



**A STUDY OF CUSTOMERS SATISFACTION ON HOTEL SERVICES OF WORA BURA
HUA HIN RESORT AND SPA**

**By
Ajchara Chairit**

**A Thesis Submitted in Partial Fulfillment of the Requirements for the Degree
MASTER OF ARTS
Program of Public and Political Management
Graduate School
SILPAKORN UNIVERSITY**

2010

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การศึกษาความพึงพอใจของลูกค้าที่ใช้บริการโรงแรมวรมุระ หัวหิน รีสอร์ท แอนด์ สปา

โดย

นางสาวอังฉรา ชัยฤทธิ

วิทยานิพนธ์นี้เป็นส่วนหนึ่งของการศึกษาตามหลักสูตรปริญญาศิลปศาสตรมหาบัณฑิต

สาขาวิชาการจัดการภาครัฐและภาคเอกชน

บัณฑิตวิทยาลัย มหาวิทยาลัยศิลปากร

ปีการศึกษา 2553

ลิขสิทธิ์ของบัณฑิตวิทยาลัย มหาวิทยาลัยศิลปากร

บัณฑิตวิทยาลัย มหาวิทยาลัยศิลปากร อนุมัติให้วิทยานิพนธ์เรื่อง “การศึกษาความพึงพอใจของลูกค้าที่มาใช้บริการโรงแรมวรมุระ หัวหิน รีสอร์ท แอนด์ สปา” เสนอโดย นางสาวอัจฉรา ชัยฤทธิ เป็นส่วนหนึ่งของการศึกษาตามหลักสูตรปริญญาศิลปศาสตรมหาบัณฑิต สาขาวิชาการจัดการภาครัฐและเอกชน

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KEY WORD: CUSTOMERS' SATISFACTION, FIVE STARS HOTEL, (CRM) CUSTOMER

RELATIONSHIP MANAGEMENT, EXPECTATION DISCONFIRMATION THEORY, ZONE OF TOLERANCE

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Customers' satisfaction (CS) on service has obsessed in mind for long time. Today's service industry strategy to win CS through hotel service is very important that focuses upon succeeding through service product. Many service companies, especially, five stars hotel chain have high competition with foreign hotel chain in the service industrial, these were the major motivation for the research.

In order to better understanding the customer satisfaction, the customer relationship management (CRM) is applied to use in analyzing the customers' satisfaction on hotel services. This research therefore has been focused on CRM; by using the measurement method of expectation disconfirmation theory and the zone of tolerance.

The research analysis is based on 171 samples which had been randomly drawn from the people who using services of Wora Bura Hua Hin Resort and Spa. The Statistical Package for the Social Science (SPSS) was used to analyze the data: i.e. percentage, frequency, means and standard deviation had been used to describe the data. The hypotheses were tested by One-way ANOVA. And the model of relationships between independent and dependent variables was constructed by the use of Multiple Linear Regression.

As the results, the research found that in general the customers' satisfaction of every aspect was felled in "Excellence". However, these were excepted in aspect of the Wora Spa and recreation. In these two aspects the CS fell in only "Fair". It meant that there were some problems in the services of the Wora Spa and recreation. Especially in the Wora Spa, the test of hypotheses had been found that the differences in age significantly affected the differences in CS on the Wora Spa. It indicated that the younger customers had lower CS than the older ones, Moreover, the differences were found in an aspect of Food and Beverage. In this aspect, the differences in CS were significantly affected by age of customers. It also indicated that the younger had lower CS than the older.

Program of Public and Political Management Graduate School, Silpakorn University Academic Year 2010

Student's signature

Thesis Advisors"signature 1.....2.....3.....

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CHAPTER 1

INTRODUCTION

Chapter 1 is an introduction to the thesis. Under this chapter, background, problem statement, motivation and objectives are presented, as followings.

1. Background

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

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

Hotel Industry should also know their competitors and consider the market competition and how to overcome and win in the competition campaign.

CRM is an essential component of the corporate strategy of hotel companies to differentiate themselves from competitors in the eyes of the customer (Boland et al, 2002)

This research therefore aimed at studying customer satisfaction on hotel services which used Wora Bura Hua Hin Resort and Spa, Prachuabkirkhan, Thailand as a case study for being the fundamental notion of CRM.

2. Problem Statement

Particularity of a business services is differing from general goods production. Because, services are intangibility, abstract, invisible, no appearance and intangible then the risk buying.

Variability and heterogeneity depend on efficiency of employee service. The way for serving and placing for customer are inseparability production and consume that would be offered to sale, then production and consume will be happened in time. Customer must be shared service procedure such as barbers and service could not preserve. Therefore business services are differing from general goods for sale.

Hotel industries are one of the most critical service companies. Focusing at Wora Bura Hua Hin Resort and Spa, the research is conducted because the hotel is suffering from very intense competition on its international market. This hotel is not only enduring from low market share on most routes which other hotels are having five star hotel chain operations but also face a problem.

Competitor hotels in Hua Hin such as Hyatt Regency, Marriott Resort, Sofitel Centara, Hilton Hua Hin, Anantara, and Sheraton are strongly competing with five star hotel chains.

A very important fact to notice is that Wora Bura Hua Hin Resort and Spa can not be directly evaluated or compared to its competitors or any five star hotel chain in Hua Hin, especially to the ones mentioned in the previous paragraph.

3. Motivation

I believe we all are customers, customers of hundreds and thousands of businesses, but we usually have only one business. We deal with many different kinds of business, to provide our needs and wants; it could be buying a mineral water bottle from the supermarket to pleasure services which may not be a necessity in our daily life. Facing all those businesses frequently or occasionally we, as a customer, want to be satisfied from the products delivered or services offered, also hotel industry is no exception.

I had observed that Wora Bura Hua Hin Resort and Spa, the hotel where I am working, had ever lost market share when having high competition with other five star hotels in Hua Hin and Cha-am. Especially, the competition was heavily taken place in hotel services. Because, may be, we had not enough comparable to other five star hotels in hotel services. The customers might not satisfy on our services. It was, therefore, motivated me to study in customers' satisfaction on hotel services by using Wora Bura Hua Hin Resort and Spa as a case study.

4. Objectives

The general objective of this research is to study the customers' satisfaction on hotel services of Wora Bura Hua Hin Resort and Spa which is the fundamental notion of CRM. The specific objectives are as followings:

1. To study the levels of customers' satisfaction on hotel services, such as Overall services in Wora Bura Hua Hin Resort and Spa , Front Desk, Housekeeping, Spa, Recreation, and Food and Beverage.

2. To test hypotheses on the differences in demographic characteristics such as sex, age, nationality, purpose of travel and hotel selection affect the differences in customers' satisfaction.
3. To suggest the guidelines in improving the hotel services of Wora Bura Hua Hin Resort and Spa.

5. Wora Bura Hua Hin Resort and Spa

Hotel Name Wora Bura Hua Hin Resort and Spa
 Translated that; a city is good a city is superb



Symbol

Vision The unique touch of the traditional Thai service, reflecting the reign of King Rama V

Address 83/199 Soi Talay 12, Nongkae-Kao Takiab, Hua Hin,
 Prachuabkirikhan 77110
 Tel: +66(0) 3253 6999 Fax: +66(0) 3253 6752
 Website: www.worabura.com

Goals At Wora Bura Hua Hin Resort and Spa, our mission is to promote tourism and our unique Thai cultural resort as well as introduce our guest to the atmosphere of 19th century Thailand while constantly exceeding their expectations

through uncompromising first class service that reflects the warmth of traditional Thai hospitality and is delivered with our world famous “Thai Smile”

This section is consecrated to our beloved king, King Rama v or “Phra Piya Maharaj” for the great things he contributed to our country and making Thailand what it is today.

Journey into the past

Wora Bura Hua Hin Resort and Spa is located in Hua Hin, which is the oldest seaside vacation center on the side of the Gulf of Thailand. First coming into vogue in the 1920s as a royal summer retreat, Hua Hin today is a classic destination. It is easy to reach with only a short drive from Bangkok, 230 kilometers or 144 miles.

The examples of Western architecture that mixed well with Thai architecture are;

Chakri Maha Prasat Throne Hall.

This three-storey building is Victorian style architecture whereas the roof is Thai architecture. At present, this throne hall is used for the King to receive the credentials of the foreign diplomatic corps.

Borombhiman Mansion

Was built as the residence of King Rama VI when he was the Royal Crown Prince This throne hall is in a neoclassic style from the Renaissance; nowadays, it is used as the reception hall for visitors who are leaders of their country.

Vimanmek Mansion

Is regarded as the most beautiful golden teak building in the world? This palace is a three-storey building in the Victorian style and is decorated with fretwork in a gingerbread style. The building emphasizes the airy and open atmosphere, and the glass around the building makes it look cool, comfortable, and suitable for a tropical climate. When it was built, King Rama V stayed there.

Room

Superior

48 Superior rooms with 44 Square meters In Thai Colonial style decoration
Each room features with luxurious bathroom and private balcony.

Deluxe

24 Deluxe rooms with 50 Square meters In Thai Colonial style decoration
Each room features with working desk, comfortable armchair, DVD player, luxurious bathroom and private balcony

Suites

2 Honeymoon Suites with 86 Square meters. In Thai Colonial style decoration.
Plus features from superior and deluxe rooms are elegant living room and Mini Compo player.

Villa Chiang Mai: Beachfront Jacuzzi Villa

One bedroom luxurious Jacuzzi Beachfront Villa with 115 Square meters. In distinctive Lanna-Style decoration, is an ideal choice for honeymooning couples in its private and romantic ambiance – a heavenly abode

Villa Phuket: One Bedroom Jacuzzi Villa

Charming decorated in the Sino-Portuguese style so characteristic of Phuket, this one bedroom Jacuzzi Villa with 115 Square meters, is a perfect escape from the cares of the office.

