CHAPTER IV

RESULTS

The study of service quality and efficiency building for small hotels staff in Phuket had the main objective to evaluate the service quality level and to study the competencies of small hotels staff in Phuket in order to propose an appropriate model of service quality and efficiency for small hotels staff in Phuket by determining the research methodology as mix-methods included qualitative and quantitative research methods. The researcher used various tools for studying this research which comprised of questionnaire for surveying the tourists' views of the service quality level of small hotels staff in Phuket. Moreover, an in-depth interview was used for exploring the small hotel managers and/or management levels' views of the staff competencies of small hotels in Phuket, as well as directs observation was used as a support technique for collecting the data base. Therefore, the following details were presented the quantitative and qualitative data of the research:

Quantitative research

The researcher totally distributed 400 series of questionnaire with Thai and foreign tourists comprising with 1) 132 questionnaires with Thai tourists, and 2) 268 questionnaires with foreign tourists. However, the researcher received back 352 series of questionnaires and its validity had only 323 series. This is because small hotel entrepreneurs had a privacy policy to the guests including they got many tourists staying in the hotels. They had no enough time to distribute questionnaires to the tourists.

1. Thai tourists

The questionnaires were distributed 132 series of questionnaires with Thai tourists. Its received back 132 series and its validity had also 130 series. Thus, the researcher presented the study results into three main sections which comprised of **section 1:** general information, **section 2:** tourists' views of the service quality level of small hotels staff, and **section 3:** additional opinions and recommendations. The details were described as follows:

Section 1: **General information and traveling behavior of Thai tourists**

The researcher studied various on general information of Thai tourists including gender, age, marital status, education, ethnicity, occupation, monthly income, traveling, and the number of people traveling with. The details were presented as follows:

Gender

Table 4 The Thai tourists' gender

Gender	Frequency	Percentage
Gender		
Male	54	41.50
Female	76	58.50
Total	**130**	**100.00**

Table 4 shows the general information of respondents. The results stated that the numbers of female respondents were 76, accounted for 58.50%, while the numbers of male respondents were 54, accounted for 41.50%. Thus, according to the results, the numbers of female tourists were higher than male tourists of 17%.

Age

Table 5 The Thai tourists' age

Age	Frequency	Percentage
Age		
21 – 30 years old	55	42.30
31 – 40 years old	33	25.40
41 – 50 years old	16	12.30

Table 5 (Cont.)

Age	Frequency	Percentage
51 – 60 years old	10	7.70
Over 61 years old	1	0.80
Total	130	100.00

Table 5 shows the general information of respondents. The results shown that the age of respondents was mostly between 21 – 30 years old 52 people, accounted for 42.30%, followed by the age between 31 - 40 years old 33 people, accounted for 25.40%. Afterwards, between 41 - 50 years old 16 people, accounted for 12.30%. Onwards, under 20 years old 15 people, accounted of 11.50%., and the lowest age was over 61 years old 1 people, accounted for 0.80%.

Marital status

Table 6 The Thai tourists' marital status

Marital status	Frequency	Percentage
Marital status		
Single	70	53.80
Married	55	42.30
Divorced	2	1.50
Widowed	3	2.30
Total	130	100.00

Table 6 shows the general information of respondents. The results notified that the largest marital status of respondents was single 70 people, accounted for 53%. Afterwards, married 55 people, accounted for 42.30%. Onwards, widowed 3 people, accounted for 2.30%, and lastly, divorced 2 people, accounted for 1.50%.

Education level

Table 7 The Thai tourists' education level

Education level	Frequency	Percentage
Education level		
Junior high school or equivalent	1	0.80
High school or equivalent	13	10.00
Diploma or equivalent	20	15.40
Bachelor's degree or equivalent	78	60.00
Over Bachelor's degree	18	13.80
Total	**130**	**100.00**

Table 7 shows the general information of respondents. The results explained that the most of respondents had a Bachelor's degree or equivalent 78 people, accounted for 60%. Then, Diploma or equivalent 20 people, accounted for 15.40%. Afterwards, over Bachelor's degree 18 people, accounted for 13.80%. Onwards, High school or equivalent 13 people, accounted for 10%. Subsequently, Junior high school or equivalent 1 people, accounted for 0.80.

Tourists' domicile

Table 8 The Thai tourists' domicile

Domicile	Frequency	Percentage
Domicile		
Phuket	17	13.10
Phang-nga	13	10.00
Krabi	19	14.60
Lower Southern	24	18.50
Upper Southern	24	18.50

Table 8 (Cont.)

Domicile	Frequency	Percentage
Others (Bangkok, Khonkaen, Nonthaburi)	33	25.40
Total	**130**	**100.00**

Table 8 shows the general information of respondents. The results elucidated that mostly respondents' domicile came from other provinces such as Bangkok, Khonkaen, and Nonthaburi 33 people, accounted for 25.40%, followed by the lower Southern which was equal to the upper Southern 24 people, accounted for 18.50%. Afterwards, Krabi 19 people, accounted for 14.60%. Onwards, Phuket 17 people, accounted for 13.10%. Subsequently, Phang-nga 13 people, accounted for 10%.

