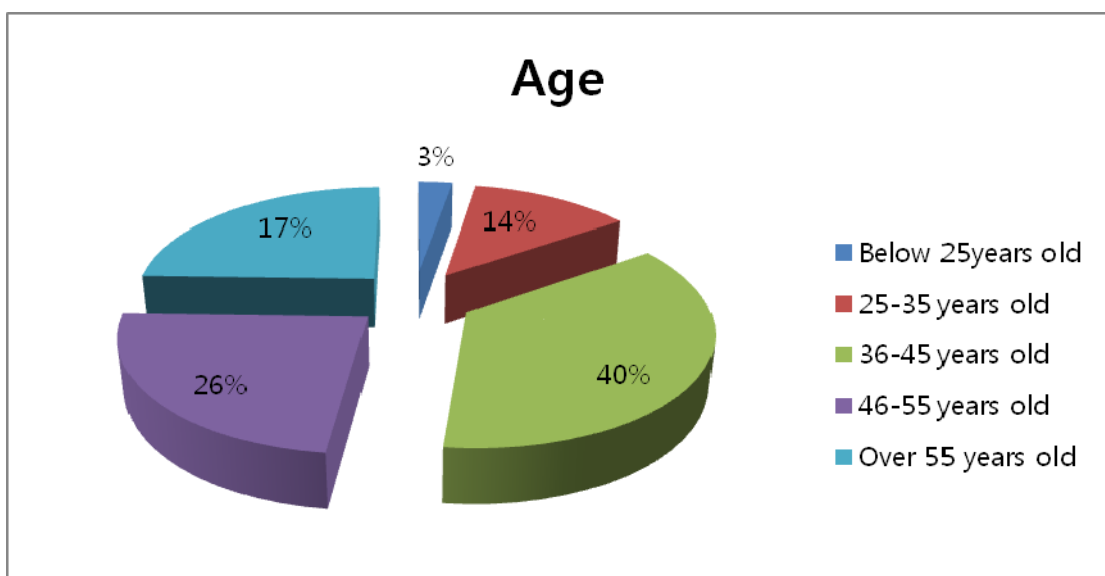
For this graph, the respondents who is the largest age group as between 36-45 years old (40%) .Following with 46-55 years old is (26%), over 55 years old is (17%), 25-35 years old is (14%) and below 25 years old is (3%) .

Nationality
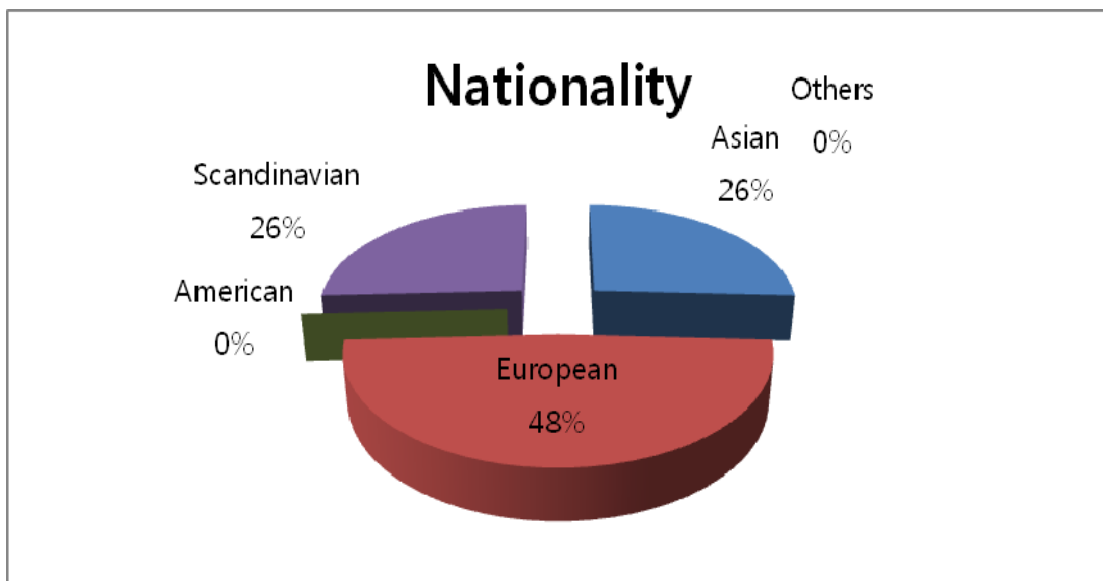
This graph represents the majority of respondents are European (48%) .Follow with Asian (26%) and Scandinavian (26%) .

Occupation
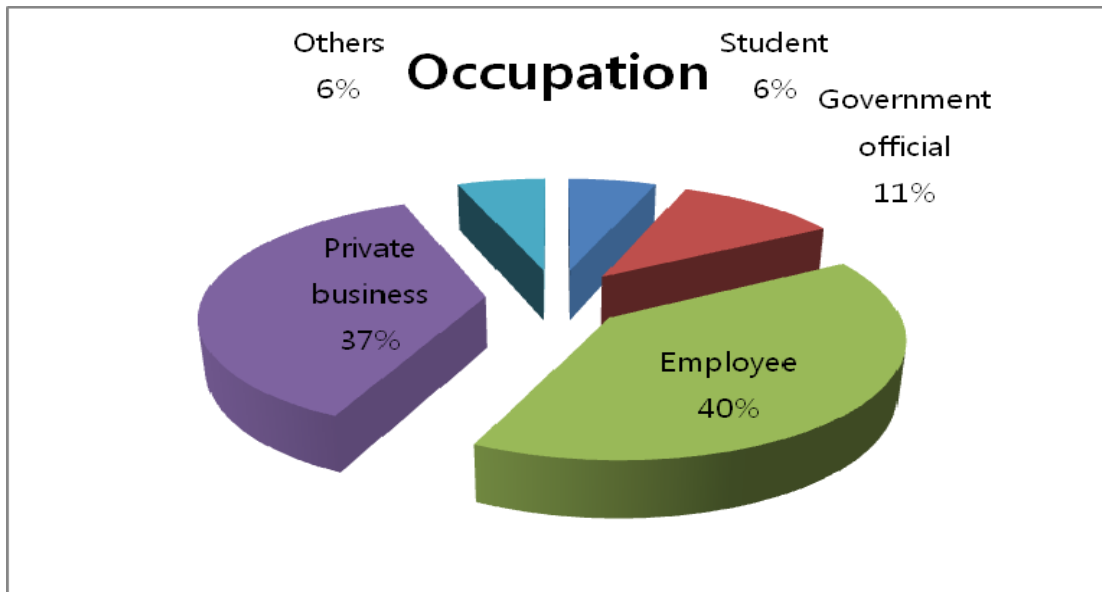
In term of occupation, this graph shows the majority of guests are employee (40%) .Follow with private business (37%), government official (11%), student (6%) and others means group of retired (6%) also.

