

A STUDY OF LUXURY HOTEL GUESTS' SATISFACTION IN BANGKOK, THAILAND

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งานวิจัยนี้ศึกษาเกี่ยวกับลูกค้าโรงแรมระดับหรูในประเทศไทย โดยประการแรกจะมุ่งเน้นในการค้นคว้าปัจจัยสำคัญที่มีผลต่อความพึงพอใจของลูกค้าของโรงแรมฯ ตัวแปรอิสระของงานวิจัย ประกอบด้วยห้องพัก, อาหารและเครื่องดื่ม, สิ่งอำนวยความสะดวก, การให้บริการของพนักงาน, สถานที่, ความสะดวกสบาย, สิทธิประโยชน์, และสิ่งแวดล้อม โดยมีตัวแปรตาม คือ ความพึงพอใจโดยรวมของลูกค้า ประการที่สอง คือ การศึกษาความแตกต่างของระดับความพึงพอใจโดยรวมของลูกค้าในแต่ละกลุ่มแยกตามปัจจัยลักษณะประชากร

ผู้ให้ข้อมูลมีจำนวน ๔๐๐ คน ผลของงานวิจัยนี้วิเคราะห์ได้ว่า ปัจจัยทุกปัจจัยมีผลต่อความพึงพอใจของลูกค้าในโรงแรม ยกเว้นสิ่งอำนวยความสะดวกและการให้บริการของพนักงาน นอกจากนี้ยังวิเคราะห์ได้ว่าลูกค้าที่มีเพศ, อายุ, รายได้, และสัญชาติต่างกันมีระดับความพึงพอใจโดยรวมที่แตกต่างกัน

Abstract

The study aims to examine critical factors and their impact on luxury hotel guests' satisfaction. The related attributes are guestroom, food and beverage, facilities, staff performance, location, convenience, incentive, and environment. The dependent variable is customer's overall satisfaction. Additionally, the research aims to examine the differences in each dimension of customers' demographic in terms of customer's overall satisfaction. Data was collected from four hundred respondents. Research findings reveal that all factors significantly impact guests' satisfaction except hotel facilities and staff performance, and that there are differences between guests' gender, age, income, and nationality, in terms of customer's overall satisfaction.

Key words: Luxury Hotels, Guest Satisfaction, Tourism, Demographics

INTRODUCTION

Tourism in Thailand is one of the fiercely competitive industries, and many hotel businesses are rapidly expanding amidst strong competition. The tourism industry accounts for approximately 6.5 percent of the country's GDP with a significant rise in international arrivals from 1998 onwards (Thai Websites, 2011). With a growing number of tourists in Thailand, the hotel sector is one of the strongly competitive industries. As a result, increasing customer satisfaction can be seen as another strategy to help hotels gain competitive advantage and differentiation. Specifically for hospitality management, optimizing the company-customer relationship is significantly important as the

increase of sales and usage of products and services heavily relies on customers' satisfaction.

Within various types of hotel categories, this research focused on customers of luxury hotels in particular, as guests tend to have higher demand and expectation from the higher prices they pay. According to Kim and Canina (2010), the luxury hotel market is defined where high-end hotel rooms are provided by hotel firms to fulfill customers' needs for superior accommodations. Compared to the economy segment, luxury properties offer individualized service, an aesthetic physical environment, and much more, whereas economy properties simply offer a clean room. As a result of the intangibility of many characteristics of a luxury property, there is much more room for variability in the quality of the service encounter, ameni-

ties, and physical property in a luxury property (Kim and Canina, 2010).

In this research, five hotel attributes, adapted from Dolnicar and Otter's (2003) research, and three factors, taken from the four-factor structure of Hotel Experience Index conducted by Knutson, Beck, Kim, & Cha (2009), are introduced to study customer satisfaction. Moreover, differences among customers' demographics in terms of customer satisfaction are also discussed.

RESEARCH OBJECTIVES

1. To study critical factors and their impact on hotel guests' satisfaction.
2. To examine the differences in each dimension of customers' demographic, including age, gender, income, and nationality, in terms of customer's overall satisfaction.

