



THE "SERVQUAL" THEORY AND IMPROVEMENT PROCESS TO IMPROVE SERVICE  
QUALITY AND GUEST'S SATISFACTION: A CASE STUDY OF FRONT OFFICE  
DEPARTMENT AT CENTARA WATERGATE PAVILLION HOTEL BANGKOK



By  
Mr.Viroj Thoraninpanich

A Thesis Submitted in Partial Fulfillment of the Requirements for the Degree  
Master of Business Administration Program in Hotel and Tourism Management

International Program

Graduate School, Silpakorn University

Academic Year 2015

Copyright of Graduate School, Silpakorn University

THE "SERVQUAL" THEORY AND IMPROVEMENT PROCESS TO IMPROVE SERVICE  
QUALITY AND GUEST'S SATISFACTION: A CASE STUDY OF FRONT OFFICE  
DEPARTMENT AT CENTARA WATERGATE PAVILLION HOTEL BANGKOK



A Thesis Submitted in Partial Fulfillment of the Requirements for the Degree  
Master of Business Administration Program in Hotel and Tourism Management  
International Program  
Graduate School, Silpakorn University  
Academic Year 2015  
Copyright of Graduate School, Silpakorn University

The Graduate School, Silpakorn University has approved and accredited the Thesis title of “The "SERVQUAL" theory and Improvement Process to Improve Service Quality and Guest's Satisfaction: A Case Study of Front Office Department at Centara Watergate Pavillion Hotel Bangkok ” submitted by MR.Viroj Thoraninpanich as a partial fulfillment of the requirements for the degree of Master of Business Administration in HOTEL AND TOURISM MANAGEMENT

.....  
(Associate Professor Panjai Tantatsanawong, Ph.D.)

Dean of Graduate School  
...../...../.....

The Thesis Advisor

Sippanan Nuanla-ong, Ph.D.

The Thesis Examination Committee

..... Chairman

(Pichet Teeranuson, Ph.D.)

...../...../.....

..... Member

(Chiranut Sopha, Ph.D.)

...../...../.....

..... Member

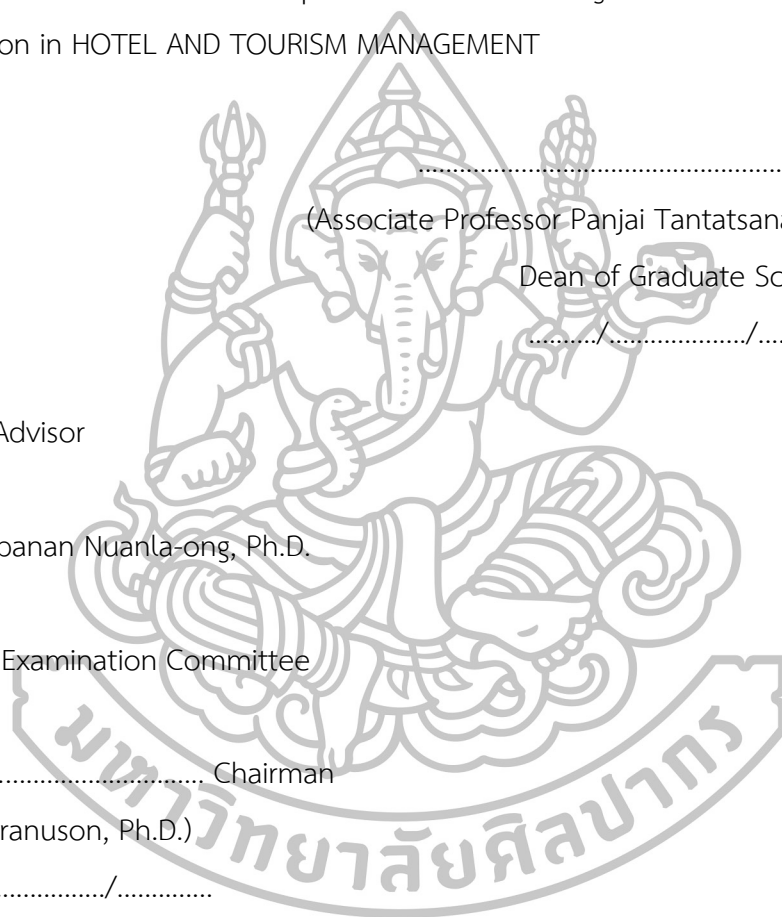
(Somnuck Jongmeewasin, Ph.D.)

...../...../.....

..... Member

(Sippanan Nuanla-ong, Ph.D.)

...../...../.....



56501318: MAJOR: HOTEL AND TOURISM MANAGEMENT

KEYWORD: SERVQUAL/ GUEST'S SATISFACTION/ IMPROVEMENT PROCESS

VIROJ THORANINPANICH: THE "SERVQUAL" THEORY AND IMPROVEMENT PROCESS TO IMPROVE SERVICE QUALITY AND GUEST'S SATISFACTION: A CASE STUDY OF FRONT OFFICE DEPARTMENT AT CENTARA WATERGATE PAVILLION HOTEL BANGKOK. THESIS ADVISOR: SIPPANAN NUANLA-ONG, Ph.D. 128 pp.