Purpose of trip
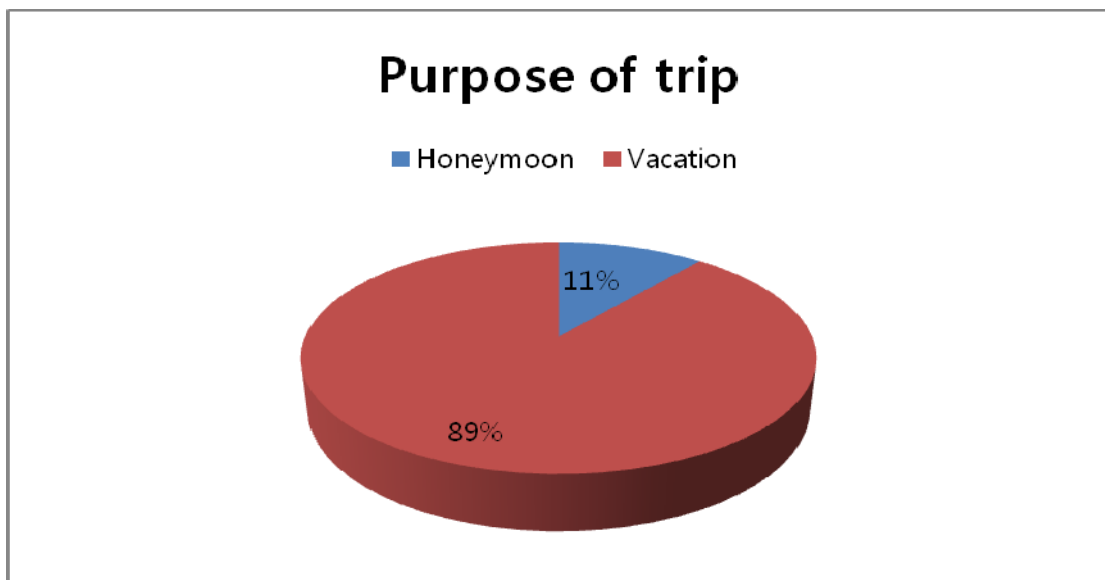
This graph represents the respondents who are staying at the hotel and their purpose of trip is for vacation (89%) and following with honeymoon (11%) .

Number of previous visit
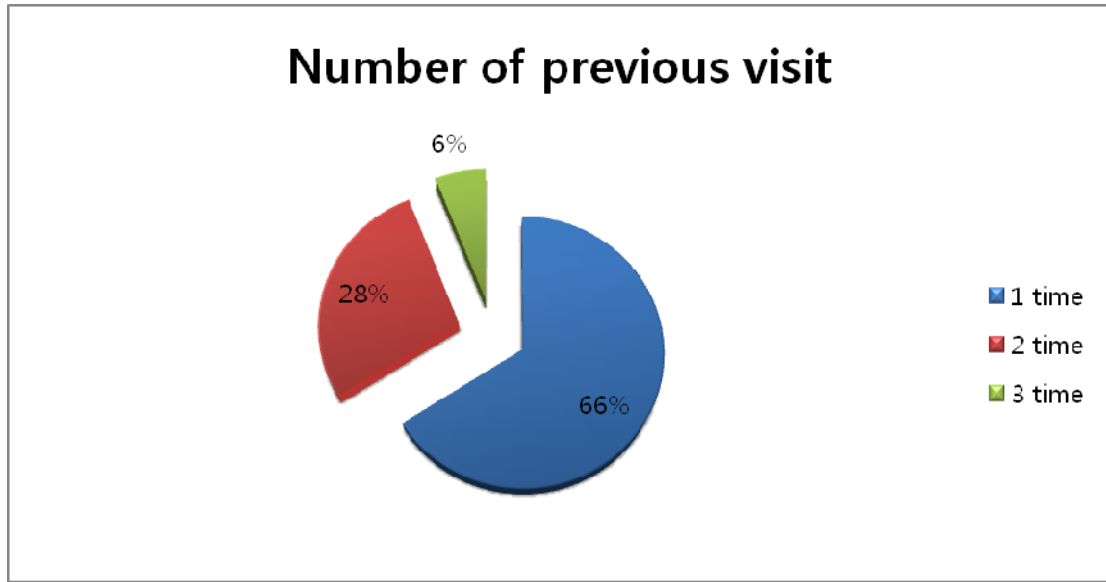
For this graph shows the number of previous visit of respondents, the majority of respondents visit the hotel at the first time (66%) . Follow with the second time (28%), and the rest is the third time (6%) .

Level of customers' expectation and perception towards service quality of front-office staff

This section presents the customer's expectation and perception towards service quality of front office staff at Beyond Resort Krabi. The SERVQUAL as the most often used approach for measuring service quality has been to compare customers' expectations before a service encounter and their perceptions of the actual service delivered. It has five generic dimensions stated as follows tangible, reliability, responsive, assurance and empathy.

There are 35 respondents were asked to rate each statement concerning their expectation and perception of service quality of front-office staff at Beyond Resort Krabi.

Tangibility

Tangibles represent the physical facilities, equipment, and appearance of personnel and presence of users. Tangibles can create an atmosphere. The tangible

aspect of a service is one of the few dimensions that a potential service patron can know and evaluate in advance of participation.

Table 2   Customer satisfaction concerning tangibility

Tangibility dimension	Customers' expectation X S.D	Customer's perception X S.D
1. The staff dresses appropriately.	3.910.612	3.800.405
2. The staff uniform is clean.	**4.40**0.603	4.480.562
3. The staff provides the services with a smile.	3.650.725	3.740.505
4. The staff have attractive appearance, elegant, smart, i.e.	3.140.550	3.140.550
5. The lobby is clean and comfortable.	4.370.490	**4.88**0.322
6. There is adequate equipment during the check in-out.	3.340.591	3.370.546
7. Speed of check-in/check- out service is appropriate	4.200.405	3.680.471
8. The front desk has modern looking equipment.	3.450.505	3.570.557
Total Score	**3.800.560**	**3.830.489**

Table 2 represents the overall satisfaction of expectation towards tangibility is at high level (3.80) .Cleanliness of uniform received high ranking at (4.40) . When front office staff are in appropriate uniform and well dressed their appearance will make the customers satisfy and feel more confident with the hotel services.

In term of customer perception of tangibility dimension is rank at high level (3.83) .For this point, the perception of tangibility is higher than expectation mean the customers satisfy with the tangibility dimension. Moreover the customers emphasized on the cleanliness of uniform and grooming of front-office staff.

Reliability

The reliability dimension refers to the ability of the front office hotel staff provide the services dependably and accurately (Dabholkar et al., 1996) .

Reliability refers to the ability to perform the promised service dependably and accurately.

Promises made to an organization's promotional efforts can contribute to participant expectations. Consistency of performance at the highest standard is crucial to reliability.