REVIEW OF LITERATURE

Hotel Attributes

The main independent variables in this research are classified into eight dimensions altogether, including five categories of hotel attributes adapted from Dolnicar and Otter's (2003) research and three factor dimensions taken from the four-factor structure of Hotel Experience Index conducted by Knutson et al. (2009). They include guestroom, food and beverage, facilities, staff performance, location, convenience, incentive, and environment.

Guestroom

According to Ogle (2009), customer experience of the hotel's guestroom is important as it impacts guests' satisfaction and intention to return. Most of the guests' journey at a hotel is spent in the guestroom. Referring to Marsan (1999), the average hotel guest spends some four waking hours per day at a property. Half of those waking hours would typically be spent within the confines of the guestroom (Lundberg, 1994) with the two remaining hours at the various on-site facilities such a hotel's food and beverage

(F&B) outlets. The accommodation part of a hotel (Rooms Division) typically contributes to the bulk of total revenues, outperforming the other profit centers, not only in terms of revenues, but also in terms of departmental profit. As a result, it is important that hoteliers focus on the physical aspects and tangible dimensions of the guestrooms as keys to the satisfaction of the guest and as a prime consideration for return patronage (Ogle, 2009).

Food and Beverage

Czepiel, Solomon, Suprenant, and Gutman (1985) stated that satisfaction is the result of the two independent elements: the functional element or food and beverage in a restaurant, and the performance-delivery element or the service. A study by Reuland, Coudrey, and Facel (1985) suggested that hospitality services consist of a harmonious mixture of three elements: the material product in a narrow sense, which in the case of a restaurant is the food and beverages, the behavior and attitude of employees who are responsible for hosting the guests, serving the meals and beverages, and who come in direct contact with guests, and the environment such as the building, layout, furnishing, and lighting in the restaurant. Hence, the researchers imply that to create customer satisfaction with the food and beverage division, the importance of food and beverage or the product itself should be focused along with the quality of service provided by staff and the atmosphere created by the restaurant. Moreover, to create guest satisfaction and intention to return, the hotel's restaurants should pay attention to food quality, appropriate cost, and attentive service (Gupta, McLaughlin, and Gomez, 2007).

Facilities

Hotel facilities are one of the important components of creating customer satisfaction. According to Wuest, Tas, and Emenheiser (1996), the perceptions of hotel attributes can be defined as the degree to which guests may find various services and facilities in promoting customer satisfaction for staying in a hotel. Hotel facilities are therefore included in several studies as one of the attributes affecting customer satisfaction. A recent study by Blesic, Tesanovic, and Psadorov (2011), which concerned consumer satis-

faction and quality management in the hospitality industry in South-East Europe, showed that one of the problems with hotel quality management is the worn-out accommodation facilities, which results in customer dissatisfaction. As a result, furnishing and construction of facilities that comply with the requirements of a modern guest is necessary in order to attract hotel guests and wealthy tourists (Blesic et al., 2011).

Staff Performance

Sim, Mak, and Jones (2006), defined hospitality as ‘the people component of service quality’ because performance of service providers has an impact on customer’s opinion about the quality of service they received. As a result, staff performance is important in creating good service quality, a customer-oriented service that adds value depending on the professionalism of staff performance and the impression of services created for guests. Some hotels, such as Westin, choose to focus on the service and training program for staffs as to put customers in priority and get every team member to think and act as a concierge to create a superior experience for customers (Higgins, 2010). According to Alin (2010), most hotel guests in Thailand have high standards and demand excellent services. To improve guest satisfaction in Thailand, service quality should be prioritized in order to compete with other hotels.

Location

Location is also one of the important factors for customers’ consideration in selecting a hotel. Referring to Crouch, Perdue, Timmermans and Uysal (2004), location or hotel surroundings are ranked the second highest important factor in hotel guests’ decision making of choosing a hotel. According to Crouch et al. (2004), easy access to a hotel’s location indicates comfort and good value for money for lower stars hotels’ customers; whereas quietness, good ambience, and availability of parking facilities are the main concerns of higher stars hotels’ customers. A good hotel location which guests value and expect include: (1) safety, (2) ease of access to transportation portals (air, train, bus, and public transportation), and (3) close connection to area attractions (historic, business, and pleasure) (Lee, Kim, Kim and Lee, 2010).