At present, hotel industry has been experiencing dramatic changes, leading hotel practitioners to pay attention between service quality and guest's satisfaction. Service quality and guest's satisfaction maintenance are the biggest contemporary challenges of every department in the hotel, especially front office department which is the center of guest service

The purpose of this research is to examine the linkage between front office operations following the standard operation procedures, and improvement process to improve service quality and guest's satisfaction. This study adopts the applied the SERVQUAL theory, which Parasuraman and colleagues used in their study, to analyze the dimension of service. The researcher uses it together with empirical studies to analyze service quality in front office department, and improve it to positive way.

The researcher finds mains problems as following: front staffs lack of awareness, and do not process service operations following standard operation procedure, some service dimensions from the "SERVQUAL" theory are note met guest's expectation, and ineffective improvement process to improve staff's performance.

The study utilizes a review of the literature to propose a conceptual model of service quality, front office operations, guest's expectation and satisfaction, and improvement process. This research is based on qualitative methods: observation (participate), research action, and in-depth interview to analyze the result.

The results of this study provide hotel professionals with an assessment of service quality and improvement process to hotel management, head of department, and researchers, who are interested in this topic. They can use this research together with hotel strategy to maximize the benefits of the organization, such as positive hotel review, hotel market and revenue, and stable of the organization.

---

Program of Hotel and Tourism Management

Graduate School, Silpakorn University

Student's signature .....

Academic Year 2015

Thesis Advisor's signature .....

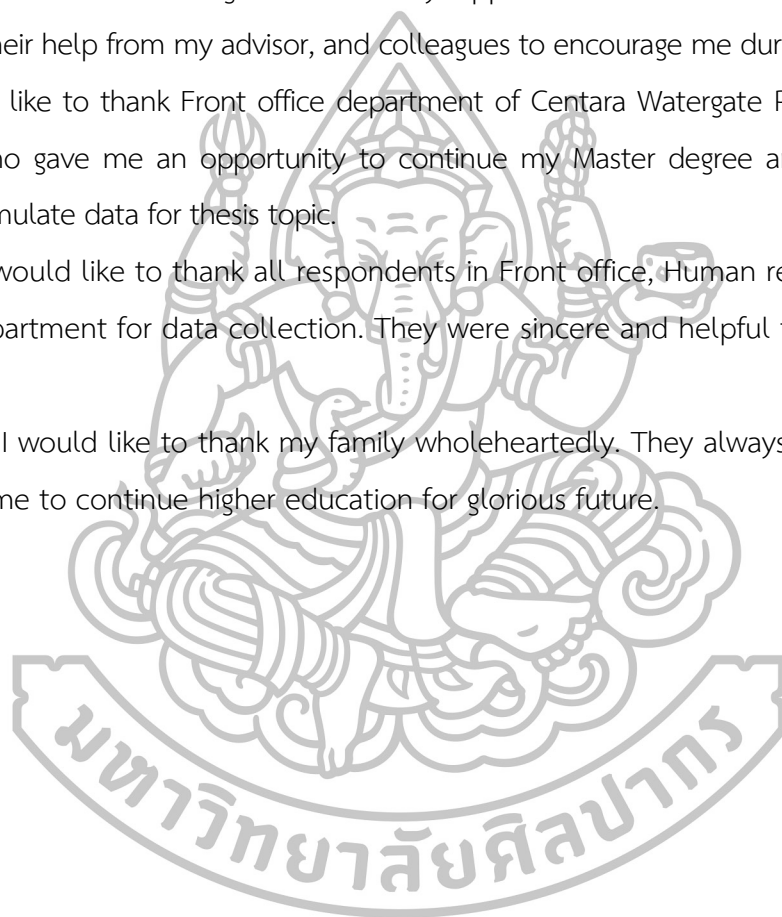
## Acknowledgements

I would like to express my sincere attitude to my advisor, Sippanan Nuanla-ong, Ph.D. and Silpakorn international college for the opportunity to study Master degree in hotel and tourism management. I really appreciated the environment in this university, their help from my advisor, and colleagues to encourage me during 2 years.

I would like to thank Front office department of Centara Watergate Pavillion hotel Bangkok, who gave me an opportunity to continue my Master degree and supported me to accumulate data for thesis topic.

Also, I would like to thank all respondents in Front office, Human resources, and Training department for data collection. They were sincere and helpful for my Thesis interview.

Finally, I would like to thank my family wholeheartedly. They always support and encourage me to continue higher education for glorious future.



## Table of Contents

|   | Page |
|---|------|
| Abstract.....   | iii  |
| Acknowledgements.....   | iv   |
| List of Tables .....  | viii |
| List of Figures.....  | ix   |
| Chapter   |      |
| 1 Introduction.....   | 1    |
| Background of the study.....  | 1    |
| Significance of the study.....  | 4    |
| Statement of the problem.....   | 4    |
| Objective of study.....   | 5    |
| Process of study.....   | 6    |
| Study boundaries.....   | 7    |
| Research questions.....   | 9    |
| Research methodology.....   | 9    |
| Structure of the thesis.....  | 11   |
| Glossary.....   | 11   |
| 2 Literature Review.....  | 13   |
| Hotel's overview.....   | 15   |
| Standard of front office operations.....                                  | 18   |
| Front office functions.....   | 18   |
| Service quality.....  | 26   |
| Dimension of service quality.....   | 28   |
| Perceived service quality.....  | 29   |
| Measuring service quality.....  | 35   |
| Customer satisfaction.....  | 41   |
| Customer expectation.....   | 45   |
| The improvement process of front office operation and service quality.... | 50   |