Table 3 Customer satisfaction concerning reliability

Reliability dimension	Customers' expectation X	S.D	Customers' perception X	S.D
9. The staff can provide you the services as promised e.g. upgrade room, early check in and check-out.	4.28	0.572	**3.08**	0.445
10. The staff provides you accurate information e.g. hotel facilities and tourists' attraction.	**4.54**	0.560	2.54	0.700
11. The staff performs the service right at the first time (for example, the receptionist has your correct record of your booking detail) .	4.28	0.710	2.65	0.639
12. The staff offers you some help (for example, once you arrive at the front desk hotel, the receptionists ask you if she can help you) .	4.11	0.471	2.82	0.617
13.The staff tell you exactly when service will be provided (for example, the receptionist informs you about the breakfast time during you check –in)	4.05	0.481	2.82	0.646
Total score	**4.25**	**0.578**	**2.78**	**0.609**

Table 3 shows the overall satisfaction of expectation concerning reliability dimension is high level at (4.25) .And the highest score is (4.54), with the staff can provide the accurate information such as hotel facilities and tourist attractions.

For the overall satisfaction of perception towards reliability dimension is at lowest level (2.78) . In this section, the front-office staffs provide service incorrectly the first time and keep their promises to guests. Hence, the guests feel dissatisfied with the reliability of service.

Responsiveness

The responsiveness dimension involves the willingness to help participants and provide prompt attention. Hotel patrons expect their requests to be handled quickly and accurately.

Table 4 Customer satisfaction concerning responsiveness.

Responsiveness dimension	Customers' expectation X S.D		Customers' perception X S.D	
14. The staff gives you prompt service (for example, the receptionists serve you a welcome drink immediately during your arrival.	**4.51**	0.507	3.74	0.657
15. The staffs are willing to help you e.g. guiding you a hotel direction.	4.17	0.452	**3.88**	0.471
16. The staff addresses you appropriately.	4.20	0.405	3.74	0.560
17. The staff are never too busy to respond to your request.	3.97	0.452	3.48	0.562
Total score	**4.21**	**0.454**	**3.71**	**0.562**

Table 4 represents the overall expectation towards responsiveness dimension is at high level (4.21) . **"**The staff give you prompt service received**"** the highest ranking of expectation at (4.51) .

The ability to respond the customer's request will reflect to customer's satisfaction.

The overall satisfaction of perception towards responsiveness dimension is at low level (3.71) . The highest ranking point concern willingness to help. Furthermore, the overall score in responsiveness dimension of perception is lower than expectation means the customers also dissatisfied with this dimension.

Assurance

The assurance dimension indicates courteous and knowledgeable employees who convey trust and confidence. Assurance contains elements of the organization's credibility, competence and security.

Table 5   Customer satisfaction concerning assurance

Assurance dimension	Customers' expectation		Customers' perception	
	X	S.D	X	S.D
18. The staff are trustworthy.	3.91	0.445	3.60	0.694
19. The staff makes you feel safe when staying at the hotel (for example, the doorman observes the person who came in the hotel.	**4.88**	0.322	**4.57**	0.502
20. The behavior of the front office staff instills confidence in you.	4.05	0.481	3.82	0.513
21. The staff have product knowledge of hotel Information e.g. describing all room types and the restaurants.	4.25	0.505	3.40	0.603
22. The staff have required skill to perform service (for example, the receptionist can explain clearly about the hotel direction)	4.08	0.284	3.57	0.502
Total Score	**4.23**	**0.407**	**3.79**	**0.562**

Table 5 represents the overall expectation toward assurance dimension is at highest level (4.23) . "The staff makes you feel safe when staying at the hotel" received the high ranking at (4.88) .Most customers expect front office staff make the guests feel safe while they are staying at the hotel. In addition, the security is one of the most important factors that attract the guest come to the hotel.

The perception of assurance dimension is rank at (3.79) lower than the expectation. With the security or safety of the hotel is the most important factor at (4.57) .The front- office staff have to emphasize on the safety for guests in every details such as the security guard at the main corner around the hotel or the safety system in the room etc. For this assurance dimension, the overall score of perception identified that the customers dissatisfied with the service.

Empathy

The empathy dimension includes caring and individual attention to users. Empathy expresses an understanding of the customers' needs.

Table 6 Customer satisfaction concerning empathy

Empathy dimension	Customers' expectation		Customers' perception	
	X	S.D	X	S.D
23. The staffs are able to communicate with you in English.	**4.85**	0.429	2.62	0.770
24. The staff are able to communicate effectively with you.	4.11	0.529	**3.02**	0.617
25. The staff shows personal attention to you (for example, the bell boy help you to carry your luggage during your check out) .	4.02	0.452	2.94	0.639
26. The staff knows your specific needs.	3.91	0.507	2.48	0.781
27. The staff understands your requirement well.	3.85	0.355	2.91	0.658
Total score	**4.14**	**0.454**	**2.79**	**0.693**

Table 6 shows the overall expectation concerning empathy dimension is at highest level at (4.14) .The ability to communicate in English of staffs is considering the most important (4.85) factor in customers' expectation, comparing the highest score (4.85) of expectation to the perception (2.62) in this question, found that the staffs lack of the English skills and needs to improve .

The front –office staffs represent the hotel and communication is vitally important. The findings are supported by Hai-yan and Tom Baum (2006), who studied skills and work in the hospitality sector in case of front-office staff, in China. They found that the communication skills as the most important while professional standards are also important for front-office staffs.

The perception of the "empathy" dimension is at (2.79) . And the perception of the effective communication is rank highest at (3.02) . The finding indicates that the perception of empathy also lower than the expectation means there are problems about the services in this section that make the customer dissatisfied.

Overall customer satisfaction towards service quality

Table 7 Overall mean score of customer satisfaction towards service quality

Dimension	Customers' expectation		Customers' perception	
	X	S.D	X	S.D
1.Tangibility	3.80	0.560	**3.83**	0.489
2.Reliability	**4.25**	0.578	2.78	0.609
3.Responsiveness	4.21	0.454	3.71	0.5625
4.Assurance	4.23	0.4074	3.79	0.5628
5.Empathy	4.14	0.4544	2.79	0.693
Total score	**4.12**	**0.490**	**3.38**	**0.583**

Table 7 represents the overall satisfaction of expectation towards the five dimensions is at high level at (4.12) .The finding of customers' expectation shows that "reliability" dimension is at high level (4.25), following by assurance (4.23), responsiveness (4.21), empathy (4.14) and tangible (3.80) .

The overall satisfaction of perception towards the five dimensions is at the highest level (3.38) .Most guests perceived tangibility as the most important dimension at (3.83), following by assurance (3.79), responsiveness (3.71), empathy (2.79) and reliability (2.78) .

In these results of five dimensions, tangibility is an essential factor because the perception of tangibility is only one dimension which ranked higher than expectation if compare to another dimensions.

In addition, the customers' perception of reliability, responsiveness, assurance and empathy are ranked lower than expectation, and it means perceived service quality did not meet the customers' expectation of hotel guest.