Occupation

Table 9 The Thai tourists' occupation

Occupation	Frequency	Percentage
Occupation		
Unemployed	3	2.30
Student	25	19.20
Governmental official/state enterprise	12	9.20
Employee of a company	63	48.50
Self-employed	26	20.00
Other	1	0.80
Total	**130**	**100.00**

Table 9 shows the general information of respondents. The results stated that the occupation of respondents was principally an employee of a company 63 people, accounted for 48.50%. Then, self-employed 26 people, accounted for 20%. Afterwards, student 25 people, accounted for 19.20%. Onwards, governmental

official/state enterprise 12 people, accounted for 9.20%. Subsequently, unemployed 3 people, accounted for 2.30%, and lastly, they had other occupation 1 people, accounted for 0.80%.

Monthly income

Table 10 The Thai tourists' monthly income

Monthly income	Frequency	Percentage
Monthly income		
Under 15,000 Baht	52	40.00
15,001 – 25,000 Baht	45	34.60
25,001 – 35,000 Baht	21	16.20
35,001 – 45,000 Baht	5	3.80
Over 45,001 Baht	7	5.40
Total	**130**	**100.00**

Table 10 shows the general information of respondents. The results declared that the monthly income of respondents was largely fewer than 15,000 Baht 52 people, accounted for 40%, followed by between 15,001 – 25,000 Baht 45 people, accounted for 34.60%. Afterwards, between 25,001 – 35,000 Baht 21 people, accounted for 16.20%. Onwards, over 45,001 Baht 7 people, accounted for 5.40%. Subsequently, between 35,001 – 45,000 Baht 5 people, accounted for 3.80%.

Traveling

Table 11 The Thai tourist's traveling

Monthly income	Frequency	Percentage
Travelling with		
Alone	**15**	**11.50**

Table 11 (Cont.)

Monthly income	Frequency	Percentage
Friends	44	33.80
Colleagues	33	25.40
Family	36	27.70
Other	2	1.50
Total	130	100.00

Table 11 shows the traveling behavior of respondents. The results notified that the respondents were mainly traveled with friends 44 people, accounted for 33.80%. Then, traveled with family 36 people, accounted for 27.70%. Afterwards, traveled with colleagues 33 people, accounted for 25.40%. Onwards, traveled alone 15 people, accounted for 11.50%. Subsequently, traveled with other 2 people, accounted for 1.50%.

Number of people

Table 12 The Thai tourists' number of people traveling with

Number of people	Frequency	Percentage
Number of people		
1 person	15	11.50
2 – 5 persons	97	74.60
6 – 10 persons	17	13.10
Over 10 persons	1	0.80
Total	130	100.00

Table 12 shows the traveling behavior of respondents. The results informed that the number of people traveling with respondents was mostly 2 – 5 persons 97 people, accounted for 74.60%. Then, 6 - 10 persons 17 people, accounted

for 13.10%. Afterwards, 1 person 15 people, accounted for 11.50%. Onwards, over 10 persons 1 people, accounted for 0.80%.

Section 2: Thai Tourists' views of the service quality level of small hotels staff in Phuket

The service quality of small hotels staff was evaluated by the tourists. There were five factors as called SERVQUAL which comprised of reliability, responsiveness, assurance, empathy, and tangibles. The details were presented as follows:

Reliability

Table 13 Frequency, percentage, mean ($\overline{X}$) and standard deviation (S.D.) on the reliability of small hotels staff in Phuket

Evaluation elements		Satisfaction levels					$\overline{X}$	S.D.	meaning
		Best	Good	Fair	Poor	Poorest			
1. Reliability of small hotels staff in Phuket									
1.1	They provide accurate and reliable information.	14 (10.80)	92 (70.80)	24 (18.50)	-	-	3.92	0.54	Good
1.2	They provide service on time every time.	15 (11.50)	52 (40.00)	38 (29.20)	24 (18.50)	1 (0.80)	3.43	0.95	Good
1.3	They treat all customers in the same manner and consistency.	26 (20.00)	51 (39.20)	48 (36.90)	5 (3.80)	-	3.75	0.82	Good
1.4	They provide service without errors.	9 (6.90)	36 (27.70)	56 (43.10)	28 (21.50)	1 (0.80)	3.18	0.88	Fair
	Total						3.57	0.67	Good

Table 13 shows the respondents' views of service quality level on the reliability of small hotels staff in Phuket. The results found that its reliability was good ($\overline{X}$ = 3.57) in the overalls when considered from the first three elements including small hotels staff provide accurate and reliable information ($\overline{X}$ = 3.92), followed by the small hotels staff treat all customers in the same manner and consistency ($\overline{X}$ = 3.75), and they provide service on time every time ($\overline{X}$ = 3.43).