Villa Bangkok: Two Bedroom Jacuzzi Villa

A two-bedroom Jacuzzi Villa with 130 Square meters. In the 19th Century Rattanakosin style – ideal for an exotic family holiday

Master Floor Plan

Floor 3 (GR3)	Floor 2 (GR3)	Floor 1 (GR3)		Floor 1 (GR1)	Floor 2 (GR1)	Floor 3 (GR1)
#3301 Chonburi	#3201 Chiang Rai	#3101 Krabi		#1101 Hua Hin	#1201 Lopburi	#1301 Ayutthaya
#3302 Rayong	#3202 Lampang	#3102 Prachuabkirkhan		#1102 Kanchanaburi	#1202 Nakompathom	#1302 Suphanburi
#3303 Chanthaburi	#3203 Kamphaengphet	#3103 Chumphon		#1103 Ang Thong	#1203 Phetchaburi	#1303 Saraburi
#3304 Chachoengsao	#3204 Lamphun	#3104 Nakhonsihammarat		#1104 Chainat	#1204 Prachinburi	#1304 Singburi
#3305 Trat	#3205 Nan	#3105 Narathiwat		#1105 Nakhonnayok	#1205 Ratchaburi	#1305 Uthaitani
#3306 Sakaeo	#3206 Phayao	#3106 Pattani		#1106 Nakhonsawan	#1206 Samutprakan	#1306 Uttaradit
	#3207 Phetchabun	#3107 Phang-Nga		#1107 Nonthaburi	#1207 Samutsakhon	
	#3208 Phichit	#3108 Phatthalung		#1108 Pathumthani	#1208 Samutsongkram	
	Floor 2 (GR3)	Floor 1 (GR3)		Floor 1 (GR2)	Floor 2 (GR2)	
	#3209 Maehongson	#3109 Songkla		#2101 Buriram	#2201 Nakornratchasima	
	#3210 Phitsanulok	#3110 Suratthani		#2102 Khonkaen	#2202 Nongkhai	
	#3211 Phrae	#3111 Ranong		#2103 Amnatcharoen	#2203 Roiet	
	#3212 Tak	#3112 Satun		#2104 Chaiyaphum	#2204 Sisaket	
		#3113 Trang		#2105 Kalasin	#2205 Ubonratchathani	
	#3213 Sukhothai	#3114 Yala		#2106 Mahasarakam	#2206 Yasothon	
		#4101 Bangkok		#2107 Loei	#2207 Sakonnakhon	
				#2108 Nakhonphanom	#2208 Udonthani	
		#4102 Phuket		#2109 Mukdahan		
				#2110 Nongbualamphu	#2209 Surin	
		#4103 Chiang Mai				

Guest Room 1 (GR 1)	the middle part 22 provinces
Guest Room 2 (GR 2)	the north-eastern part 19 provinces
Guest Room 3 (GR 3)	the south part 14 provinces
	The north part 13 provinces
	The west part 6 provinces
Villa 1	Bangkok province
Villa 2	Phuket province
Villa 3	Chiang Mai province

Facilities and services in room amenities

1. Two double size (4.5') beds or one king size (6.5') bed
2. Self control air-conditioning
3. Private IDD telephone
4. Flat Screen TV with UBC and satellite with German and French Channel
5. Mini – bar with tea & coffee making facilities
6. Complimentary safety box
7. Weight scale
8. 24 hour room service
9. Bathroom with separate walk in shower and bath tub
10. Hair dryer and full amenities
11. The history of the province after which the room is named

Hotel Facilities

1. The Wora Spa
2. Dining

Chulamongkut Restaurant

Rak Talay Beach Restaurant

The Museum Lobby

Cholamark, Pool Bar

3. Swimming Pool

4. Meeting Facilities

5. Business Center

6. Fitness Center

7. Kid's Club

8. Laundry Service

9. Recreation

Beach Volleyball

Thai Cooking Class

Mountain Biking

Pool Aerobics

Restuarants and Bars

The Chulamongkut

On the ground floor of The Wora Bura Hua Hin Resort and Spa, beside the lagoon, the Chulamongkut restaurant offers an all-day dining experience for breakfast, lunch, dinner, dessert, and drinks, that you can enjoy both indoor and outdoor seating.

The Chulamongkut lets you create your own international culinary experience by choosing your own combination of flavors and ambience. You can decide on having either buffet-style or a la Cart from the large variety of local and international fare. The Chulamongkut's updated buffet selection offers an impressive assortment of mouth-

watering gastronomy from around the world in a refined and appetizing manner. Individually presented portions are at the indoor stations, as well as the a la Carte dishes in the Western.

The Rak Talay Beach Restaurant

On the Courtyard of the Wora Bura Hua Hin Resort and Spa, beside the sandy beach, the Rak Talay restaurant provides fine dinner on open-air terraces overlooking the panoramic view of the Hua Hin bay. Get a taste of the outstanding classic international cuisine, home-made pasta and delicious grilled seafood specialties.

The Chonlamark

Chonlamark, the pool bar, is where you can enjoy a relaxing combination of a light lunch menu and refreshments, set in a lush tropical surrounding at the curved pool and Jacuzzi areas.

The Museum Lobby

The Museum Lobby displays the pictures of the Royal Highness King Rama V while visiting Europe. This lively meeting place, featuring light meals, cocktails and drinks against the magnificent backdrop of the lily pond, is an ideal place for friends to meet, share snacks and the latest news. The Lobby offers exquisite comfort, and features with Thai instrumental music throughout the day.

CHAPTER 2

LITERATURE REVIEW

Theoretical review consists of literature review and theoretical model definition. This thesis research is contributing to CRM (Customer Relationship Management) in the service marketing domain. Therefore in this chapter, there are some definitions and explanations related to marketing, service marketing and CRM, service quality and its measurement tools. Follows by a specific discussion on hotel marketing and CRM in the hotel industry, which comprises the literature review are presented. Discussions on research model and expectation disconfirmation theory which this research is based are discussed including the theoretical model review.

1. Review of Literature

In this section the literature review related to the research is discussed, which consists of a review of the main basic concepts and definitions; marketing, service marketing, customer relationship management (CRM), hotel industry and CRM service quality evaluation tools which has been used in this research have been presented, as followings.

1.1 Marketing

(Kotler 2003 : 8) agrees that marketing definition can be seen from two perspectives, first social and managerial viewpoint. From the social point of view, marketing is defined as:” A societal process by which individuals and groups obtain what they need and want through creating, offering, and freely exchanging products and services of value with others. In managerial outlook, marketing is defined as “The art of selling products”.

American Marketing Association describes marketing as: "The process of planning and executing the conception, pricing, promotion, and distribution of ideas, goods, and services to create exchanges that satisfy individual and organizational goals.

1.1.1 Marketing management

(Kotler 2003 : 9) defines marketing management as: "The art and science of choosing target markets and getting, keeping, and growing customers through creating, delivering, and communicating superior customer value."

Marketing activities should be performed under an extensively considered philosophy of efficiency, effectiveness, and social responsibility. There are six competing concepts to manage marketing activities :(Kotler 2003 : 17)

1. Production concept
2. Product concept
3. Selling concept
4. Marketing concept
5. Customer concept
6. Social marketing concept

1.1.2 Service Marketing

(Kotler 2003 : 444) defines service as: "Service is any act or performance that one party can offer to another that is essentially intangible and does not result in the ownership of anything. Its production may or may not be tied to a physical production".Services can be defined as"economic activity that produces time, place, form, or psychological utilities. Services are acts, deeds, or performances that are intangible". (Haksever et.2000 : 3)

A company usually offers some services with its offerings to the marketplace, the service offered can be a minor or major part of the total offering. (Kotler 2003 : 445) proposes five categories of offerings by companies.

1. *Pure tangible good*: No service is accompanying the product. Such as soap, salt, pen.

2. *Tangible good with accompanying services*: A product accompanied by one of more services, such as car or computer.

3. *Hybrid*: Equal parts of products and services, for example people go to restaurants both for food and pleasure (service).

4. *Major service with accompanying minor goods and service*: The offering consists of a major service along with supplemental services or supporting products, for example hotel customers buy food and beverage service.

5. *Pure service*: The offerings consist mainly of a service, such as baby sitting, psychotherapy.

Services have four major characteristics that products don't possess:

1. *Intangibility*: Unlike physical products, services cannot be seen, tasted, felt, heard or smelled before they are bought.

2. *Inseparability*: Services are produced and consumed simultaneously.

3. *Variability*: Services are very variable, due to the dependence on who provides them, and when and where they are provided.

4. *Perish ability*: It means that services cannot be stored.

1.1.2.1 Service marketing extra Ps

The traditional product marketing Ps approach is not adequate to explain service marketing, though three additional P's are proposed for service marketing: People, Process, Physical evidence (Kotler 2003 : 450). The three additional Ps are described below:

People: Services are provided by people (staff of the service company).

Physical evidence: Service companies try to demonstrate their service quality through presentation, such as an airline developing a look and style of dealing with customers that understands its intended customer value proposition, like consistently courteous behavior of cabin crew.

Process: The way companies deliver their service, for example fast-food or buffet restaurant are two different ways to deliver food.

1.1.2.2 Differences in goods and services marketing

Goods (products) are first produced, then sold, and consumed. But usually services are first sold, then produced and consumed simultaneously. The differences between goods and services can be observed in terms of: (Haksever et al. 2000 : 127)

1. Output tangibility
2. Organizational features
3. Ownership, use, and consumption
4. The scope of marketing activities
5. The consumer's role

1.1.2.3 Service quality

American Society for Quality (ASQ) defines quality as "The totality of features and characteristics of a product or service that bears on its ability to satisfy given needs" (Haksever et al.2000 : 331)

(Park, Robertson and Wu 2004) define service quality and service value as:

Service quality: can be defined as a customer's overall impression of the relative efficiency of the organization and its services. Whereas *Service value:* can be defined as customer's overall assessment of the utility of a product based on perceptions of what is received and what is given.

(Wirtz and Johnston 2003) discuss that delivering excellent service is both inconspicuous and elusive. Customers know when they have received it and when they have not. Service, both poor and excellent, has a strong emotional impact on customers,

creation profound feelings about the organization, its employees and its services, and affection their loyalty to it.

Service excellence requires a total approach. Excellent customer service results from all the appropriate components being situated properly, from the correct strategic focus and service culture to a clear understanding of service, good people and training, and good systems and processes.

Companies that want to perform service quality excellence should:

1. Have a strategic focus on customers or in other be customer centric.
2. Value staff and take care of them.
3. Take every opportunity to continually develop staff and systems.
4. Re-create the service offered by predicting potential customer needs.
5. Emphasize the “surprise” effect.
6. Listen to feedback from all areas of the company, especially from the customers.
7. Consider customer complaints and compliments seriously.
8. Invest in training, particularly for front line staff.
9. Introduce a learning orientation based on continuous improvement.
10. Reward and recognize staff for contributions to service excellence.
11. Focus on cost/profits.

1.2 CRM

The term customer relationship management (CRM) began to grow in 1990s (Ngai 2005) although the concepts of customer relationship management have been existing ever since the cavemen age, who had a choice of buying an arrowhead if there were more than one seller.