(SERVQUAL gap between customers' expectation and perception level towards service quality of front office staff at the beyond Resort Krabi)

The SERVQUAL gap is calculated between the mean score of expectation and perception. The finding of the study showed the difference between expectation and perception as following:

Table 8 SERVQUAL gap of customers 'expectation and perception toward service quality

Dimension	Customers' expectation	Customers' perception	SERVQUAL Gap
1.Tangibility	3.80	3.83	0.03
2.Reliability	4.25	2.78	- 1.47
3.Responsiveness	4.21	3.71	- 0.5
4.Assurance	4.23	3.79	- 0.44
5.Empathy	4.14	2.79	- 1.35
Total mean score	**4.12**	**3.38**	**- 0.74**

Table 8 represents the gap between customers' expectation and perception .The results shows the overall level of expectation of all dimensions are higher than level of perception except tangibility dimension. The level perception of tangibility is higher than level of expectation. Moreover, the reliability is the highest

negative gap (-1.47) .The results indentify that the accurate information of front-office staff effect to the customer satisfaction.

As overall dimensions, the results show the negative gap between perception and expectation in four dimensions. The tangibility is only one dimension (0.03) that guests in this hotel are satisfied.

Chapter 5

Conclusion

This chapter presents the conclusion, implications of the study, limitations of the study, recommendations of the study and for further study.

Conclusion

In the face of increasing competition, the hotel business is seeking new tools to create competitive advantages. Therefore, it is putting a large amount of effort into selecting the best tools or methods to measure service quality development.

In terms of measuring the service quality in the hotel business, SERVQUAL has been applied as a tool for understanding the factors affecting the service quality in the hotel business, including gaps, from the customers' perspective. Perceived service quality is believed to be resulting from comparison between customers' prior expectations about the service and their perceptions after actual experience of service performance.

The outcomes of this study have delivered contributions in relation to understanding the dimensional structure of service quality in the hotel industry.

Moreover, numerous studies have postulated that service quality (SERVQUAL) is multidimensional in essence for measuring hotel service quality.

Hence, this research is based on the real case study at Beyond Resort Krabi, focused on the front- office department .The survey was use a data collected from the questionnaires which are distributed to guests who stay at the hotel. The questionnaire aimed to determine the level of customer's expectation and perception towards the service quality of front-office staff. This study also focused further on the gap between customers' expectation and perception of front- office service quality.

The results of the current study showed that the overall mean scores of expectation were higher than perception in four dimensions; reliability, responsiveness, assurance and empathy. It means the customers were dissatisfied with

these dimensions. There is only one dimension that the customers satisfied which is "tangibility". Therefore, the results reveal that there are many gaps in hotel which are made the customers are not satisfied with this hotel services.

Recommendation of the study

There are the suggestions in each five dimensions (SERVQUAL) as below:

1. Tangibility

From the overall results in statement, the tangibility was shown to be the strongest dimension of satisfaction because the perceptions exceeded expectations .It will briefly explain that the customer satisfied with their service. Moreover, the research discovered that the cleanliness and comfortable of lobby area is the main factor which is the customers are highly concerned.

Then, the hotel management should maintain the attributes of tangible service quality at the hotel. And try to check the cleanliness around the front –office area because it is the first place that customers will arrive in the hotel

A degree of relationship was identified between affective quality and perceptions of functional quality by Dardan and Babin (1994) . They suggested that consumers use tangible aspects to conclude probably intangible qualities.

2. Reliability

The reliability was shown to be the weak point dimension because the expectations exceed perceptions. Especially, in term of staffs can provide the accurate information, hotel facilities and tourist attraction is highly concern.

Hence, the hotel management should provide the training for staff and more focusing on new staff members because provide the accurate information in hotel is very essential part. The staffs can answer the right information about the hotel and they can provide the other information that can be benefit for customers. Furthermore, the hotel management should provide the system for front-office staff because when the staffs have lots of reservation or check-in, they can do it without any mistake.

In addition, the hotel management should provide the brochure or map of Krabi town for hotel guest in front of the front desk area because it is the best way

to show the direction around Krabi town even the staffs cannot remember the accurate information. (See appendix 2) to explain the direction of Krabi town.

This finding also supported with Juwaheer and Ross (2003), who studied service quality in Mauritian hotels. They found that "reliability" was the most important factor for ensuring customer satisfaction on service.

3. Responsiveness

The responsiveness was shown to be the weak point also because the expectations of this dimension exceed perceptions. The customers dissatisfy with the service.

In addition, the hotel management should boost the responsiveness to increase customer satisfaction in hotel services.

Therefore, the hotel management should improve such service quality in this dimension, the manager should be assigned to the staff responsible for specific tasks and for contacting customers so that they will be able to respond to customer needs and solve customer problems promptly and conveniently. The hotel management should provide the front-office process as step by step for staffs to learn how to interact with the hotel guest from firstly to the end. It is the way to provide the service promptly.

In term of responsiveness dimension, in the hotel industry where excellent, consistent service is a key factor in success, so that hotel management should have the standard operating procedures (SOP) to play an important role. There is an example for SOP for front-office staffs. (See appendix3)

4. Assurance

The assurance was shown to be the weak point because the expectations exceed perceptions. Hence, the hotel management should build the trust and confidence in hotel such as security, staff's product knowledge and staff's skills for customers while they are spending time with the hotel.

So, the hotel management should provide the training in term of deal with an emergency. For example, provide the first aid training to staff, and then they can handle the situation.

Due to training, the hotel management should train properly to minimize the risk of anything happening. The hotel should focus on every detail and always

remember that the standardization in training is important, this ensures every staffs receives the same hotel information.

5. Empathy

The empathy was shown to be the weak point because the expectations exceed perceptions. As empathy dimension, the customers are highly concern on the staff cannot communicate in English. Then, it is a big problem of the hotel that staffs cannot communicate in English well. The staffs might be misunderstanding with the hotel guest.

Therefore, the hotel management should provide their staffs able to communicate effectively to provide outstanding service and satisfaction to the customers.

For example, the hotel management should provide the communication course for staffs to practice language training or how to communicate effectively with the customer .The hotel management should hire for foreign language teachers to teach the staffs. After training will be the test to ensure that the staff can bring the skills and knowledge to increase the customer's satisfaction.

Furthermore, the hotel management provides the brochure and map for hotel guest to learn the direction of Krabi town .In this case, it is easily for front-office staffs who cannot communicate in English or other languages well because they just show the brochure or map and then point out at the map to explain the hotel guest easily. (See appendix 2)

The finding support the Harrington and Akehurst (1996) emphasized the need for hotels to develop more effective internal communication to facilitate a greater understanding as it relates to providing quality services for the customer.

Implications of the study

1. Implication for management

Lockyer (2005) stated that the factors impacts on the repeat business in a hotel are very complex. To gain an understanding of these factors was undertaken which resulted in five factors.

The study suggests to practitioners who interested in the service quality to note in ranking order features that are considered important by hotel guests and

their actual experience evaluation of those features. The results of this finding point to the areas of difference in service and product quality of the hotels. Managerial implication is to recognize difference and undertake measures to improve with an approach of trying to exceed the expectations of the guests.