| Chapter  | Page |
|--|------|
| Orientation program and standard operating procedures .....  | 51   |
| Developing a training program.....   | 54   |
| Internal audit brand quality and standard .....  | 55   |
| 3 Research Methodology .....   | 58   |
| Sample .....   | 59   |
| Research instrument .....  | 59   |
| Observation (Participant).....   | 59   |
| Research actions.....  | 60   |
| In-depth interview .....   | 62   |
| Analysis process.....  | 63   |
| The stage of analysis .....  | 63   |
| Collection of data.....  | 70   |
| Analysis of data .....   | 70   |
| 4 Data Analysis and Findings .....   | 72   |
| Data analysis of SWOT analysis.....  | 74   |
| Finding: SWOT analysis - Front office department and service quality ..  | 74   |
| Finding: SWOT analysis - Service quality through theory SERVQUAL .....   | 76   |
| Finding: SWOT analysis - Improvement process and service quality.....  | 79   |
| Data Analysis of in-depth interview .....  | 87   |
| Finding the standard operation procedure of Front office department<br>and the linkage with service quality .....    | 87   |
| Finding the analysis service quality dimensions through<br>the SERVQUAL theory .....                                 | 92   |
| Finding the improvement process of front office department and<br>service quality in term of business benefits ..... | 107  |
| 5 Future Researches Recommendation and Conclusion .....  | 117  |
| Managerial implication and recommendation .....  | 117  |
| Limitation of the study .....  | 118  |

| Chapter              | Page |
|----------------------|------|
| Future research..... | 118  |
| Recommendations..... | 119  |
| Conclusion.....      | 120  |
| References.....      | 124  |
| Biography.....       | 128  |





## List of Tables

| Tables                                       | Page |
|--|------|
| 1 Summary of front office functions .....    | 20   |
| 2 Alternative Satisfaction Definitions ..... | 44   |
| 3 List of questions .....                    | 66   |
| 4 Conclusion of in-depth interview .....     | 81   |
| 5 Minimum service requirement .....          | 103  |



## List of Figures

| Figures  | Page |
|--|------|
| 1 Hotel name card and location .....   | 3    |
| 2 Centara Watergate Pavillion hotel Bangkok.....                               | 15   |
| 3 Room accommodation .....   | 16   |
| 4 Moom Sabai (Recreation area) .....   | 16   |
| 5 Cense spa by Cenvaree .....  | 17   |
| 6 Hotel restaurant and rooftop bar .....                                       | 17   |
| 7 The Guest Cycle .....  | 19   |
| 8 The Check-in Process .....   | 23   |
| 9 The types of accounts and the settlement methods.....                        | 25   |
| 10 Perceived Service Quality.....  | 29   |
| 11 Service Quality Model.....  | 31   |
| 12 Customer Satisfaction Questionnaire.....                                    | 34   |
| 13 Range of expectations.....  | 46   |
| 14 Range of expectations and the zone of tolerance or acceptable outcomes..... | 48   |
| 15 Expectations – key influences.....  | 49   |
| 16 Overall rating of internal audit.....                                       | 56   |
| 17 Overall review for check in process.....                                    | 56   |
| 18 Cleanliness in public area .....  | 94   |
| 19 Percentage of hotel shoppers and online travel agent.....                   | 96   |
| 20 Superior family room picture on internet, and real room .....               | 96   |
| 21 Standard staff grooming.....  | 98   |
| 22 Guest feedback.....   | 99   |
| 23 Core Values slogan .....  | 101  |
| 24 Storage room to keep guest document.....                                    | 104  |
| 25 Nationality report.....   | 107  |
| 26 Orientation plan .....  | 110  |

| Figures   | Page |
|---|------|
| 27 Core Values Training at Centara Grand Beach resort Huahin .....            | 111  |
| 28 Centara Star Channel on Facebook.....                                      | 112  |
| 29 Centara Short film contest.....  | 112  |
| 30 Internal brand audit quality report summary, room and service related..... | 113  |
| 31 Financial reports, Centara hotels & resorts.....                           | 115  |



## CHAPTER 1

### INTRODUCTION

#### 1. Background of the Study

Nowadays, the business competition in hospitality industry is very high because many hotels, which are international and stand-alone hotel chains, have expanded the business in Bangkok to provide the idealistic accommodation, facilities and convenient location to guests. However, the main factor, which differentiates evidently the hotel from others, is the service quality. Before booking the hotel, most of guests always review information about service quality through friend's experience, advertisement and internet review. Consequently, the management in the hospitality focused on the service quality and improvement process for the business competition.

Parasuraman (1988) and Grönroos (1982) stated that service quality is a complex, elusive, subjective and abstract concept. It means different things to different people. The most common definition of service quality is the comparison customers make between their expectations and perceptions of the received service. Quality is a multi-dimensional concept. Lehtinen and Lehtinen (1982) defined three dimensions of service quality, namely, physical quality, interactive quality and corporate quality. Similarly, Grönroos (1984) argued that service quality comprises of technical quality, functional quality and corporate image.