Responsiveness

Table 14 Frequency, percentage, mean ($\overline{X}$) and standard deviation (S.D.) on the responsiveness of small hotels staff in Phuket

Evaluation elements	Satisfaction levels					$\overline{X}$	S.D.	Meaning
	Best	Good	Fair	Poor	Poorest			
2. Responsiveness of small hotels staff in Phuket								
2.1 They offer comfort to their customers.	12 (9.20)	81 (62.30)	31 (23.80)	6 (4.60)	-	3.76	0.68	Good
2.2 They are professional when correcting a service error.	10 (7.70)	47 (36.20)	42 (32.30)	30 (23.10)	1 (0.80)	3.27	0.93	Fair
2.3 They are willingness to help customers.	17 (13.10)	67 (51.50)	41 (31.50)	5 (3.80)	-	3.74	0.73	Good
2.4 They provide prompt service.	17 (13.10)	44 (33.80)	38 (29.20)	31 (23.80)	-	3.36	0.99	Fair
2.5 They are warm, helpful and friendly.	20 (15.40)	77 (59.20)	32 (24.60)	1 (0.80)	-	3.89	0.65	Good
2.6 They make their customer feel welcome.	20 (15.40)	52 (40.00)	41 (31.50)	16 (12.30)	1 (0.80)	3.57	0.92	Good
Total						3.60	0.66	Good

Table 14 shows the respondents' views of service quality level on the responsiveness of small hotels staff. The results indicated that its responsiveness was good ($\overline{X}$ = 3.60) in the overalls when considered to the first three elements including small hotels staff are warm, helpful and friendly ($\overline{X}$ = 3.89), followed by the staff of small hotels offer comfort to their customers ($\overline{X}$ = 3.76), and they are willingness to help customers ($\overline{X}$ = 3.74).

Assurance

Table 15 Frequency, percentage, mean ($\overline{X}$) and standard deviation (S.D.) on the assurance of small hotels staff in Phuket

Evaluation elements	Satisfaction levels					$\overline{X}$	S.D.	Meaning
	Best	Good	Fair	Poor	Poorest			
3. Assurance of small hotels staff in Phuket								
3.1 They have multi-lingual skills.	11	29	44	41	5	3.00	1.02	Fair
	(8.50)	(22.30)	(33.80)	(31.50)	(3.80)			
3.2 They effectively communicate with their customers.	14	56	50	10	-	3.57	0.79	Good
	(10.80)	(43.10)	(38.50)	(7.70)				
3.3 They are polite and courteous.	19	79	29	3	-	3.88	0.67	Good
	(14.60)	(60.80)	(22.30)	(2.30)				
3.4 They have good service experiences and skills.	10	66	44	10	-	3.58	0.75	Good
	(7.70)	(50.80)	(33.80)	(7.70)				
3.5 They are qualified to work in the hotels.	17	51	57	5	-	3.62	0.76	Good
	(13.10)	(39.20)	(43.80)	(3.80)				
3.6 They have credibility and honesty.	15	71	43	1	-	3.77	0.65	Good
	(11.50)	(54.60)	(33.10)	(0.80)				
3.7 They provide security to their guest.	16	57	50	7	-	3.63	0.77	Good
	(12.30)	(43.80)	(38.50)	(5.40)				
Total						3.58	0.61	Good

Table 15 shows the respondents' views of service quality on the assurance of small hotels staff. The results clarified that their assurance was good ($\overline{X}$ = 3.58) in the overalls when considered to the first three components including they are polite and courteous ($\overline{X}$ = 3.88), followed by they have credibility and honesty ($\overline{X}$ = 3.77), and they provide security to their guest ($\overline{X}$ = 3.63).

Empathy

Table 16 Frequency, percentage, mean ($\overline{X}$) and standard deviation (S.D.) on the empathy of small hotels staff in Phuket

Evaluation elements	Satisfaction levels					$\overline{X}$	S.D.	Meaning
	Best	Good	Fair	Poor	Poorest			
4. Empathy of small hotels staff n Phuket								
4.1 They make an effort to understand their customer's needs.	14 (10.80)	50 (38.50)	36 (27.70)	28 (21.50)	2 (1.50)	3.35	0.99	Fair
4.2 They give special attention and care to customers.	12 (9.20)	58 (44.60)	32 (24.60)	26 (20.00)	2 (1.50)	3.40	0.96	Fair
4.3 The are accurately recognition their customers.	14 (10.80)	46 (35.40)	51 (39.20)	19 (14.60)	-	3.42	0.87	Fair
4.4 They use jargon-free language.	19 (14.60)	54 (41.50)	45 (34.60)	12 (9.20)	-	3.62	0.85	Good
Total						3.45	0.77	Good

Table 16 shows the respondents' views of service quality on the empathy of small hotels staff. The results informed that the respondents had a good satisfaction ($\overline{X}$ = 3.43) in the overalls when considered to the first three elements including small hotels staff used jargon-free language ($\overline{X}$ = 3.62), followed by the recognition their customers accurately ($\overline{X}$ = 3.42), and they gave special attention and care to customers ($\overline{X}$ = 3.40).