      2. Implication for other industry

The findings of this study show that the overall satisfaction in this hotel services is low because the customers' expectation exceeded the perceptions. The SERVQUAL dimension has brought to measure the service quality in Front-office department.

From the overall results identified that there are many problems that the hotel management need to improve urgently. In addition, the research can be adapted to use with other industries such as hospital, restaurant, traditional banking services, airline business and travel agency. As mention, their industries can use the SERVQUAL instrument to measure the service quality because they have to interact with customers due to service quality.

Limitations of the study

1. The study is concerned only on measuring customer satisfaction with front-lined office department in the area of hotel services. Whether the research is related to the other department such as Food & Beverage or Housekeeping, it would be more beneficial to other people who interested in this issue.

2. The small sample size of only 35 respondents is limited. If there are more respondents, the researcher believed that the overall score will be more generalized.

3. The period that the researcher distributes the questionnaire was in low season; there were less hotel guests doing survey.

4. The researcher distributed the questionnaires to the respondents at Beyond Resort Krabi. It is time consuming even getting the questionnaire back. The crucial reason is some of the respondent did not cooperatively help do survey. They typically tried to postpone replying the questionnaire back, so it is the reason why the researcher spent many weeks to accumulate the data.

Summary and Future Research

The key findings from this study are the service quality of this hotel was moderately low, hotel was not able to deliver services as the customer expected and the customers' expectation of the services was higher than perceptions. The hotel needs to improve the hotel services to increasing the customers' satisfaction.

Identifying accurately the specific expectation of customers, the dimensions of the service quality which customers make their quality evaluations and their importance to customers carries vital importance for quality improvement efforts.

This study also helps in discovering the needs, perceptions and expectations of the guests. These are analyzed by determining the characteristics of service quality that are most important to guests. Moreover, the findings of this study will definitely help the other people who interested in measuring service quality by using SERVQUAL instrument in hospitality industry.

Further research may extend the study scope to cover other types of hotels (resort and spa, 5-star hotels and hotels located in other provinces) . Seasons should be taken into consideration, such as the high season or low season, because customer expectations or perceptions of service quality may be different in different seasons. Since this is quantitative research, the next study should be qualitative in order to learn and emphasize more from the customers' perspective.

Reference

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Appendix

Appendix 1 Questionnaire

This questionnaire is a part of study for a Master's Degree (Hotel and Tourism management) at Silpakorn University International College. The topic is evaluating customer satisfaction regarding hotel services by using SERVQUAL dimensions model.

The objectives is to evaluate customer expectation and perception levels towards service quality of Front office staffs at the Beyond resort Krabi.

<u>Part 1</u>   Personal Data

1. Gender
   ☐ 1) male   ☐ 2) Female
2. Age
   ☐ 1) Below 25 years old   ☐ 2) 25-35 years old   ☐ 3) 36-45 years old
   ☐ 4) 46-55 years old   ☐ 5) Over 55 years old
3. Nationality
   ☐ 1) Asian   ☐ 2) European   ☐ 3) American
   ☐ 4) Scandinavian   ☐ 5) others (please specify….)
4. Occupation
   ☐ 1) Student   ☐ 2) Government Official ☐ 3) Employee
   ☐ 4) Private Business   ☐ 5) others (please specify…)
5. Level of education
   ☐ 1) Primary   ☐ 2) High school   ☐ 3) College
   ☐ 4) University   ☐ 5) others (please specify…)
6. Purpose of trip
   ☐ 1) Vacation   ☐ 2) Honeymoon   ☐ 3) Seminar/convention
   ☐ 4) Business   ☐ 5) others (please specify….)
7. How many times have you previously stayed at the Beyond resort Krabi?
   ☐ 1) 1 time   ☐ 2) 2 times   ☐ 3) 3 times
   ☐ 4) 4 times   ☐ 5) more than 4 times

Part 2:   Survey of your expectations and perceptions towards service quality of front office staff based on your experiences as a customer of Beyond Krabi, please put a tick (✓) in a box □, which mostly describes your attitude.

　　　　　a) Level of EXPECTATION towards service quality of front office staff

　　　　　b) Level of PERCEPTION towards service quality of front office staff

　　　　　The score level are described as 5 = highest, 4= high, 3= moderate, 2=low and 1= lowest

Dimensions	Level of Expectation					Level of Perception				
Tangibility	5	4	3	2	1	5	4	3	2	1
1. The staff dresses appropriately.										
2. The staff uniform is clean.										
3. The staff provides the services with a smile.										
4. The staff have attractive appearance i.e. elegant, smart, etc.										
5. The lobby is clean and comfortable.										
6. There is adequate equipment during the check in-out										
7. Speed of check-in/check- out service is appropriate.										
8. The front desk has modern looking equipment.										
Reliability	5	4	3	2	1	5	4	3	2	1
9. The staff can provide you the services as promised e.g. upgrade room, early check in and late check out										
10. The staff provides you accurate information e.g. hotel facilities, recreational facilities and tourists' attraction										
11. The staff performs the service right at the first time (for example, the receptionist has your correct record of your booking detail)										
12. The staff offers you some help (for example, once you arrive at the front desk hotel, the receptionists ask you if she can help you) .										
13. The staff tells you exactly when service will be provided (for example, the receptionist informs you about breakfast time during your check in) .										

Dimensions	Level of Expectation					Level of Perception				
Responsiveness	5	4	3	2	1	5	4	3	2	1
14. The staff gives you prompt service (for example, the receptionists serve you a welcome drink immediately during your arrival.										
15. The staff are always willing to help you e.g. guiding you a hotel direction.										
16. The staff have required skill to perform service (for example, the receptionist can explain clearly about the hotel direction)										
17. The staff addresses you appropriately.										
18. The staff are never too busy to respond to your										
Assurance	5	4	3	2	1	5	4	3	2	1
19. The staff are trustworthy.										
20. The staff makes you feel safe when staying at the hotel (for example, the doorman observes the person who came in the hotel.										
21. The behavior of the front office staff instills confidence in you.										
22. The staff have product knowledge of hotel Information e.g. describing all room types and the restaurants.										
23. The staff have required skill to perform service (for example, the receptionist can explain clearly about the hotel direction)										
Empathy	5	4	3	2	1	5	4	3	2	1
23. The staffs are able to communicate with you in English.										
24. The staff are able to communicate effectively with you.										
25. The staff shows personal attention to you (for example, the bell boy help you to carry your luggage during your check out) .										
26. The staff knows your specific needs.										
27. The staff understands your requirement well.										