In this section CRM definitions are explained and argued from different outlooks. Although CRM has become a widely known as an important business approach however, there is no comprehensively accepted definition of CRM (Ngai 2005).

1.2.1 What is CRM?

Customer relationship management means different things to different people, even the three letter abbreviation CRM has not a unique clarification and understanding, most know CRM as the abbreviation for customer relationship management, come as customer relationship marketing, and others believe that all customers don't want a relationship management, while another group might use the term relationship management marketing. Based on their opinion whatever the CRM abbreviation is expressed it is a clear customer focus business practice (Buttle 2004; Park & Kim 2003).

1.2.2 CRM definitions

As mentioned above there are different definition, explanations and understanding of Customer Relationship Management, here some of the definitions from the literature review is given and finally most comprehensive definition which will be focused in this research is clarified.

(Paul Greenberg 2002) has mentioned some of the viewpoints from CRM experts about CRM as follow:"

CRM is a disciplined business strategy to create and sustain long-term, profitable customer relationships.

Customer Relationship Management (CRM) is a business strategy to select and manage customers to optimize long time value.

Customer Relationship Management is the commitment of the company to place the customer experience at the center of its priorities and to ensure that incentive systems, processes, and information resources leverage the relationship by enhancing the experience.

CRM is an enterprise-wide mindset, mantra and set of business processes and policies that are designed to acquire, retain, and service customers.

CRM is about creating a consistent customer history so you can create a consistent customer experience.

It is comprehensive set of processes and technologies for managing the relationships with potential and current customers and business partners across

marketing, sales and service regardless of the communication channel.” (Ngai 2005) has brought some other definitions and discussions about the definition of CRM in his paper on customer relationship management research as follows:

An enterprise approach to understanding and influencing customer behavior through meaningful communications in order to improve customer acquisition, customer retention, customer loyalty, and customer profitability.

The strategic use of information, process, technology, and people to manage the customer’s relationship with your company (Marketing, Sales, Services and Support) across the whole customer life cycle.

A comprehensive strategy and process of acquiring, retaining, and partnering with selective customers to create superior value for the company and the customer. It involves the integration of marketing, sales, customer service, and the supply chain functions of the organization to achieve greater efficiencies and effectiveness in delivering customer value.”

A Comprehensive and a complete definition are given by the CRM experts at the crmguru.com portal a CRM community on the web which is:

“Customer relationship management (CRM) is a business strategy to acquire and retain the most valuable customer relationships. CRM requires a customer centric business philosophy and culture to support effective marketing and sales, and service processes. CRM applications can enable effective customer relationship management, provided that an enterprise has the right leadership, strategy and culture” (Greenberg 2002).

(Kotler 2003) defines CRM as: “The process of managing detailed information about individual customer touch points with the aim of maximizing customer loyalty”. Kotler continues that the aim of CRM is to produce high customer equity which is value, brand and relationship.

(Buttle 2004) defines CRM as: “CRM is the core business strategy that integrates internal processes and functions, and external networks, to create and deliver value to

targeted customers at a profit. It is grounded on high quality customer data and enabled by information technology.

1.2.3 Why CRM?

Customer Relationship Management has become a strategic necessity for companies in almost every business sector. Companies and organizations are moving closer to their customers, spending more effort in finding new ways to create value for their customers and changing the customer relationship into one of solution finding and partnering rather than on of selling and order taking. Organizations and companies will be more successful if they concentrate on acquiring and sustaining a share of each customer rather than a share of the entire market (Park & Kin 2003).

CRM can be known as a competitive tool to win competitors by customer acquisition customer retention and creating close relationship with the customer. It should be observed that retention of existing customers is much cheaper to acquire a new customer; therefore companies are putting more emphasis on Customer Relationship Management (CRM) to increase customer satisfaction. (Khalifa & Liu 2003; Kotorov 2002; Park & Kim 2003) (Buttle 2004) argues, to develop and implement a CRM strategy four supportive conditions are required:

1. Leadership (management commitment) and organizational culture.
2. People (internal customers)
3. Process (the way things are done by the company)
4. Information technology

1.2.4 CRM and organizational design

What is the best business organization from a customer point of view? This is the question that managers should ask themselves when thinking of and initiating customer relationship management (CRM) strategy and implementation in their organizations, which of course its seldom asked by the executives, because CRM is considered a matter of service design and sometimes worse after sales service design rather than organizational design.

The reason for this common belief is that CRM is about a person-to-person organization relationship between the customer and the service employee, in reality it is exactly the opposite, which is CRM, is about person-to-organization relationship. (Kotorov 2002).

(Kotorov 2002) recognizes three stages in the evolution of CRM. The first two stages are based on the person-to-person view point of CRM, and the third stage which is based on the person-to-organization view point is called the ubiquitous organization. A ubiquitous organization has two attributes: first, time and location independence and second, immediacy or being instantaneous.

The emphasis in the first two stages is primarily on service design and more specifically on service customization (personalization) and differential pricing, while in the third stage it is on organizational and process design to offer the customer ubiquitous access and immediacy. Here the CRM evolutions stages are as (Kotorov 2002) argues are discussed:

Stage 1: Known as 100 percent focus on customer (figure 1). The core idea is that information and communication technology should be used first to customize (personalize) the relationship with the customer and then expand the organizational response to customer needs. The inadequate result of implementing the first stage of CRM is that it expands the scope of attention to customers, but not the scope or scale of the service offered and delivered to them.

Stage 2: Known as 360 degrees view of customer (figure 2.) The core idea behind this model is that superior market performance is the result of superior skills in understanding the customers. This stage is an enhancement of the first stage by including technologies supporting prediction of customer buying patterns and price differentiation. Differentiation in service allows for differentiation in prices, which consequently increases the profit margin. Stages 1 and 2 emphasize three important facts:

1. Relevance of the service to the customer
2. Responsiveness to customer needs

3. Sensitivity to demand

Stage 3: Is about how companies and organization ensure that the services are relevant to the customer, solved in a timely manner, and on demand. The major difference of the third stage is the integration of the information and processes from the previous two stages in a ubiquitous demand chain in which scale and scope are increased through time and location independence and immediacy (figure 3).