Convenience

According to Knutson et al. (2009), the convenience dimension refers to the logical configuration of the hotel facility and guest room, ready availability of amenities and other features, prompt services, ease in making reservation and other services. Some hotel guests may require convenience factor more than others; for example, those with disabilities and children. Logical configuration of hotel facilities and guest room, therefore, is included in this sector, as it refers to the ease in finding access to rooms and places inside the hotel. The convenience dimension discussed in this research also refers to the ready availability and the ease in getting hotel services; such as wake-up call service and in-room amenities, as well as the speed and smooth performance of staff which yield guests’ convenience in receiving the requested service.

Incentive

Incentive comprises the worth of the experience, both in monetary and nonmonetary terms (Knutson et al., 2009). According to Fernandez, Gonzalez, and Prieto (2009), guests who choose to stay at high price/high star hotels tend to relate price with quality. Therefore, they have respectively higher expectations and demands on the hotel’s overall quality, which makes guests’ satisfaction harder to meet. The article written by Hellstrand discussed the relationship between price and guest satisfaction in the hotel industry. According to Hellstrand (2010), price plays a significant role in the perception, which guests have towards the value and quality of the hospitality product they are buying. In other words, guests have higher expectation for service quality and product delivery when they pay more. For guests, price may be considered as a guideline for the level of service performance they expect to receive.

Environment

Environment relates to the hotel’s atmosphere, which should be stimulating, entertaining, and motivating (Knutson et al., 2009). A research by Barsky and Nash (2003) measured customer satisfaction and showed a concept of ‘emotions’ that affects guest experience variously through different hotel-industry

segments; for example, feeling important (upscale), secure (midscale), and welcome (midscale and upscale). Sim, Mak, and Jones's (2006) research on customer satisfaction and retention discussed the importance of 'ambience' factor, which referred to the special atmosphere or mood created by particular environment. For hotels, this included physical structure, its design and amenities used to create attractive atmosphere. The research further discussed how the ambience factor had significant impact on customers' selection decision to revisit the hotel, perceived service quality of the hotel, etc., which in turn affected customer satisfaction and word-of-mouth loyalty. Heide and Gronhaug (2009) also mentioned various concepts of atmosphere, such as its scientific definition, "the air surrounding a sphere"; the use of atmospherics (e.g., background features, such as temperature, scent, music, and lighting); atmosphere and its social factors such as social interactions; and the design factors, such as architectures, style, and layouts.

Customer's Overall Satisfaction

Customer's overall satisfaction is used as a dependent variable in this research. According to Barsky and Nash (2003), high satisfaction rating from guests is an especially important strategy for hotel companies, because loyal customers are the principal driver of profits. According to Smith (2008), customer satisfaction is important for retaining existing customers and adding new customers. It is also critical to any product or service company because customer satisfaction is a strong predictor of customer retention, customer loyalty, and products repurchase (Smith, 2008). Companies with satisfied, loyal customers enjoy higher margins-and, consequently, greater profits than do businesses that fail to retain and satisfy their customers (Barsky and Nash, 2003). Mueller and Jackson (2010) also confirmed that there is a clear correlation between customer satisfaction and the impact on top line revenue of hotels.

To identify which hotel management areas should customer satisfaction optimize, a study by Usta, Berezina, and Cobanoglu (2009) classified customer satisfaction into two categories: attribute satisfaction and overall satisfaction. Attribute satisfaction is concerned with a more specific attribute of services. Research showed that each of the travelers' perception

dimensions has a different impact in contributing to the travelers' overall satisfaction. It also found that customers' overall satisfaction has an impact on guests' intention to return (Usta et al., 2009).

Understanding the conceptual definition of customer satisfaction is difficult (Wang et al., 2001). According to Wanous, Reichers, and Hudy (1997), scales with multiple-items are recommended for complex psychological constructs such as measuring personality, whereas scales with single-item is recommended to apply with simple constructs such as measuring overall job satisfaction, which has a long history of single-item measures. Ebert (2009) also concludes that customer satisfaction is a suitable example for the use of single-item measurement. As a result, single-item measure is applied in this research as an instrument to measure the overall customer satisfaction.