Appendix2   The example of Map of Krabi town for hotel guest
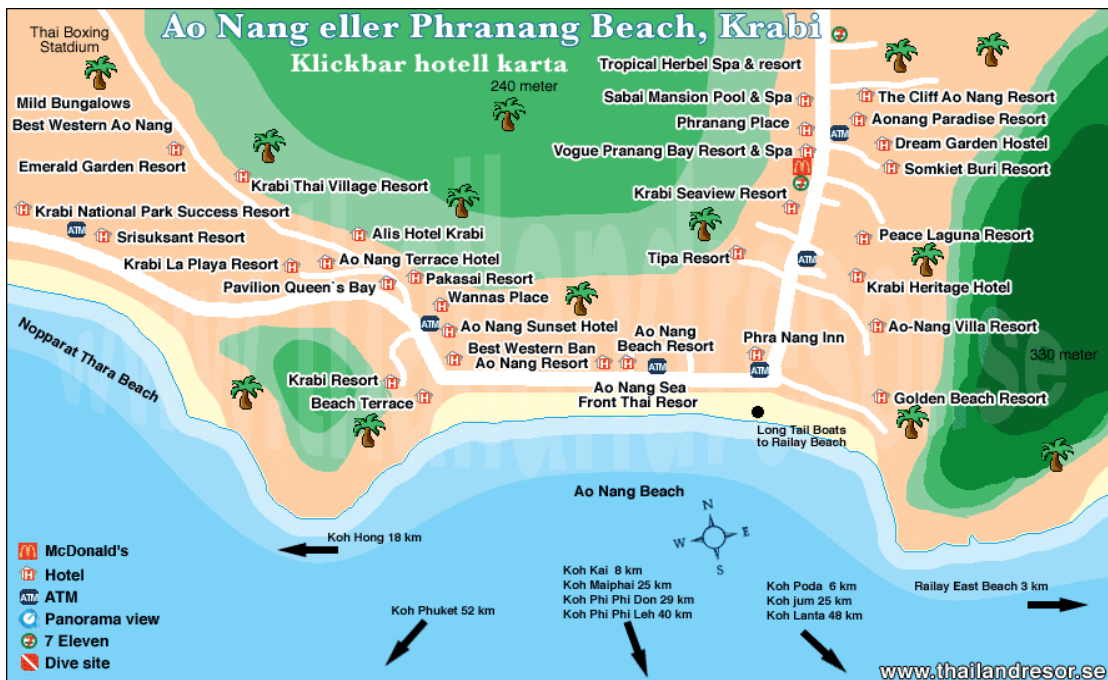
Appendix 3 Standard Operation Procedures sample for this hotel

Report on duty:

1. Present yourself in a tidy appearance toward our customer and represent highest standards of service.

2. Report on duty 5 – 10 minutes before your shift starts.

Staff grooming & hygiene:

1. Brush your hair before going on duty.

2. Ensure that shoes are clean and polished before going on duty.

3. Females must wear appropriate stockings with black court shoes where heels do not exceed two inches.

4. Males must wear black socks and shoes.

5. Change your uniform regularly at Housekeeping Linen Room.

6. Clean pressed uniforms must be worn with neatly brushed hair, polished shoes, clean name badge and no buttons missing.

7. Contact Housekeeping Uniform Linen Room if buttons are missing.

8. Contact HR Department if your name badge is damaged or lost.

9. Change your socks/stockings daily.

10. Ensure nails are well-trimmed, only clear or pale nail polish for female staff

11. Only one ring and watch is permitted, small earrings for female staff.

12. Brush your teeth daily and always wear a smile. Use breath freshener if necessary.

13. Teeth should be clean and the breath must be fresh. This can be achieved by cleaning the teeth regularly and visiting the dentist for check-ups on a regular basis.

14. Deodorant/eau de toilette cologne/aftershave may be used but not so much that it is offensive.

15. Earrings, beards and moustaches are forbidden for male staff.

16. Light cosmetics with colors that complement the uniform and skin tones may be worn. Lipstick of a suitable color must be worn at all times.

17. If make-up is worn it should be light and natural-looking. Avoid vivid colors, like bright blues or violets around the eyes, and make sure the blusher does not look too dramatic. Bright lipstick colors should also be avoided.

18. Be aware of your posture. Walk briskly with a straight back and do not lean on walls.

19. Never run in the lobby.

20. Check your appearance in a mirror in the locker rooms before going on duty.

21. Female hair length beyond the shoulder must be neatly tied/ bundled.

22. Men must have short well-combed hair which doesn't extend below the collar or over the ears.

23. Avoid excessive use of hairsprays and gels, as they can make the hair look stiff and unnatural.

24. Do not use unnatural hair-colors e.g. green, blue, unnatural blond etc

Appendix 4   Letter from Silpakorn University

ที่   ศธ 0520.305 /0279
วิทยาลัยนานาชาติ
มหาวิทยาลัยศิลปากร

วันที่ 27 กุมภาพันธ์ 2556

เรื่อง   ขอความอนุเคราะห์ในการให้สัมภาษณ์และแจกแบบสอบถามเพื่อเก็บข้อมูล
เรียน   ผู้จัดการฝ่ายบุคคล โรงแรม Beyond Resort Krabi

         ด้วยนางสาวพิชานัน พรายแพร้ว นักศึกษาปริญญาโท หลักสูตรบริหารธุรกิจมหาบัณฑิต สาขาวิชาการจัดการโรงแรมและการท่องเที่ยว กำลังทำสารนิพนธ์เรื่อง Evaluating Customer Satisfaction Regarding Hotel Service by Using SERVQUAL ซึ่งในการศึกษาครั้งนี้จำเป็นต้องมีการเก็บรวบรวมข้อมูลจากผู้ใช้บริการและจากการสัมภาษณ์พนักงานในแผนกต้อนรับ

         ดังนั้นเพื่อให้การศึกษาครั้งนี้สำเร็จลุล่วงด้วยดี วิทยาลัยนานาชาติ มหาวิทยาลัยศิลปากร   จึงใคร่ขอความอนุเคราะห์ให้นักศึกษาดังกล่าวดำเนินการเก็บรวบรวมข้อมูลในการทำสารนิพนธ์ตามความประสงค์ โดยนักศึกษาจะเป็นผู้นัดหมายกับทางโรงแรมก่อนการเข้าไปเก็บข้อมูลจากทางโรงแรม

         จึงเรียนมาเพื่อโปรดพิจารณา วิทยาลัยนานาชาติ มหาวิทยาลัยศิลปากร หวังเป็นอย่างยิ่งว่าคงจะได้รับความอนุเคราะห์จากท่าน และขอขอบคุณมา ณ โอกาสนี้

ขอแสดงความนับถือ

(รองศาสตราจารย์ ดร. เกษร จันทร์ศิริ)
ผู้อำนวยการวิทยาลัยนานาชาติ
มหาวิทยาลัยศิลปากร

วิทยาลัยนานาชาติ มหาวิทยาลัยศิลปากร
โทร. 02-880-8361-3 ต่อ 808
โทรสาร. 02-849-7524

Appendix 5 Data analyze

Frequencies

Statistics

		gender	age	national	occupation	education	purpose	visit
N	Valid	35	35	35	35	35	35	35
	Missing	0	0	0	0	0	0	0
Mean		1.46	3.40	2.26	3.2571	3.3143	1.1143	1.4000
Std. Deviation		.505	1.035	1.120	.95001	.79600	.32280	.60391