On the other hand, Parasuraman et al. (1985; 1988) developed the SERVQUAL scale, which became the most popular instrument for measuring service quality. They identified five key dimensions of service quality: tangibles (appearance of physical elements), reliability (ability to perform the promised service dependably and accumulately), responsiveness (promptness and helpfulness), assurance (courtesy, credibility and competence) and empathy (easy access, good communications and customer understanding).

The researcher selected this theory to observe the service quality because SERVQUAL can illustrate clearly dimensions and problems both concrete (tangible) and abstract (reliability, responsiveness, assurance, empathy) aspects. This theory explains generally dimensions of service quality and analyzes problems of each dimension. The guest comes to the service provider with an expectation or need, and quality is determined by the solution to the guest's problem. Quality in service is very subjective, and determined by the customer. According to the figured gathered by the Technical Assistance Research Program (TARP 1991), the average hotel does not hear from 96 percent of its unhappy guests.

1. For every complaint received, 26 guests actually have the same problem.
2. The average person with a problem tells 9 or 10 people. Thirteen percent will tell more than 20.
3. Guests who have their complaints satisfactorily resolved tell an average of five people about the treatment they received.
4. Complainers are more likely to do business with you again than noncomplainers: 54-70 percent if resolved at all, and 95 percent if handled quickly.

These examples are proof of the importance of service quality and the managerial need to create a "standard of service", especially in the hotel industry (Irani et al., 2004; Maull et al., 2001).

Centara Watergate pavillion hotel Bangkok is chosen in this research because the management has vision to focus on service quality, guests should receive the good service quality and experience during the stay. The researcher would like to observe service quality in front desk and implement improvement process following the management's vision. The hotel has been opened since 2012, and received significantly both complains and compliments from guests about front office department. The front office Department is the major department in a hotel which plays a pivotal role in delivering service to guests (James, 2006). In other word, it is the "Show case window" which reflects and represents the image of a hotel, and service quality is necessary for business competition. The management realized that most of complaints are the same problem, concerned with unstable service quality in front office operation. The researcher finds many significant problems and barriers to

improve service quality and guest’s satisfaction: Receptionists lack of product knowledge, work unprofessionally contrasted with the standard operation policy and make mistakes for guest service. These cause impressive experience to guests and decline the hotel ranking. Finally, the hotel loses loyalty guests and business benefits because guests move to stay in others hotels nearby. The research aims to find out the solution to improve service quality and improvement process front office Department. The researcher comes to notice the situation in front office between front staffs and guests, service dimensions are analyzed following the SERVQUAL theory for strong and weak points. The improvement process, like front office training, and human resources functions are required to improve service quality and staff performance. Service measurement is used that the result is effective following brand standard.

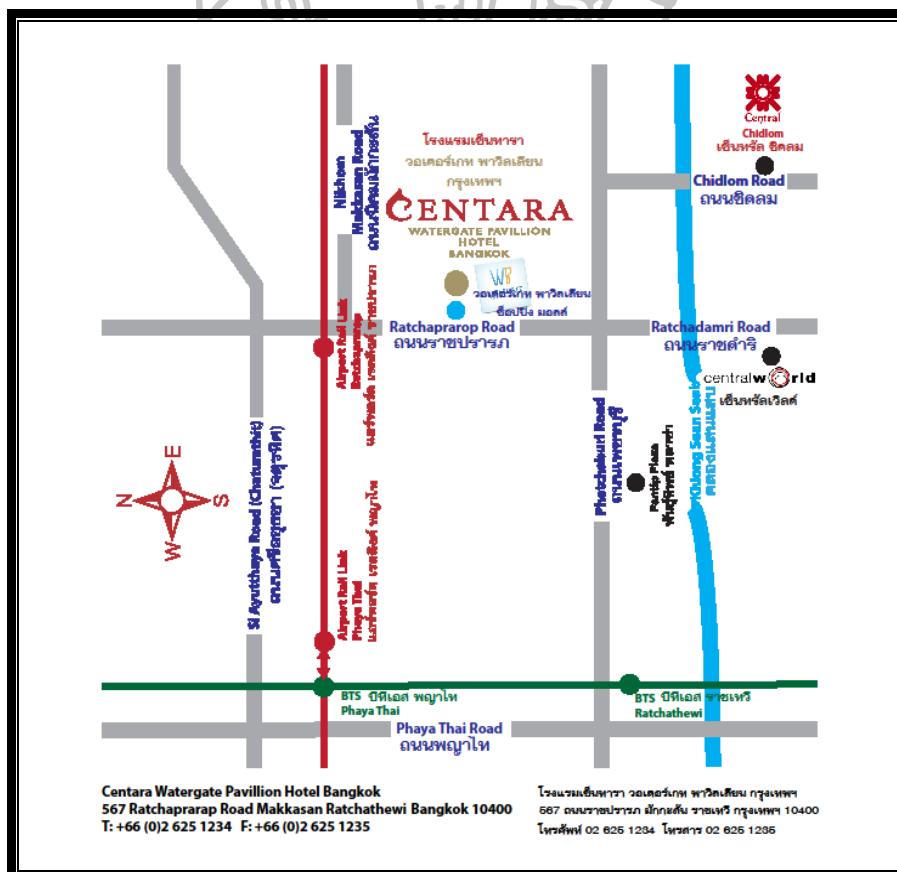


Figure 1 Hotel name card and location

Source: Centara Watergte Pavillion hotel Bangkok

## 2. Significance of the Study

This study will help to analyze front office operation with the theory “SERVQUAL” and will benefit to the following:

2.1 Front office department will have the service standard operations procedure to guideline staff to work in the same way and the same practice to make sure that guest will receive the same service quality from front office department.