Customers' Demographics

With various nationalities arriving in Thailand, the research intended to find out the impact of this difference on satisfaction. Referring to Hellstrand (2010), cultural and demographical elements are directly correlated to guest's overall satisfaction with a product or service in the hospitality world. Customers of different nationalities may rate service quality differently; such as American may rate a very good service experience as '5' out of '5', whereas Europeans may rate the same service experience '4' out of '5'. Differences among customers' nationality is also discussed by Solnet (2007), and Mey, Akbar, and Fie (2006), who also found different levels of customer satisfaction within ethnic background groups. As a result, it is important to understand that these cultural practices act as past experiences which organize and guide individuals and help the actual processing of social experiences (Matsumoto, 2006), which can consequentially impact satisfaction levels depending if expectations are met or not.

In terms of gender differences, Aaltonen, Markowski, and Kirchner (2008) found that females tend to pay more attention to the relationship, and because of the relationship, are more likely to be satisfied and loyal customers than their male counterparts. Kaufman and Upchurch (2007) and Odunga (2005) also supported that females report greater

satisfaction than their male counterparts. On the other hand, other researchers such as McCleary, Weaver, & Lan (1994) argued that female consumers show lower satisfaction as males tend to reduce risk by purchasing a known hotel, and females tend to be more selective on many aspects.

The impact of customers' age on satisfaction is discussed in several researches. Williams and Buswell (2003) stated that older consumers have higher expectation towards service quality and value for their money. Therefore, older adults may experience lower satisfaction than younger customers. In contrast, Aaltonen et al. (2008) and Kim et al. (2008) stated that younger customers show lower satisfaction than older customers because they tend to be more willing to try new brands, whereas older adults tend to focus on the positive aspects of their choices and quickly forget about the negative consequences.

In terms of the difference within customers' income level, Aaltonen et al. (2008) stated that higher income customers have more choices to evaluate, and therefore tend to have higher expectations of services, which cause them to be less satisfied than lower income customers who have fewer alternatives. Iyiade

(2010) also found that the higher socio-economic status, the lower the loyalty. On the other hand, Paulssen and Birk (2007) and Odunga (2005) argued that customers with higher incomes show a higher level of satisfaction.

CONCEPTUAL FRAMEWORK

In this research, the study is conducted based on the conceptual framework as follows.

As shown in Figure 1, twelve pairs of null and alternate hypotheses can be set up and classified into two groups:

Ho1-Ho8: There is no significant impact of hotel's attributes (guestroom, food and beverage, facilities, staff performance, location, convenience, incentive, and environment) on customer's overall satisfaction.

Ho9-Ho12: There is no difference between customers' demographics (gender, age, income, and nationality) in terms of customers' overall satisfaction.