Frequency table

gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	19	54.3	54.3	54.3
	2	16	45.7	45.7	100.0
	Total	35	100.0	100.0	

age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	1	2.9	2.9	2.9
	2	5	14.3	14.3	17.1
	3	14	40.0	40.0	57.1
	4	9	25.7	25.7	82.9
	5	6	17.1	17.1	100.0
	Total	35	100.0	100.0	

national

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	9	25.7	25.7	25.7
	2	17	48.6	48.6	74.3
	4	9	25.7	25.7	100.0
	Total	35	100.0	100.0	

occupation

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.00	2	5.7	5.7	5.7
	2.00	4	11.4	11.4	17.1
	3.00	14	40.0	40.0	57.1
	4.00	13	37.1	37.1	94.3
	5.00	2	5.7	5.7	100.0
	Total	35	100.0	100.0	

education

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2.00	7	20.0	20.0	20.0
	3.00	10	28.6	28.6	48.6
	4.00	18	51.4	51.4	100.0
	Total	35	100.0	100.0	

purpose

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.00	31	88.6	88.6	88.6
	2.00	4	11.4	11.4	100.0
	Total	35	100.0	100.0	

visit

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.00	23	65.7	65.7	65.7
	2.00	10	28.6	28.6	94.3
	3.00	2	5.7	5.7	100.0
	Total	35	100.0	100.0	

Mean and Standard Deviation

Statistics

	N		Mean	Std. Deviation
	Valid	Missing		
extan1	35	0	3.9143	.61220
extan2	35	0	4.4000	.60391
extan3	35	0	3.6571	.72529
extan4	35	0	3.1429	.55002
extan5	35	0	4.3714	.49024
extan6	35	0	3.3429	.59125
extan7	35	0	4.2000	.40584
extan8	35	0	3.4571	.50543
exrel1	35	0	4.2857	.57248
exrel2	35	0	4.5429	.56061
exrel3	35	0	4.2857	.71007
exrel4	35	0	4.1143	.47101
exrel5	35	0	4.0571	.48159
exres1	35	0	4.5143	.50709
exres2	35	0	4.1714	.45282
exres3	35	0	4.2000	.40584
exres4	35	0	3.9714	.45282
exass1	35	0	3.9143	.44533
exass2	35	0	4.8857	.32280
exass3	35	0	4.0571	.48159
exass4	35	0	4.2571	.50543
exass5	35	0	4.0857	.28403
exem1	35	0	4.8571	.42997
exem2	35	0	4.1143	.52979
exem3	35	0	4.0286	.45282

Statistics

	N		Mean	Std. Deviation
	Valid	Missing		
exem4	35	0	3.9143	.50709
exem5	35	0	3.8571	.35504
pertan1	35	0	3.8000	.40584
pertan2	35	0	4.4857	.56211
pertan3	35	0	3.7429	.50543
pertan4	35	0	3.1429	.55002
pertan5	35	0	4.8857	.32280
pertan6	35	0	3.4000	.55307
pertan7	35	0	3.7143	.45835
pertan8	35	0	3.6571	.48159
perrel1	35	0	3.0857	.44533
perrel2	35	0	2.5429	.70054
perrel3	35	0	2.6571	.63906
perrel4	35	0	2.8286	.61767
perrel5	35	0	2.8286	.74698
perres1	35	0	3.7429	.65722
perres2	35	0	3.8857	.47101
perres3	35	0	3.7429	.56061
perres4	35	0	3.4857	.56211
perass1	35	0	3.6000	.69452
perass2	35	0	4.5714	.50210
perass3	35	0	3.8286	.51368
perass4	35	0	3.4000	.60391
perass5	35	0	3.5714	.50210
perem1	35	0	2.6286	.77024
perem2	35	0	3.0286	.61767
perem3	35	0	2.9429	.63906
perem4	35	0	2.4857	.78108
perem5	35	0	2.9143	.65849

Frequency and valid Percent in each dimension from expectation perspective.

extan1

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	3.00	8	22.9	22.9	22.9
	4.00	22	62.9	62.9	85.7
	5.00	5	14.3	14.3	100.0
	Total	35	100.0	100.0	

extan2

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	3.00	2	5.7	5.7	5.7
	4.00	17	48.6	48.6	54.3
	5.00	16	45.7	45.7	100.0
	Total	35	100.0	100.0	

extan3

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2.00	1	2.9	2.9	2.9
	3.00	14	40.0	40.0	42.9
	4.00	16	45.7	45.7	88.6
	5.00	4	11.4	11.4	100.0
	Total	35	100.0	100.0	

extan4

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2.00	3	8.6	8.6	8.6
	3.00	24	68.6	68.6	77.1
	4.00	8	22.9	22.9	100.0
	Total	35	100.0	100.0	

extan5

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	4.00	22	62.9	62.9	62.9
	5.00	13	37.1	37.1	100.0
	Total	35	100.0	100.0	

extan6

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2.00	1	2.9	2.9	2.9
	3.00	22	62.9	62.9	65.7
	4.00	11	31.4	31.4	97.1
	5.00	1	2.9	2.9	100.0
	Total	35	100.0	100.0	

extan7

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	4.00	28	80.0	80.0	80.0
	5.00	7	20.0	20.0	100.0
	Total	35	100.0	100.0	

extan8

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	3.00	19	54.3	54.3	54.3
	4.00	16	45.7	45.7	100.0
	Total	35	100.0	100.0	

exrel1

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	3.00	2	5.7	5.7	5.7
	4.00	21	60.0	60.0	65.7
	5.00	12	34.3	34.3	100.0
	Total	35	100.0	100.0	

exrel2

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	3.00	1	2.9	2.9	2.9
	4.00	14	40.0	40.0	42.9
	5.00	20	57.1	57.1	100.0
	Total	35	100.0	100.0	

exrel3

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2.00	1	2.9	2.9	2.9
	3.00	2	5.7	5.7	8.6
	4.00	18	51.4	51.4	60.0
	5.00	14	40.0	40.0	100.0
	Total	35	100.0	100.0	

exrel4

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	3.00	2	5.7	5.7	5.7
	4.00	27	77.1	77.1	82.9
	5.00	6	17.1	17.1	100.0
	Total	35	100.0	100.0	

exrel5

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	3.00	3	8.6	8.6	8.6
	4.00	27	77.1	77.1	85.7
	5.00	5	14.3	14.3	100.0
	Total	35	100.0	100.0	

exres1

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	4.00	17	48.6	48.6	48.6
	5.00	18	51.4	51.4	100.0
	Total	35	100.0	100.0	

exres2

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	3.00	1	2.9	2.9	2.9
	4.00	27	77.1	77.1	80.0
	5.00	7	20.0	20.0	100.0
	Total	35	100.0	100.0	

exres3

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	4.00	28	80.0	80.0	80.0
	5.00	7	20.0	20.0	100.0
	Total	35	100.0	100.0	

exres4

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	3.00	4	11.4	11.4	11.4
	4.00	28	80.0	80.0	91.4
	5.00	3	8.6	8.6	100.0
	Total	35	100.0	100.0	