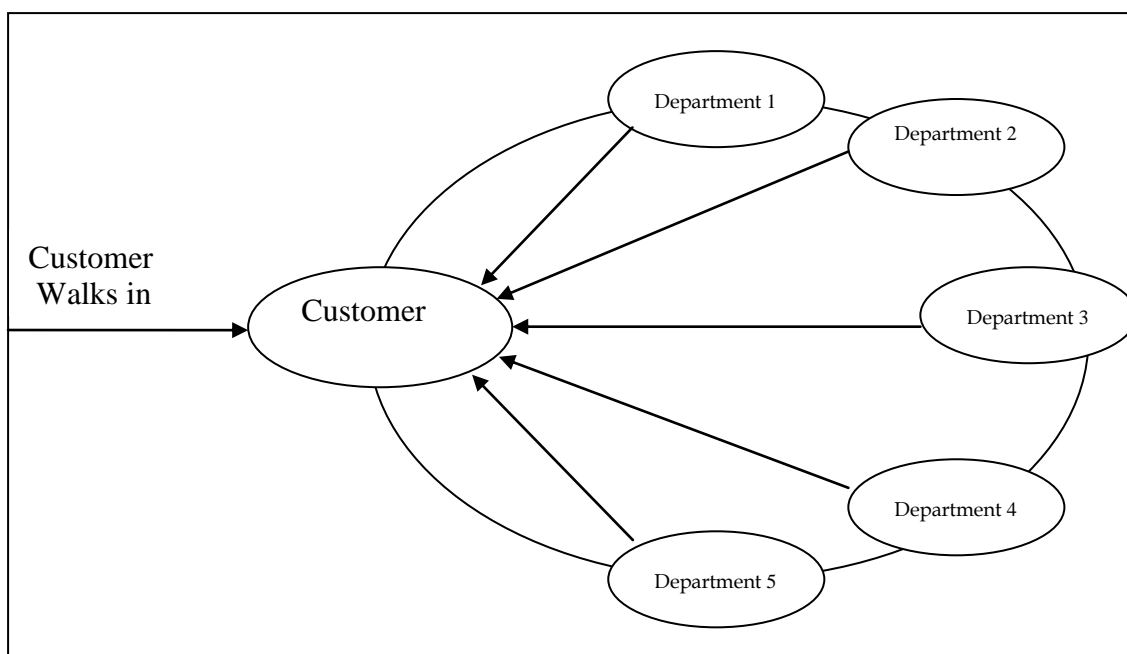


Figure 1 core CRM concept: 100 percent focus on the customer

Source: Kotorov, 2002

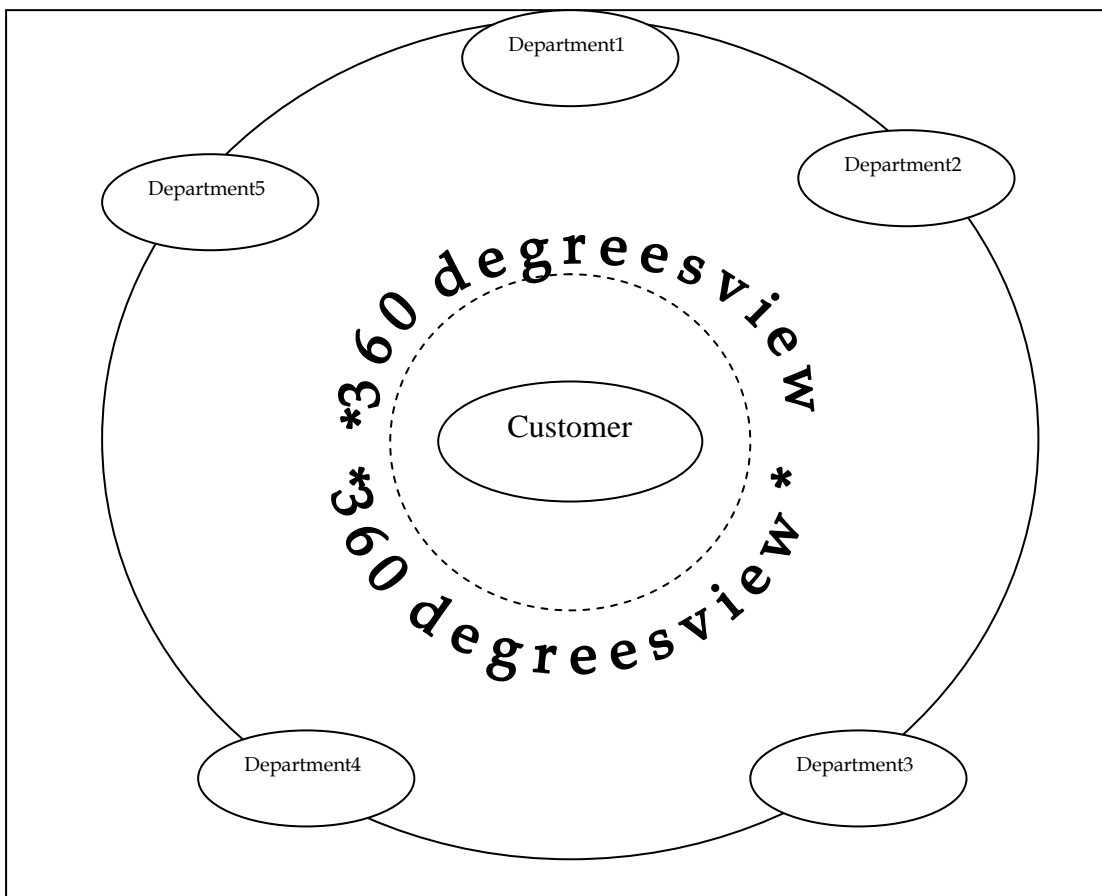


Figure 2 Core CRM concept 360 degree view of customer Source: Kotorov, 2002

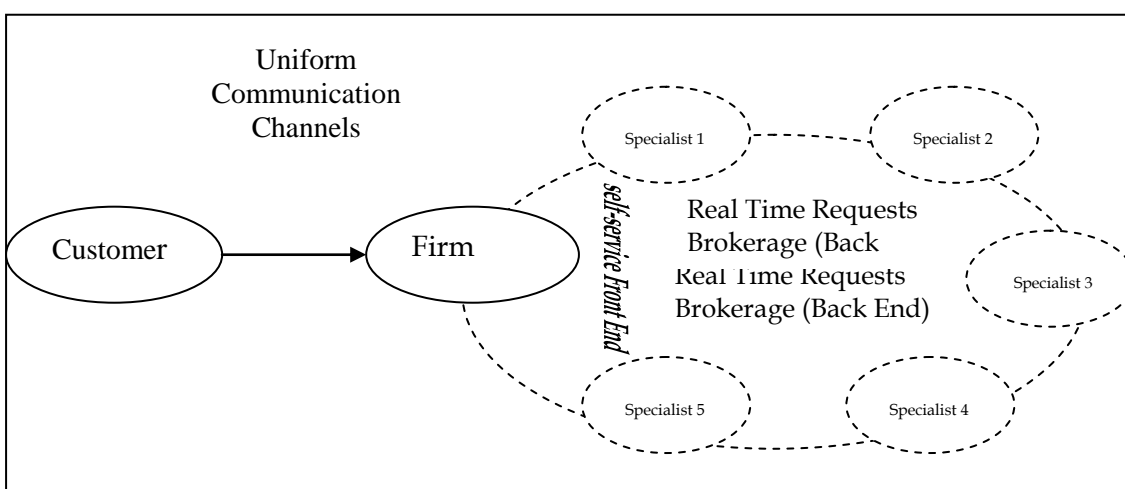


Figure 3 Ubiquitous Organization

Source: Kotorov, 2002

1.2.5 CRM and Information Technology

Information technology plays an important role in the development of CRM. They can be used to automate and enable some or all CRM processes. Appropriate CRM strategies can be implemented through the help of technology, which can manage the data to understand customers.

By enabling advanced and new CRM technologies such as CRM portals, data warehouse, data mining, predictive and analytical engines facilitate the collection, analysis and distribution of customer data internally (Kotorov 2002; Ngai 2005), it can also help companies to collect unprecedented amount of data to determine the economics of customer acquisition, retention, and life time value (Ngai 2005), and turn them into information for their strategic business purposes (Park & Kim 2003).

The result of the analysis is customer segmentation which leads to deliver products and services that better fulfill the customers buying profile (Kotorov 2002) and consequently increasing profitability (Ngai 2005).

As mentioned previously different people have different explanation and definition of CRM. One group of these people is those who believe CRM is just technology and by implementing technology, their CRM initiative is done. Many companies have difficulties in implementing a CRM because they let software vendors to guide their approach to customer relationship management, or retrofit a customer strategy to match the CRM technology they have purchased. Most of the companies make a mistake and misunderstanding between CRM technology and the core CRM strategy which creates a barrier in implementing successful CRM programs (Kim & Park 2003).

A very important aspect is to know CRM is not technology; technology is an enabler and a tool for CRM implementation (Greenberg 2002).

1.2.6 CRM pitfalls

All CRM projects and programs do not lead to success, six common pitfalls to CRM implementation can be mentioned as follows retrieved from literature review:

1. CRM viewed as technical (IT) not business problem
2. Lack of senior management involvement
3. CRM driven by IT organization not the business leaders
4. Trying to do too much at once
5. The lack of organizational readiness to implement CRM
6. CRM driven from the top down (not considering front line employees benefits)

1.2.7 Customer Expectations

In this section the term “Expectation” that is one of the main determinants of satisfaction will be defined and explained. Expectations have been found to directly affect satisfaction (Reisig & Chandek 2001).

(Gilberta and Wong 2003) express expectation as pre-consumption beliefs that customers draw upon as the probabilities of the occurrence of positive and negative events. As Reisig & Chandek (2001) discuss, Different customers have different expectations, based on the customers knowledge of a product or service, a customer may estimate what the performance will be or in a may think what the performance ought to be.

(Parasuraman 2004) identifies personal needs, past experience, word-of-mouth communications, recommendations and perception of the alternative services that are available to customers, as significant determinants of service expectations. Another potential determinant is situation factors which are of course beyond the service provider’s control. The awareness of customers to situational factors will make them more understanding of the factors that are indirectly affecting the service quality and performance and thus will widen their expectations zone of tolerance. This is one of the main aspects that should be considered to study service quality and performance in the

hotel industry in Hua Hin, which many situational factors like political, social, cultural governmental regulations are affecting the service industry.

(McQuitty, Finn and Wiley 2000) discuss an interesting topic that has rarely been studied in the marketing literature. They argue that customer's expectations may vary. The degree which customers adjust their expectations to meet the perceived performance of a product or service can be influenced by the variability of a product's or service performance, the degree of involvement with the product or service, the ease of assessment, the perfection and accuracy of information that forms expectations, and the precision with which a product's level of performance is revoked. Adjustments to expectations are likely to be fast when the product or service is easily assessed, but slow when complicated and with many attributes.

1.2.8 Expectations zone of tolerance

(Parasuraman 2004) discusses that customers have a range of expectations rather than having a single ideal level of expectation. Parasuraman names this level the "zone of tolerance" (figure 4) which is bounded by the service level that customers believe that should and can be delivered (Desired service) and the service level which customers are ready to accept (Adequate service).

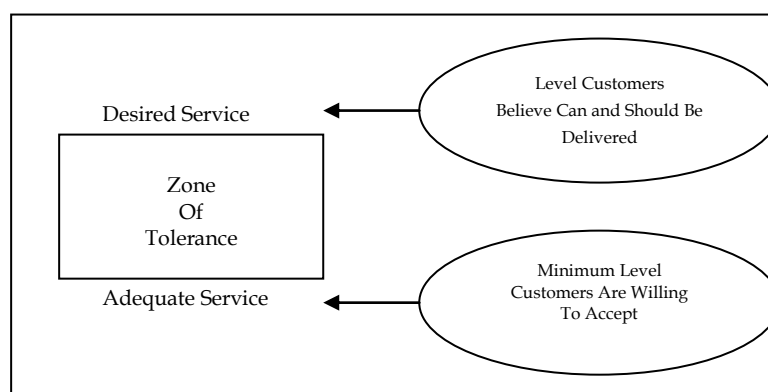


Figure 4: Zone of tolerance of service expectations

Source: Parasuraman (2004)

If the perceived performance of the service falls within the zone, customers will be satisfied. If the service is better than their desired service level, customers will perceive the service as excellently good and will be delighted. On the other hand if the service falls below the adequate level of the zone of tolerance, customers will be dissatisfied and consequently repulsed and will look elsewhere for the same service.

As mentioned previously in this section different customers have different expectations, thus the zone of tolerance can vary across customers which means reflection different priorities in their service expectations, and also across occasions or overall situations which means reflecting different potential drivers of expectations at performance.

Customers' service expectations can be greatly influenced by what the service company or organization promises to perform. Over promising the service that can be offered to customers can be very dangerous. Also added value services can make customers much more critical to the existing services and therefore raise their expectations (Parasuraman 2004).

1.3 Theoretical model

In this section the theory which the research is based on, the research model and the research hypotheses are declared and discussed.

1.3.1 Disconfirmation Theory

In marketing literature the process of satisfaction formation has been examined using behavioral theories, initially based on expectation disconfirmation, which focused on customer satisfaction with physical products and services. In recent studies besides expectation disconfirmation, desired disconfirmation was taken into consideration too. (Khalifa & Liu 2003)

Disconfirmation theory declares that satisfaction is mainly defined by the gap between perceived performance, expectations and desire which is promising approach

to explain satisfaction. As mentioned above, earlier studies used expectation as the only determinant of disconfirmation but recent studies also look into desires.