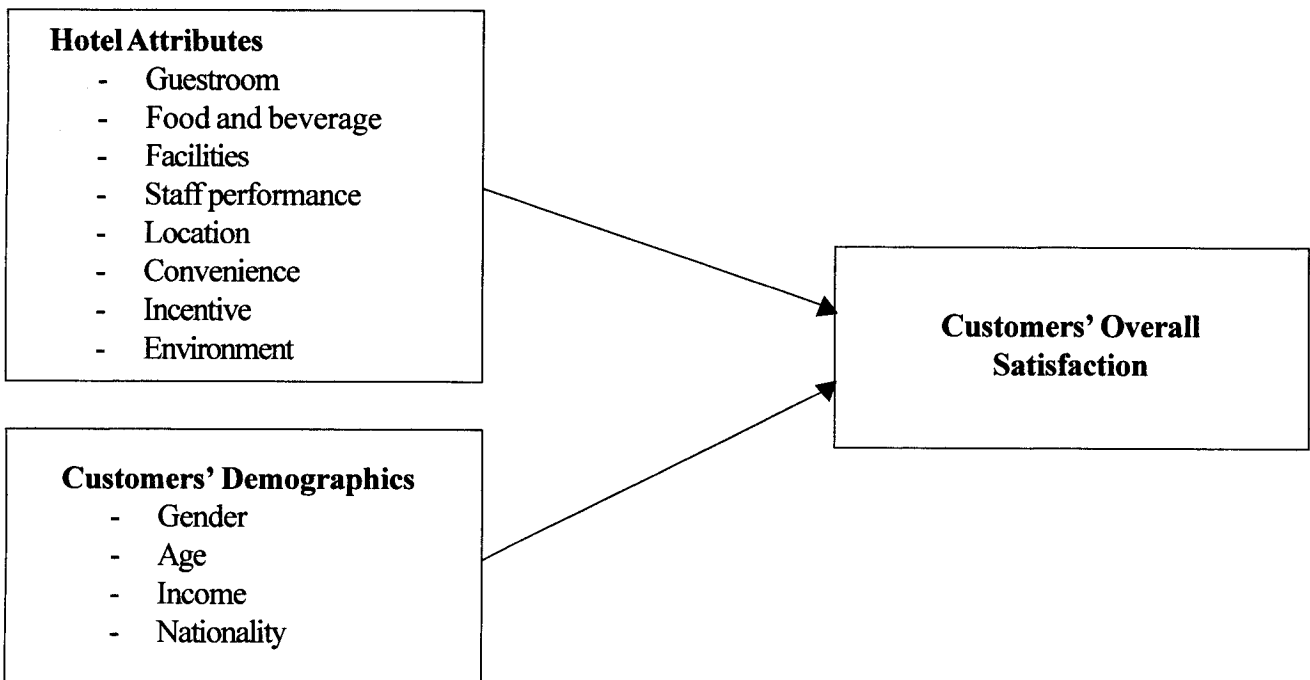


Figure 1: Conceptual Framework

METHODOLOGY

To test the research hypotheses, multiple regression analysis and an analysis of variance (ANOVA) were employed. To be specific, multiple regression analysis was conducted to measure the degree of association between independent variables and dependent variable. ANOVA method was applied to test differences among customer demographic dimensions: gender, age, income, and nationality in terms of customer's overall satisfaction. The research was conducted through the use of questionnaire survey method to gather data from the representative sample of the target population.

In this research, the target population included all luxury hotels' customers in Bangkok, Thailand, aged 18 or above, regardless of gender, nationality, education, income levels, occupation, and purpose of visit. The respondents of this research were luxury hotels' customers who stayed at the selected luxury hotels during September to November 2011.

With a sample size of four hundred, both probability and non-probability sampling techniques were applied to select the unit of analysis. Probability sampling, which is a procedure based on chance selection, allowed the researcher to randomly select ten luxury hotels from the list of Thai Hotels Association (2011). Convenience sampling was then applied as units of the sample can be selected on the basis of the researcher's convenience.

To collect data, a self-administered questionnaire was used as a research instrument to collect information on the customer demographics, level of customer satisfaction on the selected attributes of the hotels, and overall satisfaction. The questionnaire was divided into three parts. The first part contained questions relating to respondent's demographic information. The scale used was nominal scale. The second part of the questionnaire comprised of questions relating to the respondent's opinions on the selected attributes. The questions included in this part were mainly adapted from the researches of Knutson et al. (2009) and Dolnicar and Otter (2003). The statements on the selected attributes were separated into eight dimensions related to the study's variables. The study used five-point Likert scale as a measurement tool for respondents' rating of their degree of perception toward each statement. The final part of the question-

naire concluded the respondent's overall satisfaction with staying at a particular hotel. Adapted from a research by Mey et al. (2006), a single-item measurement was given as a conclusion statement for respondent rating his/her overall satisfaction. The scale used was also a five-point Likert scale.