Tangibles

**Table 17 Frequency, percentage, mean ($\overline{X}$) and standard deviation (S.D.) on the
tangibles of small hotels staff in Phuket**

Evaluation elements	Satisfaction levels					$\overline{X}$	S.D.	Meaning
	Best	Good	Fair	Poor	Poorest			
5. Tangibles of small hotels in Phuket								
5.1 They have neat and clean appearance.	29	80	20	1	-	4.05	0.64	Good
	(22.30)	(61.50)	(15.40)	(0.80)				
5.2 They prepare themselves well for work.	23	59	39	9	-	3.74	0.83	Good
	(17.70)	(45.40)	(30.00)	(6.90)				
5.3 They know how to use office equipment.	21	77	31	1	-	3.91	0.65	Good
	(16.20)	(59.20)	(23.80)	(0.80)				
Total						3.90	0.60	Good

Table 17 shows the respondents' views of service quality on the tangibles of small hotels staff. The results notified that small hotels staff's services were good ($\overline{X}$ = 3.90) when considered by the average including they first three components including they had neat and clean appearance ($\overline{X}$ = 4.05), followed by they knew how to use office equipment ($\overline{X}$ = 3.91), and they prepared themselves well for work ($\overline{X}$ = 3.74).

Section 3:   Additional opinions and recommendations of Thai tourists

This section presented additional opinions about service quality and efficiency developing of small hotels staff in Phuket. The survey responses have been aggregated so that the summary below is the general response from all participants.

Developing service quality

The respondents gave interestingly recommendations on the staff service quality development of small hotels in Phuket. Many respondents agreed that staff should be continuously trained of service skills for fully competent in working especially taking care of customers. Additionally, they also recommended that small hotel entrepreneurs should develop staff on language skills which each staff should speak more than one language. Moreover, the respondents also said that staff should have more neat appearance, prompt service and security to their guests. Small hotels

staff also should improve service to their guests such as smiling and friendly etc. Besides, they should improve their service differencing to the other hotels such as guest rooms, rest rooms and activities within the hotels. Interestingly, small hotels staff should enhance the reliability through face to face and behind the guests, and gave special care in details and customers' needs. The results also found that young staff did not pay attention to older customers, and they should improve personality especially dressing and communicating.

Improving service efficiency

Many respondents suggested that small hotel staff lacked of effectively service skills. As such, small hotel entrepreneurs should train them on communication and service skills, customers caring and courteous, language skills, prompt service and polite. Additionally, the respondents also recommended that small hotels staff should show the credibility to customers in order to make customers feel confident and welcome with hotels' service.

Other recommendations

For the other recommendations found that the respondents agreed that small hotel entrepreneurs should develop more service skills to staff such as customers' caring, and English skill etc. Interestingly, small hotel entrepreneurs should increase the numbers of staff and separate clearly responsible by the positions in order to respond sufficiently the needs of customers.

2. Foreign tourists

Questionnaires were distributed to 268 foreign tourists. There were 214 received back and its validity had 193. Many small hotel entrepreneurs have a privacy policy to the guests. This is including all tourists staying in their hotels. They did not have enough time to distribute questionnaires to the tourists. Thus, the researcher presented the study results into three main sections which comprised of **section 1:** general information, **section 2:** tourists' views of the service quality level of small hotels staff, and **section 3:** additional opinions and recommendations. The details were described as follows:

Section 1: General information and traveling behavior of foreign tourists

The researcher studied various on general information of foreign tourists including gender, age, marital status, education, ethnicity, occupation, monthly income, traveling, and the number of people traveling with. The details were presented as follows:

Gender

Table 18 The foreign tourists' gender

Gender	Frequency	Percentage
Gender		
Male	100	51.80
Female	93	48.20
Total	193	100.00

Table 18 shows the general information of respondents. The results stated that the numbers of female respondents were 93, accounted for 48.20%, while the numbers of male respondents were 100, accounted for 51.89%. Thus, according to the results, the numbers of male respondents were higher than female tourists of 3.60%.

Age

Table 19 The foreign tourists' age

Age	Frequency	Percentage
Age		
Under 20 years old	9	4.70
21 – 30 years old	66	34.20
31 – 40 years old	49	25.40

Table 19 (Cont.)

Age	Frequency	Percentage
41 – 50 years old	36	18.70
51 – 60 years old	29	15.00
Over 61 years old	4	2.10
Total	**193**	**100.00**

Table 19 shows the general information of respondents. The results shown that the age of respondents was mostly between 21 – 30 years old 66 people, accounted for 34.20%, followed by the age between 31 - 40 years old 49 people, accounted for 25.40%. Afterwards, between 41 - 50 years old 36 people, accounted for 18.70%. Onwards, between 51 - 60 years old 29 people, accounted of 15.00%. Afterwards, under 20 years old 9 people, accounted for 4.70%. Subsequently, over 61 years old 4 people, accounted for 2.10%.

Marital status

Table 20 The foreign tourists' marital status

Marital status	Frequency	Percentage
Marital status		
Single	77	39.90
Married	101	52.30
Divorced	9	4.70
Widowed	6	3.10
Total	**193**	**100.00**

Table 20 shows the general information of respondents. The results notified that the largest marital status of respondents was married 101 people, accounted for 52.30%. Afterwards, single 77 people, accounted for 39.90%. Onwards,

divorced 9 people, accounted for 4.70%, and lastly, widowed 6 people, accounted for 3.10%.