This theory proposes that satisfaction is affected by the intensity (or size) and direction (positive or negative) of the gap (disconfirmation) between expectations and perceived performance (figure 5). (Khalifa & Liu, 2003)

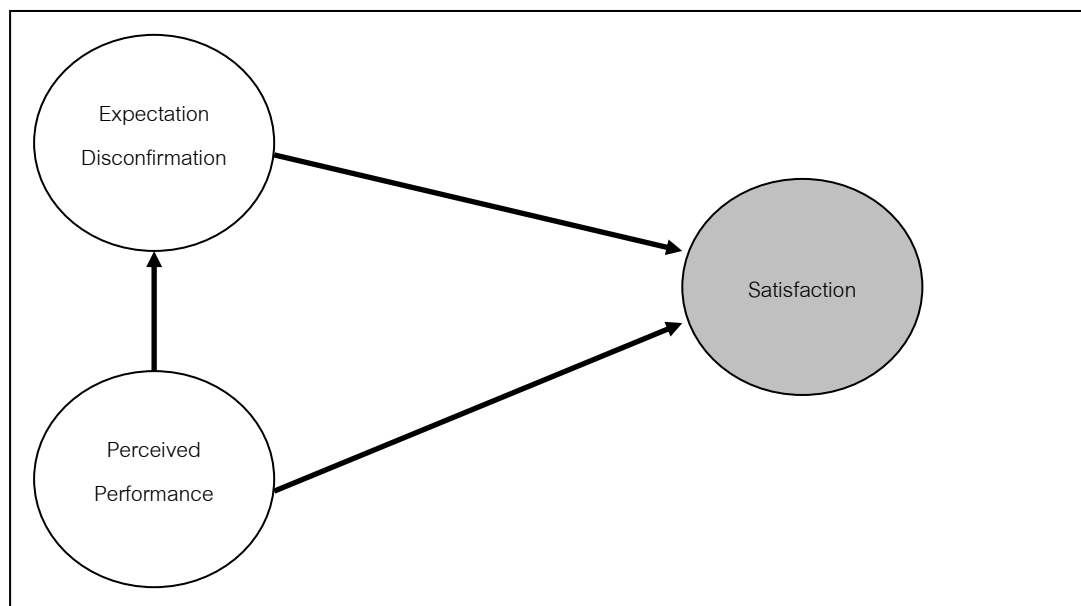


Figure 5 Expectation disconfirmation theory

1.3.2 Describing Satisfaction Formation

The dominant model of customer satisfaction formation is the expectation disconfirmation theory (Pieter, Koelemeijer & Roest, 1995).

Customer satisfaction is “the collective outcome of the customer’s perception, evaluation, and psychological reaction to the consumption experience with a product or service” (Khalifa & Liu, 2003). It leads to repeat purchase, loyalty, positive word of mouth, and increased long term profitability for the organization (Wirtz, 2003).

Expectations are formed by personal experience and understanding of environment, taking into account practical feasibility based on expectancy theory. Perceived performance is a relatively less influenced estimation of performance based on objective judgments rather than emotional reactions.

Expectation disconfirmation occurs in three forms:

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

It is more probable for customers to be satisfied if the service performance meets (confirmation) or exceeds (positive disconfirmation) their expectations. On the contrary customers are more likely to be dissatisfied if the service performance is less than what they expected (negative disconfirmation).

(Khalifa & Liu 2003) discuss that taking expectation disconfirmation as the only determinant of satisfaction; this theory does not cause the fact that if high expectations are confirmed, it would much more lead to satisfaction than confirmation of low expectations. To resolve this drawback perceived performance is included as an additional determinant of satisfaction. In other words the only way to really ensure satisfaction is to empirically create disconfirmation by manipulation expectations and performance (Spreng & Chio 2002).

1.3.3 Systematically Varying Customer Satisfaction

(McQuinty, Finn and Wiley 2000) declare that if the best predictor for customer satisfaction is the gap between expectations and perceived performance, than as this gap reduces over repeated product or service consumption a customer's satisfaction should change respectively. If the gap does not decrease over repeated consumption, then it would imply that the customer has not learned anything from previous experience. When a gap exists between expectation and perceived performance of a customer, satisfaction may change with the amount of product or service experiences in a predictable behavior.

Researcher should Consider the systematically variation of customer satisfaction over time. The most important implication is that systematic variations in customer satisfaction can help explain changes in product or service choice, based on an initial degree of satisfaction and its rate of change. (McQuinty, Finn and Wiley 2000) continue and express:

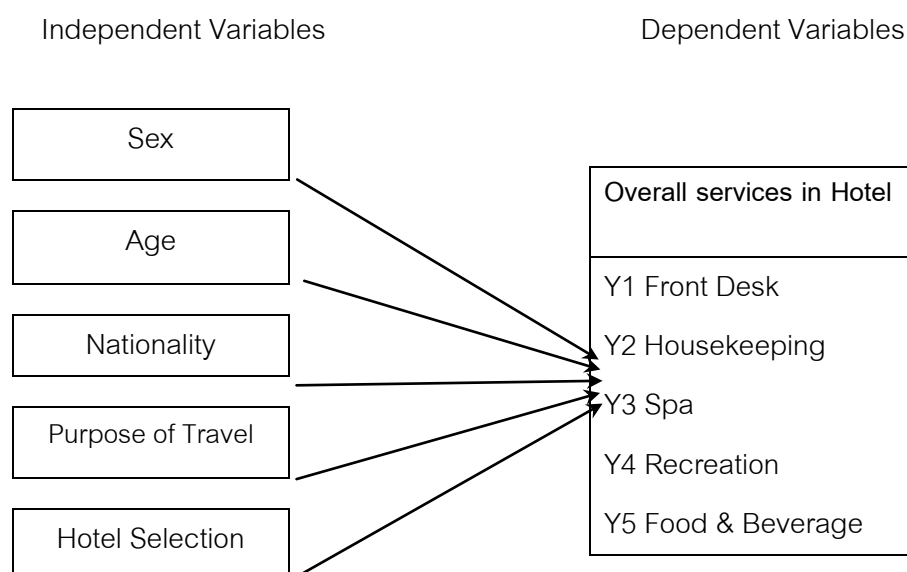
“Such explanatory power provides a powerful tool for those interested in employing customer satisfaction as a predictor of profit, choice, repurchase behavior or market share”.

Satisfaction may change over time; the concept that the degree of disconfirmation felt by a customer should reduce over time, recognizes that customers will learn as they gain experience and become familiar with the product or service, and should modify the expectations respectively.

Service companies with excellent service delivery have customers with very high expectations and raising demands, which can put considerable pressure on the service company, in the case of hotel companies the pressure is mostly on the operation staff (Wirtz & Johnson, 2003)

1.3.4 Research models

The research models studied in this research are based on the customer expectation and expectation disconfirmation theory. The research model consists of Independent Variables and Dependent Variables.



1.3.4.1 Hypothesis Definition

Based on the expectation disconfirmation theory, six hypotheses for this research are defined as follow:

H1: The differences in sex, age, nationality, purpose of travel, and hotel selection affect the differences in customers' satisfaction on overall services in Wora Bura Hua Hin Resort and Spa.

H2: The differences in sex, age, nationality, purpose of travel, and hotel selection affect the differences in customers' satisfaction on Front Desk.

H3: The differences in sex, age, nationality, purpose of travel, and hotel selection affect the differences in customers' satisfaction on Housekeeping.

H4: The differences in sex, age, nationality, purpose of travel, and hotel selection affect the differences in customers' satisfaction on The Wora Spa.

H5: The differences in sex, age, nationality, purpose of travel, and hotel selection affect the differences in customers' satisfaction on Recreation.

H6: The differences in sex, age, nationality, purpose of travel, and hotel selection affect the differences in customers' satisfaction on Food and Beverage.

CHAPTER 3

RESEARCH METHODOLOGY

This chapter discusses the research methodology including explanation about survey, population and sample, research instrument, statistics applied in analyzing the data.

1. Research Design

This research is a quantitative research that will be done by the survey of customer satisfaction on hotel services of Wora Bura Hua Hin Resort and Spa, Prachuabkirikhan, Thailand.

In order to obtain data for the calculation of explicit and implicit importance, as well as the level of customer satisfaction, this study used questionnaires as a tool to get responses from the subjects. The questionnaires were sent to their rooms upon arrivals, to rate the performance of the proposed quality attributes after their make use of the services in hotel, and also rating, in multiple items.

2. Population and sample

It was estimated that Wora bura Hua Hin Resort and Spa had about 300 persons of monthly customers. Therefore, this amount of customer was considered as population of the research. Therefore only 171 questionnaires were randomly as sample of this research.

3. Research Instrument

This research used the questionnaires as an instrument in studying the customers' satisfaction. These questionnaires comprised three parts of questions: part 1

question on demographic characteristics of samples, part 2 questions on customers' satisfaction and part 3 open-end questions on suggestion given by the customers who answered the questionnaire.

Measurement

Level of customers' satisfaction had been measured by rating scale of 1 – 5 level:

Averages mean score 5 Excellent

Averages mean score 4 Good

Averages mean score 3 Fair

Averages mean score 2 Poor

Averages mean score 1 Not use

Whereas, average of rating score had given meaning as following:

Averages mean score between 5.00 – 4.20 Excellent

Averages mean score between 4.19 – 3.40 Good

Averages mean score between 3.39 – 2.60 Fair

Averages mean score between 2.59 - 1.80 Poor

Averages mean score between 1.79 – 1.00 Not use

3.4 Statistic Analysis

There are three section of statistic analysis.

Section 1: Descriptive Statistics, such as frequency, percent, mean, and standard deviation were used to describe demographic characteristics of the sample.

Section 2: Inferential statistics, especially one-way ANOVA was used to test hypotheses.

Section 3: Simple linear Regression was used to construct the model of relationships between independent and dependent variable.

CHAPTER 4

RESULTS AND DISCUSSION

Explains and discusses about the analysis of the data, results, hypothesis testing and the confirmation of the expectation disconfirmation theory.

In this chapter, detailed information acquired from the questionnaire survey was presented and discussed in order to answer the research objectives. The chapter consists of 3 sections as follows:

Section 1: Analysis of demographic characteristics such as sex, age, nationality, purpose of travel and hotel selection by using descriptive statistic.

Section 2: Analysis of level of customers' satisfactions on mode of front desk, housekeeping, the work spa, recreation and food and beverage.

Section 3: Hypothesis Testing.

Section 1: Analysis of demographic characteristics of the sample.

1. Frequency and percentage of demographic characteristics of sample

Demographic Characteristics	Frequency	Percentage
● Sex		
Male	103	60.2
Female	68	39.8
Total	171	100
● Age		
Under 30 years	26	15.2
31 – 40 years	33	19.3
41 – 50 years	31	18.1
51 years and over	81	47.4

1. Frequency and percentage of demographic characteristics of sample

Demographic Characteristic	Frequency	Percentage
Total	171	100
● Nationality		
Thais	23	13.5
Asian	7	4.1
Scandinavian	53	31.0
European	9	5.3
German	48	28.1
Others	31	18.1
Total	171	100
● Purpose of Travel		
Tourist	155	90.6
Business	3	1.8
Visiting Friend/Relatives	3	1.8
Others	10	5.8
Total	171	100
● Hotel Selection		
Yourself	34	19.9
Travel Agent	48	28.1
Internet	49	28.7
Groups	35	20.5
Others	5	2.9
Total	171	100

From table 4.1 the demographic characteristics of the sample were as following:

Sex: Among all of 171 samples, there were 103 persons or 60.2% being male and 68 persons or 39.8% being female. It means member of male larger than the female at about 1.5 times.