FINDINGS

Table 1 presents a summary of hypotheses testing (hypothesis 1 to 8), which studied the relationship between hotel attributes (guestroom, food and beverage, facilities, staff performance, location, convenience, incentive, and environment) and customer's overall satisfaction. Multiple regression analysis was used to test each hypothesis. Results show that all of the independent variables, except facilities and staff performance, have a significant impact on customer's overall satisfaction. Of all these independent variables, environment was the strongest independent variable that has an impact on customer's overall satisfaction (sig. = 0.000, beta = 0.304), following by guestroom (sig. = 0.000, beta = 0.195), incentive (sig. = 0.000, beta = 0.163), convenience (sig. = 0.001, beta = 0.179), location (sig. = 0.002), beta = 0.119), and food and beverage (sig. = 0.044, beta = 0.078), respectively.

As shown in Table 2, a summary of hypotheses testing (hypothesis 9 to 12) is given. These hypotheses involve the study of the differences among customers' demographics through the use of analysis of variance (ANOVA) method. According to test results, all of the null hypotheses can be rejected, as significant values are less than 0.05. Therefore, it can be concluded that there are differences between customers' gender (sig. = 0.011), age (sig. = 0.003), income (sig. = 0.000), and nationality (0.000) in terms of customer's overall satisfaction.

Table 3, 4, 5, and 6 used post hoc (Tukey) test and give detail information about the difference of each groups of customer demographics. From Table 3, the findings reveal that males gives a mean value of 3.9607, while females gives a mean value of 3.7953; therefore, men showed higher satisfaction than females.

Table 4 indicates that older customers showed higher satisfaction than younger customers, and that customers aged more than 50 years old (mean =

4.1525) are significantly different from customers at age 18-25, 26-30, and 31-40 years old.

Table 5 shows differences between customers' income and indicates that higher income customers are more satisfied than lower income customers. Customers with annual income at 80,001-100,000 USD (mean = 4.1449) and 100,001 USD up (mean = 4.1778) are significantly different from customers with annual income at 10,000-30,000 USD (mean =

3.6992) and 30,001-50,000 USD (mean = 3.7889). Results provided in Table 6, show that customers from North America and Australia are significantly different from the customers from Europe and Asia. Customers from Australia give the highest mean rank at 4.2083, followed by the customers from North America (mean = 4.1446). The lowest mean rank at 3.7103 is obtained for customers from Europe, followed by customers from Asia (mean = 3.7188).

Table 1: Summary of Hypotheses Testing (Hypothesis 1, 2, 3, 4, 5, 6, 7, and 8)

No.	Null Hypothesis	Beta	Sig.	Result
Ho1	There is no significant impact of hotel's guest room on customer's overall satisfaction.	0.195	0.000	Rejected
Ho2	There is no significant impact of hotel's food and beverage on customer's overall satisfaction.	0.078	0.044	Rejected
Ho3	There is no significant impact of hotel facilities on customer's overall satisfaction.	0.000	0.994	Supported
Ho4	There is no significant impact of hotel's staff performance on customer's overall satisfaction.	-0.023	0.640	Supported
Ho5	There is no significant impact of hotel's location on customer's overall satisfaction.	0.119	0.002	Rejected
Ho6	There is no significant impact of convenience on customer's overall satisfaction.	0.179	0.001	Rejected
Ho7	There is no significant impact of incentive on customer's overall satisfaction.	0.163	0.000	Rejected
Ho8	There is no significant impact of environment on customer's overall satisfaction.	0.304	0.000	Rejected

Table 2: Summary of Hypotheses Testing (Hypothesis 9, 10, 11, and 12)

No.	Null Hypothesis	Sig.	Result
Ho9	There is no difference between customers' gender in term of customer's overall satisfaction.	0.011	Rejected
Ho10	There is no difference between customers' age in term of customer's overall satisfaction.	0.003	Rejected
Ho11	There is no difference between customers' income in term of customer's overall satisfaction.	0.000	Rejected
Ho12	There is no difference between customers' nationality in term of customer's overall satisfaction.	0.000	Rejected

Table 3: Differences between Customers' Gender

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
male	229	3.9607	.63053	.04167	3.8786	4.0428	1.00	5.00
female	171	3.7953	.65904	.05040	3.6958	3.8948	2.00	5.00
Total	400	3.8900	.64726	.03236	3.8264	3.9536	1.00	5.00