2.2 Front office staff will understand clearly the importance and concept of service quality under the standard of the Centara brand to remind them to work effectively to increase guest’s satisfaction.

2.3 Human resources department will find the way to train and improve staff’s performance and service quality for professional skills.

After getting the result of this study, the researcher will send this study to the hotel, report the important results to the management team and implement the study to increase hotel’s benefits.

## 3. Statement of the problem

Front office department is a vital part of the hotel as keys to drive guest satisfaction, the main responsibilities of the department are in constant contact with guests, and have the most divers operating exposure within the hotel. Ideal front office and reception are passionate about guest service to make guest comfortable while away from home, whether they are traveling on business or for leisure.

As the researcher has observed the front office operation for three months, most of receptions come from others hotels with different work experience background. They are also familiar with their standard, which they learn from their previous hotels. So, they work and provide service to guest with their familiar standard, which is not the standard of the brand. Some are graduated students who do not have work experience about service operation. They work and provide service to guest while they do not know what is the correct example and standard to follow.

Front office department of Centara Watergate pavillion hotel Bangkok has faced many problems about service quality. Firstly, receptions show improper manners and actions while standing in lobby area, such as chit-chat with colleague, dress uniform

untidy, and treat guest impolitely. Secondly, they do not work following the standard operating procedures. They have worked following their style, which is easily and lacked of prudent. Lastly, they do not understand the service operations and do not have professional skills about service quality.

Maxwell et al., (2004) concurs that service has increasingly played a critical role in a hotel's operations. This concept has been the subject of many conceptual and empirical studies, and it generally accepted that low service quality has many negative impacts to the organization: guest dissatisfaction, unfavorable behavior intentions, such as spreading negative comments about the service provider, complaining. The negative impacts illustrate the bad image to the organization, also decrease the ranking with the negative comment on the internet and social media. Finally, guest feel hesitated to stay in the hotel and choose another hotel to stay.

The study will analyze the barriers and problems of front office operation and implement process to improve receptions for a keen intuition that allows them to anticipate needs and exceed expectation with professional skills about service operations: communication skills, multi-task and service mind.

#### **4. Objectives of Study**

This thesis is aimed at investigating the service quality in the hospitality business. The result of the study aims to guideline the standard of operation process of front office department, improve staff's performance as professional service provider and use service quality theory to increase guest's satisfaction. After finishing the improvement process of front office department, the hotel can standardize the operation service of Front Office department, maximize guest's review hotel ranking and gain business benefits.

This study is monitored concerning the operation service of front office department and objectives of the study as following:

4.1 The study is aimed to observe the standard operation procedure of Front Office Department and the linkage with service quality

4.2 The study is aimed to analyze service quality dimensions through the theory SERVQUAL.



4.3 The study results for the improvement process of front office operation and service quality in terms of business benefits.

## 5. Process of Study

The process of the study is as follows:

The research topic is selected as “Service quality and improvement process of front office operation, case study: front office department at Centara Watergate Pavillion hotel Bangkok”.

The researcher starts to collect information for both primary and secondary data. Background, characteristics and significant values of service quality will be investigated, with a view towards front office operation, through library research, websites, books, journals, theses, archives, magazines, and newspapers. The researcher will observe the front office operation from January – March 2015.

The researcher summarizes the information and surveys of the theory SERVQUAL to obtain general information of the existing condition will be constructed, included photographing and mapping to scope the research finding and starts with the literature review from April to June 2015.

Information is gathered from stakeholders by qualitative method, in-depth interview the head of department concern and front office approach seeking information about the process to experiment the theory and implement the improvement process of front office department from July –September 2015.

The research is summarized the finding from the system to interpret the factors relation then writing the report and presentation from October – December 2015.