Education level

Table 21 The foreign tourists' education level

Education levels	Frequency	Percentage
Education levels		
Unschooled	2	1.00
Under primary school level	2	1.00
Primary school or equivalent	4	2.10
Junior high school or equivalent	3	1.60
High school or equivalent	27	14.00
Diploma or equivalent	47	24.40
Bachelor's degree or equivalent	88	45.60
Over Bachelor's degree	20	10.40
Total	**193**	**100.00**

Table 21 shows the general information of respondents. The results explained that the most of respondents had a Bachelor's degree or equivalent 88 people, accounted for 45.60%, followed by the diploma or equivalent 47 people, accounted for 24.40%. Then, high school or equivalent 27 people, accounted for 14.00%. Onwards, over bachelor's degree 20 people, accounted for 10.20%. Subsequently, Primary school or equivalent 4 people, accounted for 2.10%. Afterwards, junior high school or equivalent 3 people, accounted for 1.60%, and lastly, unschooled and under primary school level 2 people, accounted for 1.00%.

Ethnicity

Table 22 The foreign tourists' ethnicity

Ethnicity	Frequency	Percentage
Ethnicity		
East Asian	16	8.30
South Asian	26	13.50
Oceanian	18	9.30
Middle Eastern	10	5.20
European	82	42.50
The Americas	29	15.00
African	2	1.00
Other (Australia, Russia, etc.)	10	5.20
Total	**193**	**100.00**

Table 22 shows the general information of respondents. The results elucidated that mostly respondents' ethnicity was European 82 people, accounted for 42.50%. Then, the Americas 29 people, accounted for 15%. Afterwards, South Asian 26 people, accounted for 13.50%. Onwards, East Asian 16 people, accounted for 8.30%. Subsequently, Oceanian 18 people, accounted for 9.30%, and lastly, Middle Eastern equal to Australia and Russia 10 people, accounted for 5.20%

Occupation

Table 23 The foreign tourists' occupation

Occupation	Frequency	Percentage
Occupation		
Unemployed	5	2.60
Student	17	8.80

Table 23 (Cont.)

Occupation	Frequency	Percentage
Government official/state enterprise	16	8.30
Employee of a company	125	64.80
Self-employed	30	15.50
Total	**193**	**100.00**

Table 23 shows the general information of respondents. The results stated that the occupation of respondents was principally an employee of a company 125 people, accounted for 64.80%. Then, self-employed 30 people, accounted for 15.50%. Afterwards, a student 17 people, accounted for 8.80%. Onwards, a government official/state enterprise 16 people, accounted for 8.30%and lastly, an unemployed 5 people, accounted for 2.60%.

Monthly income

Table 24 The foreign tourists' monthly income

Monthly income	Frequency	Percentage
Monthly income		
Under 1,160 US$	21	10.90
1,161 – 1,486 US$	47	24.40
1,487 – 1,812 US$	74	38.30
1,813 – 2,138 US$	23	11.90
Over 2,139 US$	28	14.50
Total	**193**	**100.00**

Table 24 shows the general information of respondents. The results declared that the monthly income of respondents was largely between 1,487 – 1,812 US$ 74 people, accounted for 38.30%, followed by between 1,161 – 1,486 US$ 47 people, accounted for 24.40%. Afterwards, over 2,139 US$ 28 people, accounted for

14.50%. Onwards, between 1,813 – 2,138 US$ 23 people, accounted for 11.90%, and lastly, under 1,160 US$ 21 people, accounted for 10.90%.

Traveling

Table 25 The foreign tourist's traveling

Monthly income	Frequency	Percentage
Traveling with		
Alone	26	13.50
Friends	80	41.50
Colleagues	7	3.60
Family	75	38.90
Other (girlfriends or boyfriends)	5	2.60
Total	**193**	**100.00**

Table 25 shows the traveling behavior of respondents. The results notified that the respondents were mainly traveled with friends 80 people, accounted for 41.50%. Then, traveled with family 75 people, accounted for 38.90%. Afterwards, traveled alone 26 people, accounted for 13.50%. Onwards, traveled with colleagues 7 people, accounted for 3.60%. Subsequently, traveled with girlfriends/boyfriends 5 people, accounted for 2.60%.

Number of people traveling with

Table 26 The foreign tourists' number of people traveling with

Number of people	Frequency	Percentage
Number of people		
1 person	30	15.70
2 – 5 persons	152	79.60

Table 26 (Cont.)

Number of people	Frequency	Percentage
6 – 10 persons	8	4.20
Over 10 persons	1	0.50
Total	**191**	**100.00**

Table 26 shows the traveling behavior of respondents. The results informed that the number of people traveling with respondents was mostly 2 – 5 persons 152 people, accounted for 79.60%. Then, 1 person 30 people, accounted for 15.70%. Afterwards, 6 - 10 persons 8 people, accounted for 4.20, and lastly, over 10 persons 1 people, accounted for 0.50%.