Table 4: Differences between Customers' Age

Age	N	Subset for alpha = .05	
		1	2
18-25 years	70	3.7714	
31-40 years	96	3.8021	
26-30 years	102	3.8431	
41-50 years	73	3.9726	3.9726
More than 50 years	59		4.1525
Sig.		.291	.406

Table 5: Differences between Customers' Income

Income	N	Subset for alpha = .05	
		1	2
10,000-30,000 USD	123	3.6992	
30,001-50,000 USD	90	3.7889	
50,001-80,000 USD	73	3.9178	3.9178
80,001-100,000 USD	69		4.1449
100,001 USD up	45		4.1778
Sig.		.222	.093

Table 6: Differences Between Customers' Nationality

Nationality	N	Subset for alpha = .05	
		1	2
Europe	107	3.7103	
Asia	128	3.7188	
South America	15	4.0000	4.0000
Africa	19	4.0526	4.0526
North America	83		4.1446
Australia	48		4.2083
Sig.		.180	.711

CONCLUSION AND RECOMMENDATIONS

From the results of the study, the importance of six independent variables that have significant impact on customer's overall satisfaction, from most to least importance, can be arranged as: (1) environment, (2) guestroom, (3) incentive, (4) convenience, (5) location, and (6) food and beverage. As a result, environment is highly important in creating customer's overall satisfaction.

The hotel atmosphere should be stimulating, entertaining, and motivating (Knutson et al., 2009). It should create a welcoming, comfortable, and relaxing atmosphere. The hotel's physical appearance, interior furnishings, design and amenities should also be attractive and create a luxury environment.

Hotel's guestroom is also one of the critical factors that impact guest's overall satisfaction in Bangkok. Guestrooms should create feelings of spaciousness, comfort and are well designed and laid out (Lundburg, 1994). Room's cleanliness and the importance of hygiene factor should also be considered as an essential element. For security purpose, it should have effective room-locker systems and safe deposit boxes.

Furthermore, because price of luxury hotels are relatively high compared to other hotel types, service quality should be professional and exceed customers' expectation in order to create positive guests' value perception and finally gain satisfaction. Better price-value offering may also be added to enhance guest satisfaction and loyalty.

When hotel guests arrive at a hotel, they expect certain products/services to be readily available. Reservations should be made accordingly and check-in/out processes should be performed accurately and efficiently. During their stay, customers expect a smooth journey with simple process of acquiring and using of the hotel's product, speed and smooth service, as well as adequate communication about the hotel.

Location is another important factor that impact guest's overall satisfaction. Good hotel location which guests value and expect should provide safety, ease of access to transportation portals, and close connection to area attractions (historic, business, and pleasure) (Lee et al., 2010).

Food and beverages should be served with quality, properly cooked, fresh, and of good taste. Ser-

vice should be professional, efficient, timing, and attentive. Additionally, the atmosphere created by the restaurant such as proper layout, furnishing, and lighting is also a way to induce customers to consume or use the service.

In terms of differences among customer demographics, research findings suggested that hotel management should place an emphasis on creating satisfaction for females, as they tend to show lower satisfaction than males. More importantly, because the majority of luxury hotel customers in Bangkok are aged 26-30, and it is younger customers who show lower satisfaction than older customers, it is significant that younger customer group should be paid attention to. Results also prove that the lower income customers and those from Europe and Asia score lower on customer satisfaction. Therefore, it is suggested that these are the groups of customers who may require specific attention. However, for those customer groups that already present high satisfaction, hotel management may further enhance the customer relationship by turning those satisfied customers into loyal ones.

FURTHER STUDY

Further research may apply similar research objectives and examine customer satisfaction of other hotel types such as economy hotels, suite hotels, boutique hotels, resort hotels, chain hotels, motels, or services apartment, in different locations. Another approach could also be conducted where the same variables used in this study are focused on an in-depth basis for detailed explanation of a specific area that needs to be improved. Further research may be conducted to find whether there are differences between other factors such as occupation, education level, and purpose of travel, on satisfaction. In addition, further research may choose to focus on other business strategies, such as customer loyalty, to further develop understanding of the levels of customers' commitment on certain aspects of hotel management.

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