## 6. Study Boundaries

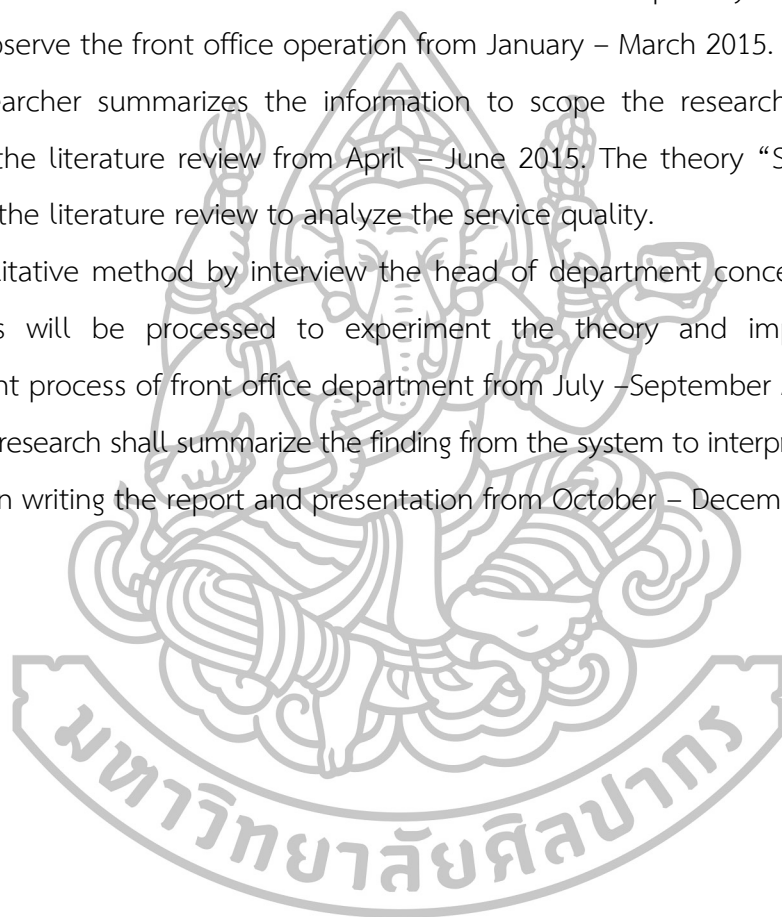
The study of theory SERVQUAL and front office operation will focus on the area of service quality in front office department to analyze the problem of service quality, establish the standard of service operation to guideline staff and improvement process for service operation.

The researcher shall start to collect information for both primary and secondary data and observe the front office operation from January – March 2015.

The researcher summarizes the information to scope the research finding and starts with the literature review from April – June 2015. The theory “SERVQUAL” is selected in the literature review to analyze the service quality.

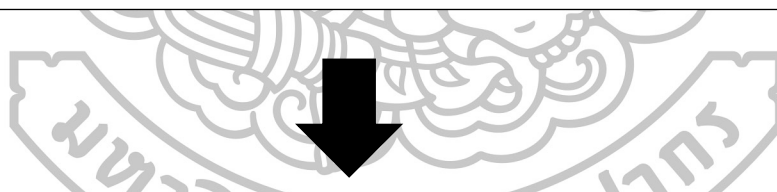
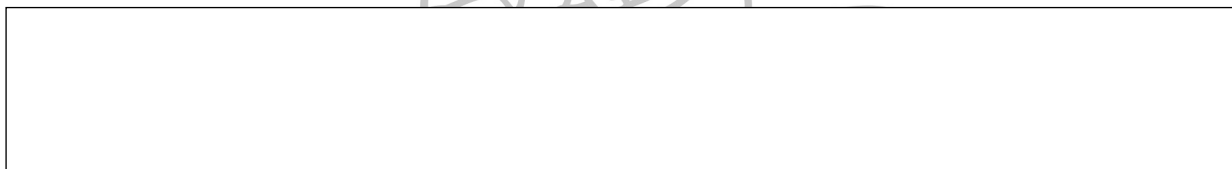
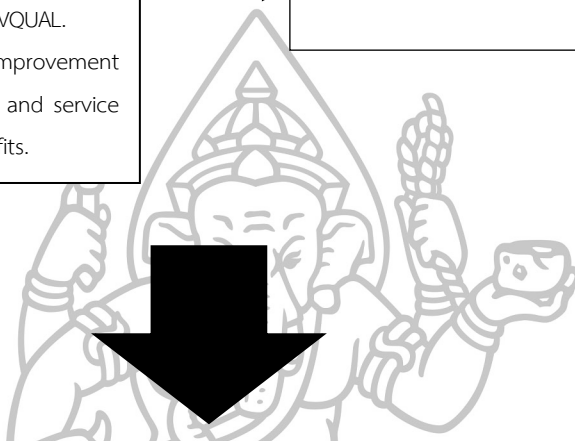
The qualitative method by interview the head of department concern and front office stuffs will be processed to experiment the theory and implement the improvement process of front office department from July –September 2015.

The research shall summarize the finding from the system to interpret the factors relation then writing the report and presentation from October – December 2015.



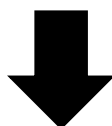
## Research Framework

- The study is aimed to observe the standard operation procedure of Front Office Department and the linkage with service quality
- The study is aimed to analyze service quality dimensions through the theory SERVQUAL.
- The study results for the improvement process of front office operation and service quality in terms of business benefits.



### **The advantages to observe service quality in front desk and improvement process;**

- Service quality can increase positive way of hotel overall. Hotel can get benefits from positive reviews on internet, and social media
- Service quality can increase hotel market and revenue. It can support guest royalty and hotel growth.
- Service quality can increase the stable of the organization in human resources and financial terms



To suggest the guideline of improvement process about service quality and staff's performance in front desk area to increase guest's satisfaction.

## 7. Research Questions

This research aims to analyze the service quality of front office department and related data (information) to present the improvement process of front office operation to increase guest's satisfaction.

A number of questions are posted to guide the enquiry as follows:

- The service quality and the standard operation of front office department are effective to increase guest's satisfaction.
- The theory "SERVQUAL" and the service operation of front office department.
- The improvement process of front office department to develop the solution of service quality.