exass1

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	3.00	5	14.3	14.3	14.3
	4.00	28	80.0	80.0	94.3
	5.00	2	5.7	5.7	100.0
	Total	35	100.0	100.0	

exass2

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	4.00	4	11.4	11.4	11.4
	5.00	31	88.6	88.6	100.0
	Total	35	100.0	100.0	

exass3

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	3.00	3	8.6	8.6	8.6
	4.00	27	77.1	77.1	85.7
	5.00	5	14.3	14.3	100.0
	Total	35	100.0	100.0	

exass4

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	3.00	1	2.9	2.9	2.9
	4.00	24	68.6	68.6	71.4
	5.00	10	28.6	28.6	100.0
	Total	35	100.0	100.0	

exass5

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	4.00	32	91.4	91.4	91.4
	5.00	3	8.6	8.6	100.0
	Total	35	100.0	100.0	

exem1

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	3.00	1	2.9	2.9	2.9
	4.00	3	8.6	8.6	11.4
	5.00	31	88.6	88.6	100.0
	Total	35	100.0	100.0	

exem2

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	3.00	3	8.6	8.6	8.6
	4.00	25	71.4	71.4	80.0
	5.00	7	20.0	20.0	100.0
	Total	35	100.0	100.0	

exem3

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	3.00	3	8.6	8.6	8.6
	4.00	28	80.0	80.0	88.6
	5.00	4	11.4	11.4	100.0
	Total	35	100.0	100.0	

exem4

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	3.00	6	17.1	17.1	17.1
	4.00	26	74.3	74.3	91.4
	5.00	3	8.6	8.6	100.0
	Total	35	100.0	100.0	

exem5

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	3.00	5	14.3	14.3	14.3
	4.00	30	85.7	85.7	100.0
	Total	35	100.0	100.0	

pertan1

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	3.00	7	20.0	20.0	20.0
	4.00	28	80.0	80.0	100.0
	Total	35	100.0	100.0	

pertan2

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	3.00	1	2.9	2.9	2.9
	4.00	16	45.7	45.7	48.6
	5.00	18	51.4	51.4	100.0
	Total	35	100.0	100.0	

pertan3

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	3.00	10	28.6	28.6	28.6
	4.00	24	68.6	68.6	97.1
	5.00	1	2.9	2.9	100.0
	Total	35	100.0	100.0	

pertan4

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2.00	3	8.6	8.6	8.6
	3.00	24	68.6	68.6	77.1
	4.00	8	22.9	22.9	100.0
	Total	35	100.0	100.0	

pertan5

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	4.00	4	11.4	11.4	11.4
	5.00	31	88.6	88.6	100.0
	Total	35	100.0	100.0	

pertan6

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	3.00	22	62.9	62.9	62.9
	4.00	12	34.3	34.3	97.1
	5.00	1	2.9	2.9	100.0
	Total	35	100.0	100.0	

pertan7

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	3.00	10	28.6	28.6	28.6
	4.00	25	71.4	71.4	100.0
	Total	35	100.0	100.0	

pertan8

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	3.00	12	34.3	34.3	34.3
	4.00	23	65.7	65.7	100.0
	Total	35	100.0	100.0	

perrel1

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2.00	2	5.7	5.7	5.7
	3.00	28	80.0	80.0	85.7
	4.00	5	14.3	14.3	100.0
	Total	35	100.0	100.0	

perrel2

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.00	1	2.9	2.9	2.9
	2.00	17	48.6	48.6	51.4
	3.00	14	40.0	40.0	91.4
	4.00	3	8.6	8.6	100.0
	Total	35	100.0	100.0	

perrel3

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2.00	15	42.9	42.9	42.9
	3.00	17	48.6	48.6	91.4
	4.00	3	8.6	8.6	100.0
	Total	35	100.0	100.0	

perrel4

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2.00	10	28.6	28.6	28.6
	3.00	21	60.0	60.0	88.6
	4.00	4	11.4	11.4	100.0
	Total	35	100.0	100.0	

perrel5

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.00	1	2.9	2.9	2.9
	2.00	9	25.7	25.7	28.6
	3.00	21	60.0	60.0	88.6
	4.00	3	8.6	8.6	97.1
	5.00	1	2.9	2.9	100.0
	Total	35	100.0	100.0	

perres1

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2.00	1	2.9	2.9	2.9
	3.00	10	28.6	28.6	31.4
	4.00	21	60.0	60.0	91.4
	5.00	3	8.6	8.6	100.0
	Total	35	100.0	100.0	

perres2

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	3.00	6	17.1	17.1	17.1
	4.00	27	77.1	77.1	94.3
	5.00	2	5.7	5.7	100.0
	Total	35	100.0	100.0	

perres3

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2.00	2	5.7	5.7	5.7
	3.00	5	14.3	14.3	20.0
	4.00	28	80.0	80.0	100.0
	Total	35	100.0	100.0	

perres4

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2.00	1	2.9	2.9	2.9
	3.00	16	45.7	45.7	48.6
	4.00	18	51.4	51.4	100.0
	Total	35	100.0	100.0	

perass1

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2.00	3	8.6	8.6	8.6
	3.00	9	25.7	25.7	34.3
	4.00	22	62.9	62.9	97.1
	5.00	1	2.9	2.9	100.0
	Total	35	100.0	100.0	

perass2

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	4.00	15	42.9	42.9	42.9
	5.00	20	57.1	57.1	100.0
	Total	35	100.0	100.0	

perass3

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	3.00	8	22.9	22.9	22.9
	4.00	25	71.4	71.4	94.3
	5.00	2	5.7	5.7	100.0
	Total	35	100.0	100.0	

perass4

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2.00	2	5.7	5.7	5.7
	3.00	17	48.6	48.6	54.3
	4.00	16	45.7	45.7	100.0
	Total	35	100.0	100.0	

perass5

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	3.00	15	42.9	42.9	42.9
	4.00	20	57.1	57.1	100.0
	Total	35	100.0	100.0	

perem1

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2.00	17	48.6	48.6	48.6
	3.00	16	45.7	45.7	94.3
	5.00	2	5.7	5.7	100.0
	Total	35	100.0	100.0	

perem2

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2.00	6	17.1	17.1	17.1
	3.00	22	62.9	62.9	80.0
	4.00	7	20.0	20.0	100.0
	Total	35	100.0	100.0	

perem3

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2.00	8	22.9	22.9	22.9
	3.00	21	60.0	60.0	82.9
	4.00	6	17.1	17.1	100.0
	Total	35	100.0	100.0	

perem4

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.00	2	5.7	5.7	5.7
	2.00	18	51.4	51.4	57.1
	3.00	11	31.4	31.4	88.6
	4.00	4	11.4	11.4	100.0
	Total	35	100.0	100.0	

perem5

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.00	2	5.7	5.7	5.7
	2.00	3	8.6	8.6	14.3
	3.00	26	74.3	74.3	88.6
	4.00	4	11.4	11.4	100.0
	Total	35	100.0	100.0	