Section 2: Foreign tourists' views of the service quality level of small hotels staff in Phuket

The service quality of small hotels staff was evaluated by the tourists. There were five factors as called SERVQUAL which comprised of reliability, responsiveness, assurance, empathy, and tangibles. The details were presented as follow:

Reliability

Table 27 Frequency, percentage, mean ($\overline{X}$) and standard deviation (S.D.) on the reliability of small hotels staff in Phuket

Evaluation results		Satisfaction levels					$\overline{X}$	S.D.	Meaning
		Best	Good	Fair	Poor	Poorest			
1. Reliability of small hotels staff in Phuket									
1.1	They provide accurate and reliable information.	49 (25.4)	120 (62.20)	21 (10.90)	3 (1.60)	-	4.11	0.64	Good
1.2	They provide service on time every time.	44 (22.80)	94 (48.70)	41 (21.20)	14 (7.30)	-	3.87	0.85	Good
1.3	They treat all customers in the same manner and consistency.	44 (22.80)	109 (56.50)	37 (19.20)	3 (1.60)	-	4.01	0.70	Good
1.4	The provide service without errors.	36 (18.70)	64 (33.20)	70 (36.30)	23 (11.90)	-	3.59	0.93	Fair
	Total						3.89	0.60	Good

Table 27 shows the respondents' views of service quality level on the reliability of small hotels staff. The results found that the overalls were good ($\overline{X}$ = 3.89) when considered to the first three components including small hotels staff provided accurate and reliable information ($\overline{X}$= 4.11), followed by treated all customers in the same manner and consistency ($\overline{X}$ = 4.01), and staff provided service on time every time ($\overline{X}$ = 3.87).

Responsiveness

Table 28 Frequency, percentage, mean ($\overline{X}$) and standard deviation (S.D.) on the responsiveness of small hotels staff in Phuket

Evaluation elements	Satisfaction levels					$\overline{X}$	S.D.	Meaning
	Best	Good	Fair	Poor	Poorest			
2. Responsiveness of small hotels staff in Phuket								
2.1 They offer comfort to their customers.	44 (22.80)	124 (64.20)	24 (12.40)	1 (0.50)	-	4.09	0.61	Good
2.2 They are professional when correcting a service error.	39 (20.20)	71 (37.00)	67 (34.90)	15 (7.80)	-	3.70	0.88	Fair
2.3 They are willingness to help customers.	61 (31.60)	109 (56.50)	21 (10.90)	2 (1.00)	-	4.19	0.66	Good
2.4 They provide prompt service.	49 (25.50)	97 (50.50)	35 (18.20)	11 (5.70)	-	3.96	0.82	Fair
2.5 They are warm, helpful and friendly.	74 (38.30)	99 (51.30)	18 (9.30)	1 (0.50)	1 (0.50)	4.26	0.69	Good
2.6 They make their customer feel welcome.	61 (31.60)	94 (48.70)	30 (15.50)	7 (3.60)	1 (0.50)	4.07	0.81	Good
Total						3.97	0.57	Good

Table 28 shows the respondents' views of service quality level on the responsiveness of small hotels staff. The results indicated that the overalls were good ($\overline{X}$ = 3.97) when considered to the first three elements including staff were warm, helpful and friendly ($\overline{X}$ = 4.26), followed by the willingness to help customers ($\overline{X}$ = 4.19), and staff offered comfort to their customers ($\overline{X}$ = 4.09).

Assurance

Table 29 Frequency, percentage, mean ($\overline{X}$) and standard deviation (S.D.) on the assurance of small hotels staff in Phuket

Evaluation elements	Satisfaction levels					$\overline{X}$	S.D.	Meaning
	Best	Good	Fair	Poor	Poorest			
3. Assurance of small hotels staff in Phuket								
3.1 They have multi-lingual skills.	25 (13.00)	72 (37.50)	64 (33.30)	31 (16.10)	-	3.47	0.92	Fair
3.2 They effectively communicate with their customers.	41 (21.20)	102 (52.80)	44 (22.80)	5 (2.60)	1 (0.50)	3.92	0.77	Good
3.3 They are polite and courteous.	57 (29.50)	113 (58.50)	22 (11.40)	1 (0.50)	-	4.17	0.64	Good
3.4 They have good service experiences and skills.	42 (21.80)	101 (52.30)	45 (23.30)	5 (2.60)	-	3.93	0.74	Good
3.5 They are qualified to work in the hotels.	41 (21.20)	108 (56.00)	42 (21.80)	2 (1.00)	-	3.97	0.69	Good
3.6 They have credibility and honesty.	42 (21.80)	111 (57.50)	39 (20.20)	1 (0.50)	-	4.01	0.67	Good
3.7 They provide security to their guest.	33 (17.10)	126 (65.30)	32 (16.60)	2 (1.00)	-	3.98	0.62	Good
Total						3.92	0.53	Good

Table 29 shows the respondents' views of service quality on the assurance of small hotels staff. The results clarified that staff's assurance was good ($\overline{X}$ = 3.92) when considered to the first three elements including staff were polite and courteous ($\overline{X}$ = 4.17), followed by the credibility and honesty ($\overline{X}$ = 4.10), and staff provided security to their guests ($\overline{X}$ = 3.98).