## 8. Research Methodology

The research requires a variety of primary and secondary data to analyze the theory SERVQUAL and the standard of service quality to the hotel management. This research concentrates on studying concepts and opinions that are keys to establish guidelines which could be used in management for improve process of front office department. The research is qualitative in its methods, and including of the investigation of factors related to front office operation and improvement process of service quality. Several steps in the research are as follows:

Through investigation, an understanding of the background, characteristics and significant values of theory SERVQUAL, service quality and concepts of improvement process of front office operations.

A survey of the theory SERVQUAL with front office operation at Centara Watergate Pavillion hotel Bangkok will explore the context of the area and will be linked with the documentary data. It is focused on the influent factors on front office operations and service quality that create guidelines for standard operation policy of the significant aspects of guest's satisfactory and hotel benefits.

Observation and general interviews are important ways to study both tangible and intangible values of the idealistic service quality. Moreover, they provide a good opportunity to interact and communicate with operation staffs who are service

provider and interactions between operation staffs and guests involved in the service quality aspects. The researcher can use such information as a basis for planning of service quality, problems of service operations and suggesting ways forward to achieve improvement process of service operations.

For in-depth interviews, the researcher will prepare an interview schedule and list the names of respondents from concerned departments with exact and clear research questions or themes which facilitate the process of interviewing. The sample consists of a range of groups: corporate management team, property management team, head of department, and operation staff. The researcher will later interview them and collect information via recording tapes or VCD and taking photographs.

For the analysis process, the results from the literature review, survey and observation and in-depth interview with the different stakeholders who have given information and opinion will be analyzed. This will give an exploration of the characteristics relevant to front office service conversation for improvement process. In this stage, analysis of the results will be in accordance with specific topics: background and characteristics of service quality; the proper principles for the significant conversation of service sites in terms of both tangible and intangible values; the factor for setting plan of improvement process of service quality.

For theory SERVQUAL and service quality of front office, there are two significant stages in this process. The first is the acquisition of general information to analyze for factual data and information on the service sites. This yield important knowledge and opinions for service quality and improvement process for minimizing the negative effects from unsatisfied guest experiences. The second is the data to be verified and grouped to create themes or indicators. The researcher has to select from the information and analysis to seek some basis of service quality for improvement process.

The final stage of analysis is to draw conclusions and suggestion for hotel management team, service provider, and other stakeholders involved in service quality to achieve integration and cooperation among them. This research might be able to find appropriate means for the improvement process of the front office operation

of Centara Watergate Pavillion hotel Bangkok. Negative impacts on the environment are minimized while positive effects are maximized for the organization.

## 9. Structure of the Thesis

Chapter One is introduction of the thesis topic, the researcher presents background of the service quality of front office department, problems and process of study to improve service quality.

Chapter Two is literature review, the researcher summarizes both primary and secondary data, journals and theses to write literature review about the theory SERVQUAL, front office operations, problems and improvement process.

Chapter Three is research methodology, the researcher describes sample, research instrument, collection of data and analysis of data.

Chapter Four is data analysis and findings, the researcher analyze data from chapter three and findings.

Chapter Five is conclusion and discussion, the researcher summarize all information for future research, recommendation and conclusion.

## 10. Glossary

**assurance:** the knowledge and courtesy of employees as well as their ability to convey trust and confidence.

**empathy:** the provision of caring, individualized attention to customers.

**reliability:** the ability to perform the promised service both dependably and accurately.

**responsiveness:** the willingness to help customers and to provide prompt service.

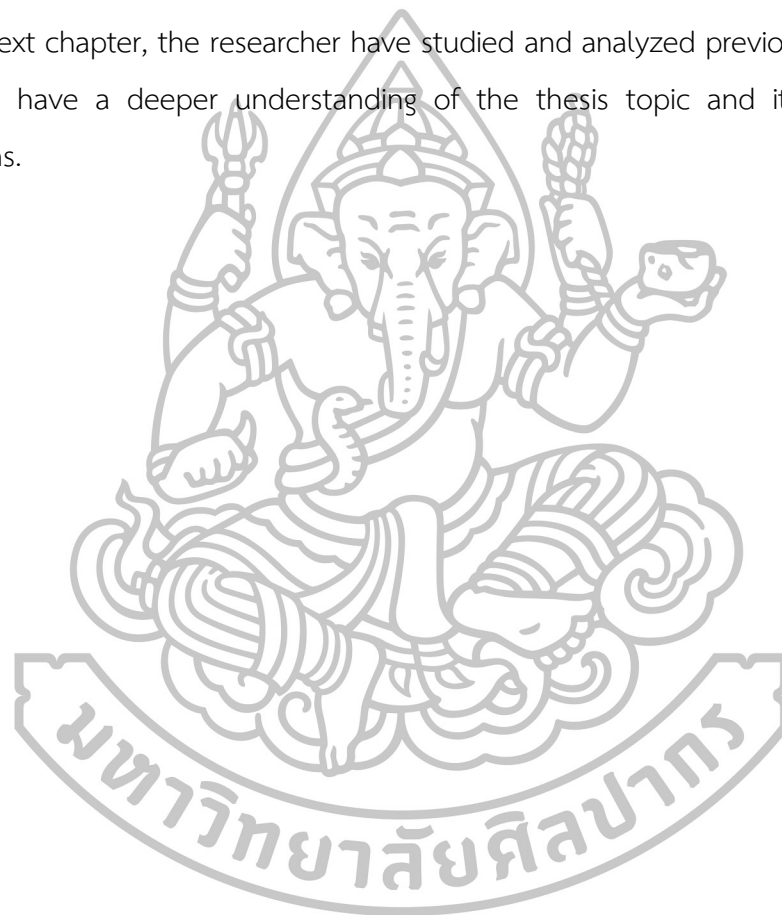
**servqual:** a 44-item scale that measures customer expectations and perceptions regarding five service quality dimension.