Age: The ages of sample were classified into 4 categories; under 30 yrs, 31-40 yrs, 41-50 yrs and 51 yrs and over. The biggest group was 51 yrs and over that were 81 persons or 47.4%. The smallest one was under 30 yrs that was only 26 persons or 15.2%. The others were in 31-40 yrs and 41-50 yrs group that were 33 persons or 19.3% and 31 persons or 18.1% respectively.

Nationality: The samples were from several nationalities such as Thais, Asian, Scandinavian, European, German and others. The biggest group was Scandinavian that was 53 persons or 31.0%. The second one was German that was 48 persons or 28.1%. The third one was Thais that were 23 persons or 13.5% being third. And the least was Asian that was only 7 persons or 4.1%. Therefore, it was able to conclude that the bigger group were Scandinavian and German, whereas, Thais was very small comparing to the two group.

Purpose of Travel: The sample that came to Wora Bura Hua Hin Resort and Spa mostly had the purpose for tourism that was having more than 90%. The other purposes, such as business and visited friend/relatives were very small that were 1.8% and 1.8% respectively.

Hotel Selection: The samples had selected to come to Wora Bura Hua Hin Resort and Spa through internet 28.7%, travel agent 28.1%, group tour 20.5% and yourself 19.9%. It was able to conclude that the big selections were internet and travel agent. Whereas the smaller ones were groups and yourself, respectively.

Section 2: The analysis of level of customers' satisfactions

The following data showed the levels of customers' satisfaction in six aspects; front desk, housekeeping, the wora spa, recreation, and food/beverage.

2.1 Customers' satisfaction on Front Desk

Table 1 Level of Customers' satisfaction on Front Desk

Customers' Satisfaction	Level of Customers' Satisfaction	
	Mean	Meaning
<ul style="list-style-type: none"> ● Front Desk - How was your reservation handle? 4.65 - Efficient baggage handling services. 4.66 - Providing good welcome and check-in handling services. 4.50 - Availability and efficiency of GRO to answer your questions. 4.51 - Employees give you prompt service. 4.43 - Employees are always willing to help you. 4.51 		
Total	4.54	Excellent

Table 1 showed the level of customers' satisfaction on Front Desk in Wora Bura Hua Hin Resort and Spa. The mean score of reservation handle was 4.65, baggage handling services was 4.66, good welcome and check-in handling service was 4.50, efficiency GRO answer questions was 4.51, prompt service was 4.43, and employees always willing help was 4.51 that all aspects were considered as the excellent level. And the total of mean score of front desk was 4.54 that also were considered as the excellent level. It can be concluded that levels of customers' satisfaction of both total and every aspect were in "Excellent" that there was nothing to be improved.

2.2 Customers' satisfaction on Housekeeping

Table 2 Level of Customers' satisfaction on Housekeeping

Customers' Satisfaction	Level of Customers' Satisfaction	
	Mean	Meaning
<ul style="list-style-type: none"> ● Housekeeping - Providing room is clean at the promised time. - Providing room has clean and comfortable. - Providing quality of amenities in room. - Providing enough room facilities. 	4.82	Excellent
	4.84	Excellent
	4.82	Excellent
	4.80	Excellent
Total	4.82	Excellent

Table 2 showed the level of customers' satisfaction on housekeeping in Wora Bura Hua Hin Resort and Spa. The mean score providing room clean at promised time was 4.82, room clean and comfortable was 4.84, quality of amenities in room was 4.82 and enough room facilities was 4.80 that all aspects were considered as the excellent level. And the total of mean score of housekeeping was 4.82 that also were considered as the excellent level. It can be concluded both total and "Excellent" there was no needed to be improved.

2.3 Customers' satisfaction on The Wora Spa

Table 3 Level of Customers' satisfaction on The Wora Spa

Customers' Satisfaction	Level of Customers' Satisfaction	
	Mean	Meaning
<ul style="list-style-type: none"> ● The Wora Spa - Availability and efficiency of spa receptionist to answer your questions. - Efficient of spa treatment handling services. - Providing appropriate spa price. 	3.32	Fair
	3.18	Fair
	3.20	Fair
Total	3.23	Fair

Table 3 showed the level of customers' satisfaction on the wora spa in Wora Bura Hua Hin Resort and Spa. The mean score of availability and efficiency of spa receptionist to answer questions was 3.32, spa treatment handling services was 3.18 and spa price was 3.20 that all aspects were considered as the fair level. And the total of mean score of the wora spa was 3.23 that also were considered as the fair level. It was observed that total and all aspects of levels of customers' satisfaction of the wora spa were just "Fair" with mean score ranging from 3.18 to 3.32.

2.4 Customers' satisfaction on Recreation

Table 4 Level of Customers' satisfaction on Recreation

Customers' Satisfaction	Level of Customers' Satisfaction	
	Mean	Meaning
<ul style="list-style-type: none"> ● Recreation - Providing enough tools in fitness center. - Providing kid's club. - Pool life guard give you prompt service. - Pool life guard willing to help you. 	2.76 2.05 4.16 4.14	Poor Poor Good Good
Total	3.28	Fair

Table 4 showed the level of customers' satisfaction on recreation in Wora Bura Hua Hin Resort and Spa. The mean score of providing enough tools in fitness center was 2.76 and kid's club was 2.05 that were considered as the poor level. Whereas the mean score of pool life guard give prompt service was 4.16 and pool life guard willing help was 4.14 that were considered as the good level. And the total of mean score on mode of recreation was 3.28 that were considered as the fair level. It was observed that total mean score of level of customers' satisfaction of Recreation was in just "Fair" and especially in aspect of Providing enough tools in fitness centre and Providing kid's club were given very low as "Poor" at the mean score of 2.76 and 2.05, respectively. These were considered that there were problem that we were not providing enough tool in the fitness centre and not providing enough kid's club.

2.5 Customers' satisfaction on Food and Beverage

Table 5 Level of Customers' satisfaction on Food and Beverage

Customers' Satisfaction	Level of Customers' Satisfaction	
	Mean	Meaning
<ul style="list-style-type: none"> ● Food and Beverage 		
- F&B attendant give you prompt service.	4.47	Excellent
- F&B attendant understand your specific needs.	4.46	Excellent
- Providing quality food and beverage.	4.30	Excellent
- Good taste food and beverage.	4.32	Excellent
- Providing immediate of room service.	3.84	Good
Total	4.28	Excellent

Table 5 showed the level of customers' satisfaction on food and beverage in Wora Bura Hua Hin Resort and Spa. The mean score of F&B give prompt service was 4.47, F&B understand a specific need was 4.46, quality food and beverage was 4.30, and good taste food and beverage was 4.32 that were considered as the excellent level. Where as the mean score of providing immediate of room service was 3.84 that were considered as the good level. And the total of mean score on mode of food and beverage was 4.28 that were considered as the excellent level. Therefore, the problem was in providing immediate room service that we were not excellent in providing immediate room service.

2.6 Customers' satisfaction on Overall services in Wora Bura

Table 6 Level of Customers' satisfaction on Overall service in Wora Bura

Customers' Satisfaction	Level of Customers' Satisfaction	
	Mean	Meaning
<ul style="list-style-type: none"> ● Overall services in Wora Bura Hua Hin Resort and Spa. - Good services. - Good place. - Good price. - Good promotion 	<p>4.46</p> <p>4.88</p> <p>4.70</p> <p>4.71</p>	<p>Excellent</p> <p>Excellent</p> <p>Excellent</p> <p>Excellent</p>
Total	4.69	Excellent

Table 6 showed the level of customers' satisfaction on overall services in Wora Bura Hua Hin Resort and Spa. The mean score of good services was 4.46, good place was 4.88, good price was 4.70, and good promotion was 4.71 that were considered as the excellent level. And the total of mean score of overall services in Wora Bura Hua Hin Resort and Spa was 4.69 that were considered as the excellent level. It may be there was not any problem in overall services in Wora Bura Hua Hin Resort and Spa. They were all excellent.

Section 3: Hypothesis Testing

The hypothesis testing had been done in order to prove the differences in demographic characteristics affecting the levels of customers' satisfaction by the use of one-way ANOVA in testing the hypotheses at $\alpha = 0.05$. The results were found as followings:

1) Demographic characteristics and customers' satisfaction on Overall services of Wora Bura Hua Hin Resort and Spa.

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

Null Hypotheses: The differences in demographic characteristics, such as sex, age, nationality, purpose of travel and hotel selection do not affect the levels of customers' satisfaction as a whole.

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

Hypothesis Testing

Table 1 Demographic characteristics and customers' satisfaction on Overall services of Wora Bura Hua Hin Resort and Spa

Demographic Characteristic	Customers' satisfaction from Overall				
	N	Mean	S.D	F	Sig
● Sex					
Male	103	3.74	.695	.660	.349
Female	68	3.77	.605		

Note: The significant level at 0.05

Table 1 Continuing

Demographic Characteristic	Customers' satisfaction on Overall services				
	N	Mean	S.D	F	Sig
<ul style="list-style-type: none"> ● Age 					
Under 30 years	26	4.62	.615	.830	.439
31 – 40 years	33	4.60	.679		
41 – 50 years	31	4.78	.411		
51 years and over	81	4.70	.655		
<ul style="list-style-type: none"> ● Nationality 					
Thais	23	4.32	.744	3.208	.101
Asian	7	4.78	.566		
Scandinavian	53	4.88	.308		
European	9	4.63	.598		
German	48	4.62	.738		
Others	31	4.70	.559		
<ul style="list-style-type: none"> ● Purpose of Travel 					
Tourist	155	4.72	.575	4.604	.224
Business	3	4.66	.577		
Visit friends/Relatives	3	4.66	.288		
Others	10	4.07	.823		
<ul style="list-style-type: none"> ● Hotel Selection 					
Yourself	34	4.62	.635	1.574	.162
Travel Agent	48	4.80	.428		
Internet	49	4.70	.584		
Group	35	4.52	.823		
Others	5	4.90	.223		

Note: The significant level at 0.05

From table 1, it was found that Null Hypotheses had been accepted in all aspects of demographic characteristics, such as sex, age, nationality, purpose of travel and hotel selection. Because every sig value was greater than $\alpha = 0.05$. Therefore, it was able to conclude that the differences in demographic characteristics did not affect the level of customers' satisfaction on Overall services of Wora Bura Hua Hin Resort and Spa. It seemed that customers had high satisfaction on services of Wora Bura Hua Hin Resort and Spa. Therefore, in studying in customers' satisfaction on Overall services of Wora Bura Hua Hin Resort and Spa, there were no recommendations to improve. Hopefully, the recommendation might be done when the details were studied.