Empathy

Table 30 **Frequency, percentage, mean ($\overline{X}$) and standard deviation (S.D.) on the empathy of small hotels staff in Phuket**

Evaluation elements	Satisfaction levels					$\overline{X}$	S.D.	Meaning
	Best	Good	Fair	Poor	Poorest			
4. Empathy of small hotels staff n Phuket								
4.1 They make an effort to understand their customer's needs.	38 (19.70)	109 (56.50)	37 (19.20)	9 (4.70)	-	3.91	0.76	Fair
4.2 They give special attention and care to customers.	47 (24.40)	111 (57.50)	27 (14.00)	8 (4.10)	-	4.02	0.74	Fair
4.3 They are accurately recognition their customers.	40 (20.70)	96 (49.70)	48 (24.90)	9 (4.70)	-	3.87	0.79	Fair
4.4 They use jargon-free language.	36 (18.70)	95 (49.20)	58 (30.10)	4 (2.10)	-	3.84	0.74	Fair
4.1 They make an effort to understand their customer's needs.	29 (15.00)	83 (43.00)	59 (30.60)	20 (10.40)	2 (1.00)	3.61	0.90	Good
Total						3.85	0.59	Good

Table 30 shows the respondents' views of service quality on the empathy of small hotels staff in Phuket. The results notified that its empathy was good ($\overline{X}$ = 3.85) when considered by the first three components including staff used jargon-free language ($\overline{X}$ = 4.02), followed by making an effort to understand their customer's needs ($\overline{X}$ = 3.91), and staff gave special attention and care to customers ($\overline{X}$ = 3.87).

Tangibles

Table 31 Frequency, percentage, mean ($\overline{X}$) and standard deviation (S.D.) on the tangibles of small hotels staff in Phuket

Evaluation elements	Satisfaction levels					$\overline{X}$	S.D.	Meaning
	Best	Good	fair	Poor	Poorest			
5. Tangibles of small hotels in Phuket								
5.1 They have neat and clean appearance.	60 (31.10)	103 (53.40)	26 (13.50)	4 (2.10)	-	4.13	0.72	Good
5.2 They prepare themselves well for work.	48 (24.90)	95 (49.20)	45 (23.30)	5 (2.60)	-	3.96	0.77	Good
5.3 They know how to use office equipment.	44 (22.80)	101 (52.30)	44 (22.80)	4 (2.10)	-	3.96	0.74	Good
Total						4.02	0.62	Good

Table 31 shows the respondents' views of service quality on the tangibles of small hotels staff in Phuket. The results stated that its tangibles were good ($\overline{X}$ = 3.90) when considered by the first three components including staff had neat and clean appearance ($\overline{X}$ = 4.05), followed by staff knew how to use office equipment ($\overline{X}$ = 3.91), and staff prepared themselves well for work ($\overline{X}$ = 3.74).

Section 3: Additional opinions and recommendations of foreign tourists

This section presented additional opinions about service quality developing and recommendations about service quality and efficiency improving of small hotels staff in Phuket. The details were presented as follows:

The samples offered opinions to develop service quality for small hotels staff in Phuket that they should have more current information because they out-dated of information. Additionally, the respondents recommended that staff had to develop more service knowledge and skills especially service procedures, service minded, solving problems and service recovery, and language skills. Besides, staff should put a smile on their face especially as a service person at front office department, and food and beverage department because they directly contact with guests and make the first impression and satisfaction to guests. The samples also recommended that small hotel entrepreneurs should provide proactive staff.

For the opinions of service efficiency improving, the respondents gave recommendations that entrepreneurs must train staff of analyzing and evaluating information, innovating, planning, and making decisions. These things affect the service efficiency of small hotels staff.

Additionally, the samples also gave more recommendations for developing service quality and efficiency of small hotels staff that staff competent caused by the skills development of thinking, and attitude.

Qualitative research

The analytic data results from in-depth interviews with 22 small hotels' human resource managers and/or management levels. They were separated into three areas of Phuket which included 1) 7 small hotel managers at Muang district, 2) 9 small hotel managers at Kathu district, and 3) 6 small hotel managers at Thalang district. Additionally, the researcher also used direct observations at small hotels in Phuket. Both in-depth interviews and direct observations started on November 2011 till February 2012 (3 months).

Subsequently, the researcher transcribed the interviews with small hotels' human resource managers from the recorder, and then analyzed and compared all data from the interviews. Whereupon, classified data into group in order to compare the similarities and differences of the data. The results indicated that the level of service quality for small hotels staff in Phuket were good and the level of service efficiency for small hotels staff in Phuket were mostly incompetence, and the results also found that there were many kinds of small hotels in Phuket such as guest house, bungalow, resort, service apartment, boutique hotel, and HIP hotel. These kinds of small hotels affected the service type of staff employed. The main problems of small hotels staff were found to be that they lacked of skills, knowledge and attributes to work in hotels. Additionally, the results also informed that small hotels in Phuket lacked of budget to train their staff, and also found that many small hotels hired foreign employees such as Burmese etc.

When asked about the internal factors affecting the service quality and efficiency of small hotels staff in Phuket, many hotel managers agreed that small hotels staff worked more than eight hours and unlimited education as well as lacked of

service knowledge and service capacity. Interestingly, small hotel managers also mentioned that staff benefits, family problems, hotel's motivations and modern facilities affected the service quality and efficiency of small hotels staff. For the external factors, small hotels managers explained that small hotels staff faced to air pollution, temperature, traffic congestion and season. These factors directly affected the service quality and efficiency of small hotels staff in Phuket.

The thematic coding for the qualitative research was based on competencies outlined in Chapter II list for the conceptual framework in Chapter I.

For the opinions on the potential or efficiency of small hotels staff in Phuket, most informants informed that the **leading and deciding** competencies of small hotels staff, the representative of small hotels at Muang district clarified that small hotels staff need to develop more competent in making decisions, taking responsibility and acting with confidence. Interestingly, small hotels' managers at Thalang district mentioned that small hotels staff did not have competent in acting on their own initiative and taking calculated risks.

For the competent of **supporting and cooperating**, the informants at Kathu district said that small hotels staff was lacked of competent in understanding and consulting others, listening, and showing consideration and empathy. Moreover, small hotels managers at Muang district also mentioned that small hotels staff should more improve communication skill and self-knowledge, upholding ethics and values, and acting with integrity. In addition, the representative of small hotels at Thalang district informed that small hotels staff were also lacked of competent in showing tolerance and environmental responsibility.

For the opinion of **interacting and presenting** competencies of small hotels staff, small hotel managers agreed that staff lacked of competent in networking, relating across levels, managing conflict and speaking fluently. Besides, the representative of human resources managers at Muang district pointed that small hotels staff should develop themselves in building rapport and using humor. Interestingly, small hotel managers at Kathu district informed that small hotels' staff need more competent in promoting ideas, negotiating, projecting credibility and responding to an audience.

When referred to the opinions of **analyzing and interpreting** of small hotels staff, the researcher found that the representative of small hotel managers agreed that small hotels staff were mostly incompetent. Small hotels staff lacked of competent in using technological resources, demonstrating cross function awareness, analyzing, evaluating information and learning and thinking quickly. The human resources managers of small hotels at Thalang and Muang district also thought that small hotels staff should have more competent in writing correctly and clearly.

For the **creating and conceptualizing** of small hotels staff found that the representative of human resources managers at Kathu district shared idea that small hotels staff should more increase their competent in managing knowledge, introducing change and approaching work strategically. Additionally, the representative of human resources managers agree that small hotels staff did not have competent in gathering information.

For the **organizing and executing** competencies of small hotels staff found that small hotel managers agreed that small hotels staff had no competent in planning and focusing on customer needs and satisfaction. Additionally, small hotels' human resource managers at Muang district said that small hotels also lacked of competent in maintaining quality processes. The human resources manager representatives at Thalang and Kathu district notified that small hotels staff should more increase their competent in managing time, and monitoring. Moreover, the representative of front office managers and housekeeping managers at Muang and Kathu district mentioned that small hotels staff must increase their competent in working systematically, and complying with legal obligations.

For the opinions of **adapting and coping** competencies of small hotels staff, the results found that the representative of small hotel managers stated that small hotels staff had average competent in adapting interpersonal styles to fit the situation but they didn't have competent in accepting new ideas, adapting to change, showing cross-cultural awareness, coping with pressure and criticism, and showing emotional self-control.

For the **enterprising and performing** competencies found that the human resource managers at Muang district said that small hotels staff didn't have competent in demonstrating financial awareness and keeping aware of organizational issues.

However, small hotels' front office managers at Thalang district said that small hotels staff should have more competent in achieving objectives, working enthusiastically, and pursuing self-development.

From the face to face interviews respondents identified the following recommendations for building service quality and efficiency of small hotels staff in Phuket, the study results found that the representative of small hotel entrepreneurs gave interestingly recommendations as follows:

The representative of small hotel entrepreneurs at Thalang district recommended that small hotels staff should develop their English language or foreign language skills in order to increase competence in communication with foreigners. Additionally, small hotels staff should have enough knowledge and skill on their responsibility because small hotels entrepreneurs mostly recruited new staff without any experience. Interestingly, they also suggested that Thai educational system should be developed because students could not speak English and/or could not work on duty even they got degree or certification from the college or university. Other than that, small hotels staff should have prompt service because it affects the sense of customers to the enthusiastic and willingness of service staff. Therefore, they should be trained practical skills and service theory in order to increase their expertise and work more effectively.

Furthermore, the representative of small hotel managers at Muang district recommended that small hotels staff should be more service minded and care to customers. Besides, small hotels staff should be trained foreign language especially English in order to be able to communicate effectively with their customers. Otherwise, small hotel owners or entrepreneurs need to be attentive their staff. They should regularly train knowledge and skills, as well as often inspection staff's services. Other than, the employee should be selected with the appropriate qualifications for the position of responsibility. Furthermore, small hotels staff should be also trained and developed of technology skills. Interestingly, small hotels staff should have multi-skills in order to save and decrease staff employment. In addition, small hotel entrepreneurs should recruit staff that has knowledge and experience for work.

In addition, the representative of small hotel managers at Kathu district suggested that small hotels staff should be developed their personality. This is small

hotels staff must be friendly, smiley, and honesty. Additionally, small hotels staff must have well service minded and conscious to the hotels or organizations. Staff should have the ability in multi-language skills and able to control self-emotion as well as able to manage problems effectively. Interestingly, small hotel managers stated that small hotels should be encouraged and cooperated by the government in policies, regulations and laws. Further, small hotels staff should increase the ability of caring and solving customers' problems. Thereby, they should learn the way to take care of customers nearby or similar with the large hotels. Additionally, they should develop the ability of communication skills. Furthermore, they should learn cross-cultural in order to provide service that meet customer needs, and enhance satisfaction and impression to the customers.