2) Demographic characteristics and customers' satisfaction on Front Desk.

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

Null Hypotheses: The differences in demographic characteristics, such as sex, age, nationality, purpose of travel and hotel selection do not affect the levels of customers' satisfaction on Front Desk.

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

Hypothesis Testing

Table 2 Demographic characteristics and customers' satisfaction on Front Desk

Demographic Characteristic	Customers' satisfaction on Front Desk				
	N	Mean	S.D	F	Sig
● Sex					
Male	103	4.50	.740	1.318	.303
Female	68	4.62	.604		
● Age					
Under 30 years	26	4.66	.344	1.215	.390
31 – 40 years	33	4.45	.792		
41 – 50 years	31	4.56	.301		
51 years and over	81	4.34	.713		
● Nationality					
Thais	23	4.35	.762	2.351	.168
Asian	7	4.38	.270		
Scandinavian	53	4.64	.493		
European	9	4.65	.494		
German	48	4.38	.857		
Others	31	4.68	.646		
● Purpose of Travel					
Tourist	155	4.55	.691	.407	.751
Business	3	4.67	.577		
Visit friends/Relatives	3	4.84	.288		
Others	10	4.42	.815		

Note: The significant level at 0.05

Table 2 Continuing

Demographic Characteristic	Customers' satisfaction on Front Desk				
	N	Mean	S.D	F	Sig
● Hotel Selection					
Yourself	34	4.59	.597	1.797	.321
Travel Agent	48	4.59	.695		
Internet	49	4.61	.586		
Group	35	4.30	.869		
Others	5	4.73	.406		

Note: The significant level at 0.05

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

3) Demographic characteristics and customers' satisfaction on Housekeeping.

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

Null Hypotheses: The differences in demographic characteristics, such as sex, age, nationality, purpose of travel and hotel selection do not affect the levels of customers' satisfaction on Housekeeping.

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

Hypothesis Testing

Table 3 Demographic characteristics and customers' satisfaction on Housekeeping

Demographic Characteristic	Customers' satisfaction on Housekeeping				
	N	Mean	S.D	F	Sig
● Sex					
Male	103	4.83	.499	.042	.869
Female	68	4.82	.443		
● Age					
Under 30 years	26	4.89	.309	.632	.615
31 – 40 years	33	4.80	.540		
41 – 50 years	31	4.84	.426		
51 years and over	81	4.80	.504		

Note: The significant level at 0.05

Table 3 Continuing

Demographic Characteristic	Customers' satisfaction on Housekeeping				
	N	Mean	S.D	F	Sig
● Nationality					
Thais	23	4.72	.589	1.718	.174
Asian	7	4.79	.405		
Scandinavian	53	4.87	.360		
European	9	5.00	.000		
German	48	4.73	.611		
Others	31	4.92	.271		
● Purpose of Travel					
Tourist	155	4.83	.475	.283	.837
Business	3	4.67	.577		
Visit friends/Relatives	3	4.84	.289		
Others	10	4.78	.538		
● Hotel Selection					
Yourself	34	4.82	.458	2.266	0.075
Travel Agent	48	4.90	.307		
Internet	49	4.87	.429		
Group	35	4.62	.691		
Others	5	5.00	.000		

Note: The significant level at 0.05

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

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

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

Null Hypotheses: The differences in demographic characteristics, such as sex, age, nationality, purpose of travel and hotel selection do not affect the levels of customers' satisfaction on The Wora Spa.

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

Hypothesis Testing

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

Demographic Characteristic	Customers' satisfaction on The Wora Spa				
	N	Mean	S.D	F	Sig
● Sex					
Male	103	3.21	1.758	.190	.798
Female	68	3.28	1.810		

Note: The significant level at 0.05

Table 4 Continuing

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

Note: The significant level at 0.05

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

5) Demographic characteristics and customers' satisfaction on Recreation.

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

Null Hypotheses: The differences in demographic characteristics, such as sex, age, nationality, purpose of travel and hotel selection do not affect the levels of customers' satisfaction on Recreation.

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

Hypothesis Testing

Table 5 Demographic characteristics and customers' satisfaction on Recreation

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

Note: The significant level at 0.05

Table 5 Continuing

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

Note: The significant level at 0.05

From table 5, it was found that the Null Hypothesis had been accepted in all aspects of demographic characteristics, such as sex, age, nationality, purpose of travel and hotel selection. Because every sig.value was greater than $\alpha = 0.05$. Therefore, it was able to conclude that the differences in demographic characteristics did not affect the level of customers' satisfaction on Recreation. However, when taking a look at mean, it seemed that customers from demographic characteristics having more satisfaction on Recreation. There were recommendation needs to improve to high satisfaction.

6) Demographic characteristics and customers' satisfaction on Food and Beverage.

Hypotheses 6: The differences in demographic characteristics, such as sex, age, nationality, purpose of travel and hotel selection affect the levels of customers' satisfaction on food and beverage.

Null Hypotheses: The differences in demographic characteristics, such as sex, age, nationality, purpose of travel and hotel selection do not affect the levels of customers' satisfaction on food and beverage.

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

Hypothesis Testing

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

Demographic Characteristic	Customers' satisfaction on F&B				
	N	Mean	S.D	F	Sig
● Sex					
Male	103	4.35	1.115	1.054	.338
Female	68	4.16	1.306		
● Age					
Under 30 years	26	4.31	1.207	2.215	.166
31 – 40 years	33	3.85	1.447		
41 – 50 years	31	4.47	.872		
51 years and over	81	4.36	1.151		

Note: The significant level at 0.05

Table 6 Continuing

Demographic Characteristic	Customers' satisfaction on F&B				
	N	Mean	S.D	F	Sig
● Nationality					
Thais	23	3.22	1.605	5.988	.000
Asian	7	4.11	1.589		
Scandinavian	53	4.53	.786		
European	9	4.57	.697		
German	48	4.28	1.149		
Others	31	4.56	.947		
● Purpose of Travel					
Tourist	155	4.38	1.063	10.176	.001
Business	3	4.33	.923		
Visit friends/Relatives	3	4.59	.692		
Others	10	2.50	1.773		
● Hotel Selection					
Yourself	34	4.00	1.489	1.916	.154
Travel Agent	48	4.53	.823		
Internet	49	4.30	1.202		
Group	35	4.07	1.269		
Others	5	4.84	.218		

Note: The significant level at 0.05

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

Regression Analyze

To construct the model of relationship between independent and dependent variable the table of coefficient showed as following:

Table 4.3(1) Regression analyses between age with availability and efficiency of spa receptionist to answer the questions.

Model Summary

R	R Square	Adjusted R Square	Std. Error of the Estimate
.265(a)	.070	.065	1.73217

a Predictors: (Constant), AGE

ANOVA (b)

	Sum of Squares	Df	Mean Square	F	Sig.
Regression	38.242	1	38.242	12.746	.000(a)
Residual	507.068	169	3.000		
Total	545.310	170			

a Predictors: (Constant), AGE

b Dependent Variable: availability and efficiency of spa receptionist to answer the questions.

Coefficients (a)

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

a Dependent Variable: availability and efficiency of spa receptionist to answer the questions.

Table 4.3(1) Regression analyses between age with availability and efficiency of spa receptionist to answer the questions. The regression was simple linear regression that was from general formula as following:

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

When the computed data were replaced the model of regression analyses between age with availability and efficiency of spa receptionist to answer the questions

$$\hat{y} = 2.075 + .265 x_1$$

when \hat{y} = estimated value of customers' satisfaction on availability and efficiency of spa receptionist to answer the question

x= age of customers

Table 4.3(2) Regression analyses between age with Efficient of spa treatment handling service.

Model Summary

R	R Square	Adjusted R Square	Std. Error of the Estimate
.263(a)	.069	.064	1.71391

a Predictors: (Constant), AGE

ANOVA (b)

	Sum of Squares	Df	Mean Square	F	Sig.
Regression	36.945	1	36.945	12.577	.001(a)
Residual	496.435	169	2.937		
Total	533.380	170			

a Predictors: (Constant), AGE

b Dependent Variable: Efficient of spa treatment handling service.

Coefficients (a)

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.956	.370		5.291	.000
AGE	.412	.116	.263	3.546	.001

a Dependent Variable: Efficient of spa treatment handling service.

Table 4.3(2) Regression analyses between age with availability and efficiency of spa receptionist to answer the questions. The regression was simple linear regression that was from general formula as following:

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

When the computed data were replaced the model of regression analyses between age with availability and efficiency of spa receptionist to answer the questions

$$\hat{y} = 1.956 + .263 x_1$$

when \hat{y} = estimated value of customers' satisfaction on efficiency of spa treatment handling service

x = age of customers

Table 4.3(3) Regression analyses between age with providing appropriate spa price.

Model Summary

R	R Square	Adjusted R Square	Std. Error of the Estimate
.271(a)	.073	.068	1.70128

a Predictors: (Constant), AGE

ANOVA (b)

	Sum of Squares	Df	Mean Square	F	Sig.
Regression	38.689	1	38.689	13.367	.000(a)
Residual	489.147	169	2.894		
Total	527.836	170			

a Predictors: (Constant), AGE

b Dependent Variable: providing appropriate spa price.

Coefficients (a)

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.950	.367		5.316	.000
AGE	.421	.115	.271	3.656	.000

a Dependent Variable: providing appropriate spa price.

Table 4.3(3) Regression analyses between age with availability and efficiency of spa receptionist to answer the questions. The regression was simple linear regression that was from general formula as following:

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

When the computed data were replaced the model of regression analyses between age with availability and efficiency of spa receptionist to answer the questions

$$\hat{y} = 1.950 + .271 x_1$$

when \hat{y} = estimated value of customers' satisfaction on providing appropriate spa price

x = age of customers

Regarding to the regression analysis as table 4.3(1) ,(2), (3) between age with the wora spa was able to conclude that the age are older or younger were having the more satisfaction on The Wora Spa should be rapidly improved. However, it can summarized that there are there models used in estimating customers' satisfaction.

$$\hat{y}_1 = 2.075 + .265 x_1 \dots\dots\dots (1)$$

$$\hat{y}_2 = 1.956 + .263 x_1 \dots\dots\dots (2)$$

$$\hat{y}_3 = 1.950 + .271 x_1 \dots\dots\dots (3)$$

x = age of customers

\hat{y}_1 = estimated value of customers' satisfaction on availability and efficiency of spa receptionist to answer the question

\hat{y}_2 = estimated value of customers' satisfaction on efficiency of spa treatment handling service

\hat{y}_3 = estimated value of customers' satisfaction on providing appropriate spa price

CHAPTER 5

CONCLUSION AND RECOMMENDATION

This research was attempted to 1) study the levels of customers' satisfaction on the services of Wora Bura Hua Hin Resort and Spa. 2) Compare the differences in demographic characteristics of the customers such as sex, age, nationality, purpose of travel and hotel selection affect the level of customers' satisfaction on services of Wora Bura Hua Hin Resort and spa as a whole and an aspect of Front Desk, Housekeeping, The Wora Spa, Recreation, and Food and Beverage 3) give the guideline for improving the services of Wora Bura Hua Hin Resort and Spa for more efficiency and effectiveness in service management.

This research was quantitative method that collection of empirical data had been done through 171 persons of customers who were randomly drawing from 300 persons of customers, by using questionnaires as the tool of the research. The statistics such as frequency, percentage, mean and standard deviation were applied to use in describing the demographic characteristics of the sample and level of customers' satisfaction. This research had used one-way ANOVA in hypothesis testing and used Simple Linear Regression in modeling the relationship between age of customers and level of customers' satisfaction.

Conclusion and Discussion

1. Level of customers' satisfaction

The results of data analysis on level of customers' satisfaction on services of Wora Bura Hua Hin Resort and Spa as a whole and aspect of Front Desk, Housekeeping, Food and Beverage were excellent level. Whereas, the wora spa and recreation were in fair level, it was needed to improve in every aspect on the wora spa.

Especially, spa prices had low satisfaction from Thai people. And recreation, also Thai people had low satisfaction that should be considered in providing enough tools in fitness center and kid's club.

1. Hypotheses testing

From the research it was found that demographic characteristics; sex, age, nationality, purpose of travel and hotel selection did not affect the level of customers' satisfaction on services of Wora Bura Hua Hin Resort and Spa on front desk, housekeeping, and recreation. Whereas the demographic characteristics in age affected the level of customers' satisfaction on services of Wora Bura Hua Hin Resort and Spa on the wora spa and food and beverage. Because some sig.value was less than $\alpha = 0.05$.

2. Model of relationship between age and level of customers' satisfaction

From the research it were found that, significantly different in age, nationality, purpose of travel, and hotel selection affected the differences in customers' satisfaction on the wora spa services at $\alpha = 0.05$ whereas, on food and beverage services, there were significantly different in nationality and purpose of travel affected the customers' satisfaction. Therefore, both customers satisfaction on the wora spa and food and beverage were needed to be seriously considered, at the mean (\bar{X}) of level of customers' satisfaction in each independent variable, as mentioned. In age, for example, it was observed that the higher aging had also higher level of customers' satisfaction on the wora spa. The more attention, therefore, should be paid to the younger customers who used spa services. While, in food and beverage, the attention should be considered how to deal with Thai customers who had relatively low satisfaction. Finally, it was found that there was only age of customer which was able to use in estimating the level of customers' satisfaction by this Simple Linear Regression equation.

Recommendation

This research had found several problem in using Wora Bura Hua Hin Resort and Spa services of the customers which were mentioned earlier. This research would like to recommend on the basis of this research findings.

1. Recommendation on the improvement of Wora Bura Hua Hin Resort and Spa services.

1.1 In analyzing the level of customers' satisfaction, it was found that level of customers' satisfaction as a whole was falling in "Excellent", but on spa and recreation were falling in "Fair". Wora Bura Hua Hin Resort and Spa, therefore, should be improved.

1.2 In testing hypotheses, it was found that the differences in demographic characteristics such as age, nationality, hotel selection, and purpose of travel affected the differences in customers' satisfaction on the wora spa. And the differences in demographic characteristics such as nationality, and purpose of travel affected the differences in customers' satisfaction on food and beverage. However, it was found that there was only age of customer was able to use in estimating the level of customers' satisfaction by this Simple Linear Regression.

1.3 From findings of this research it was found that the customers' satisfaction is the most important. There are influences toward customer feeling about overall quality of services in Wora Bura Hua Hin Resort and Spa. There are mostly positive relationships from customers' satisfaction with hotel services of Wora Bura Hua Hin Resort and Spa. Based on the finding that the customers' satisfaction on hotel services of Wora Bura Hua Hin Resort and Spa needs to improve customers' satisfaction. The objectives being to do which more emphasis on customer relationship management (CRM) are guidelines in improving the hotel services of Wora Bura Hua Hin Resort and Spa.

Most customers are moderately satisfied with friendliness and courtesy of hotel staffs, feel they sincerity through their friendly and polite, use an appropriate tone of voice, and follow up guest requests in timely. In some situations, the customers felt that staff worked with many customers and treated them badly or no one smiled. The staff did not take care they come in. This situation ought to eyes contact to signal them

understanding in attention. In one instance, a guest requested a fruit basket to have in his room, but it was not delivered until the day he checked out. This is a negative thinking to be happened must be avoid and immediately provide for them before request or intinely. This situation has been confirmed by (Gilbert and Wong 2002). The staff has to meet a customer's expectations. They must be treated in a professional manner.

(Reisig and Chandek 2001) suggested that expectations have been found to directly affect satisfaction. In situation with guest complain the staff has to ask questions to help and ask the guest to describe the problem in much detail necessary, which revealed that nonverbal behavior then significantly associated with verbal interaction scores to increase satisfaction. Moreover, when speaking to guest staff should be eyes contact with the person they are speaking to show interest.

One situation was found with Khalifa & Liu (2003); Kotorov (2002); Park & Kim (2003) should improve satisfaction from spa. There are concerning that retention of existing customers is much cheaper to acquire a new customer. In one instance, the providing of spa price affecting customers due to many place in Hua Hin, many price and choice in their mind. It should improve an attention in satisfaction.

In suggestion of (Kotler 2003 : 444-5) was found that essentially intangible and tangible. The recreation should provide more activities out door such horse riding, jeski, Yoka or fishing instead, in fact less tools in fitness center. It could be change customers attract and up sale in other facility.

Finally, this research also found that there are most positive relationships between customers' satisfaction with front desk, housekeeping, spa, recreation, and food and beverage in Wora Bura Hua Hin Resort and Spa. All of these services qualities should be strictly maintained.

2. Recommendation on further research.

CRM initiatives can be a good solution to overcome low service performance especially responsiveness and empathy the following recommendation can be given:

2.1 Focus on true customer expectations, not that what management think customers expect.

2.2 An important it just one factor influencing customers' satisfaction but CRM can be implemented and customers' satisfaction achieved.

2.3 Management should consider CRM as a critical and essential aspect, as a competitive in the hotel market, and not just think of cost management as the only factor of business profit.

2.4 Creating long-term relationship with customer as hotel for they come back in the future.

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APPENDIX

Dear Honoured Guest

Welcome to Wora Bura Hua Hin Resort and Spa. We are appreciated that you have chosen our place for spending your valuable vacation.

Please kindly complete this questionnaire for the heghest level of service and facilities or needs closer attention and anything which could be improved. After completion, please return to front desk.

Please rate your answers by the value from **excellent, good, fair, poor** or **not use**.

Use the values in your opinion.

Keyword

GRO : Guest Relation Officer. F&B : Food and Beverage. The Wora Spa is name of spa.

SATISFACTION PART 1

Please complete identity in following categories. Use the values in your opinion.

1.1 Sex	1 <input type="checkbox"/> Male	2 <input type="checkbox"/> Female
1.2 Age	1 <input type="checkbox"/> Under 30 years	2 <input type="checkbox"/> 31 - 40 years
	3 <input type="checkbox"/> 41 - 50 years	4 <input type="checkbox"/> 51 years and over
1.3 Nationality	1 <input type="checkbox"/> Thai	2 <input type="checkbox"/> Asian
	3 <input type="checkbox"/> Scandinavian	4 <input type="checkbox"/> European
	5 <input type="checkbox"/> Germany	6 <input type="checkbox"/> Others
1.4 Purpose of Travel	1 <input type="checkbox"/> Tourist	2 <input type="checkbox"/> Business
	3 <input type="checkbox"/> Visiting Friends/Relatives	
	4 <input type="checkbox"/> Others	
1.5 Hotel Selection	1 <input type="checkbox"/> Yourself	2 <input type="checkbox"/> Travel Agent
	3 <input type="checkbox"/> Internet	4 <input type="checkbox"/> Groups
	5 <input type="checkbox"/> Others	

SATISFACTION PART 2

Excellent Good Fair Poor Not use

2.1 FRONT DESK

1. How was your reservation handle?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Efficient baggage handling services.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Providing good welcome and check - in handling services.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Availability and efficiency of GRO to answer your questions.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Employees give you prompt service.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. Employees are always willing to help you.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

2.2 HOUSEKEEPING	Excellent	Good	Fair	Poor	Not use
1. Providing room is clean at the promised time.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Providing room has clean and comfortable.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Providing quality of amenities in room.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Providing enough room facilities.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.3 THE WORA SPA					
1. Availability and efficiency of spa receptionist to answer your questions.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Efficient of spa treatment handling services.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Providing appropriate spa price.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.4 RECREATION					
1. Providing enough tool of Fitness center.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Providing kid's club.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Pool life guard give you prompt service.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Pool life guard willing to help you.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.5 FOOD AND BEVERAGE					
1. F&B attendant give you prompt service.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. F&B attendant understand your specific needs.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Providing quality food and beverage.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Good taste food and beverage.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Providing immediate of room service.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.6 OVERALL FOR YOUR STAY AT WORA BURA HUA HIN RESORT AND SPA					
1. Good services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Good place	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Good price	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Good promotion	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Biography

Name	Miss Ajchara Chairit
Date of Birth	25 December 1980
Place of Birth	Trang Province
Work Place	Wora Bura Hua Hin Resort and Spa. 83/199 Nongkae-Takiab, Hua Hin, Prachuabkirikhan 77110
Education	
2002	Degree of Bachelor of Tourism Industry University of Rajabhat Suratthani
2007	Studying on Master Degree of Public and Political Management at Silpakorn University, Petchaburi Information Technology Campus.
Experience	
Nov 03 – May 04	Hostress (Food and Beverage Department) The Evason Resort and Spa Hua Hin, Prachuabkirikhan
July 05 – May 08	Guest Relation Officer and Reservation Officer Wora Bura Hua Hin Resort and Spa Hua Hin, Prachuabkirikhan
June 08 – Present	Guest Relation Supervisor, Wora Bura Hua Hin Resort and Spa Hua Hin, Prachuabkirikhan