**SOP:** standard operations procedure to guideline staff to work in the same direction and standard of the brand.

**tangibles:** The appearance of physical facilities, equipment, personnel, and communication materials.

In summary, chapter one introduces the service quality and background of the study that service quality becomes the main topic in hotel competition. The researcher observes the situation in front desk and set statement of the problem. The objectives of the study are to observe the standard operation procedure of front desk, to analyze service quality through the theory SERVQUAL, and to implement improvement process.

In the next chapter, the researcher have studied and analyzed previous researches in order to have a deeper understanding of the thesis topic and its impact on organizations.



## CHAPTER 2

### LITERATURE REVIEW

Many writers have been written about the service quality in hospitality industry and its positive link to guest's satisfaction. However, what should organizations and management do to improve the service quality relevant to guest's satisfaction, more important for organization's benefits.

To produce an effective service quality in the hotel, management must focus on service quality improvement, a formal recognition by management that the hotel will strive to deliver the products and services desired by the guest in a professional manner. To accomplish this, management must first identify the guest's needs. Those of hotel staffs who have entry-level jobs in a hotel as a bellhop, desk clerk, switchboard operator, table attendant, housekeeping attendant, or gift shop clerk may have some feel for what guests want. They want quick and efficient service. They want to avoid long lines. They want to find their way easily around the hotel and the immediate vicinity. They want the products and services in the hotel to work. They want to feel safe and secure while residing in the hotel. If hotel management use these observations as a basis for understanding guest's needs while they are away from home, hotel will able to increase guest satisfaction.

John Young (1985) reports, "Market research, internal guest comments and our regular employee attitude surveys all confirm that what has set and will continue to set Four Seasons apart from our competitors is service quality. As Eric Johnson and William Layton (1988) note, "It is only through the eyes of a guest that a definition of service quality can be obtained. Senior management cannot adequately determine what is desired at the guest level until a comprehensive evaluation of guest preference is established through a systematic consumer research study." Thus, in addition to identifying generally what guest wants, management should survey guests about the



particular property to determine what service they expect and how to improve service quality.

During the past few decades, guest satisfaction and service quality have become a major area of attention to practitioners and academic researchers. Both concepts have strong impact on business performance and guest behavior. Service quality leads to higher profitability (Gundersen et al., 1996) and guest satisfaction (Oliver, 1997). Furthermore, a number of empirical studies indicate a positive relationship between guest satisfaction and guest loyalty (Kandampully and Suhartanto, 2000; Dimitriades, 2006; Chi and Qu, 2008; Faullant et al., 2008), as well as between guest satisfaction and positive word-of-mouth (Söderlund, 1998). Therefore, one of the key strategies for guest-focused firm is to measure and monitor service quality and guest satisfaction.

From this chapter, the researcher will show the definition and the concept in each factor which are related to service quality in the organization. This chapter will start with the hotel's overview, standard of front office operations, service quality, measuring service quality, customer satisfaction, customer expectation, and the improvement process of front office operation and service quality.

This chapter explains the theory of service quality and improvement process. The topics are sequenced as below:

1. Hotel's Overview

This topic aims to explain basic information of Centara Watergate Pavillion hotel Bangkok.

2. Standard of front office operations

This topic aims to explain standard of front office operations.

3. Service Quality

This topic aims to explain service quality theory and dimensions.

4. Measuring Service Quality

The topic aims to explain measuring service quality process and dimensions.

5. Customer satisfaction

The topic aims to illustrate the relation between service quality and customer satisfaction

## 6. Customer expectations

The topic aims to illustrate the relation between service quality and customer expectations.

## 7. The improvement process of front office operation and service quality

The topic aims to explain improvement process of front office operation and service quality.

### 1. Hotel's Overview



Figure 2 Centara Watergate Pavillion hotel Bangkok

Source: "Hotel building", accessed May 1, 2015, available from <http://www.centarahotelsresorts.com>

Centarahotels&resorts, established in 1980, is a Thai hospitality leader. There are over 150 properties hotels in Thailand and nearby countries, like Indonesia, Mauritius and Maldives. There are about 100,000 employees working with CentaraHotels&resorts.

Brand Vision: To be the largest international hotel group of Thai origin

Brand Mission: Through the professionalism and warmth of Centara and its people, provide high quality, international standard hospitality, enriched with Thai family traditions to create memorable experience and achieve above market performance.

Centara Watergate Pavillion hotel Bangkok is a new property under the concept modern and chic hotel under the brand of CentaraHotels&resorts. The hotel is located in the center of Bangkok city, Pratunam, an area quickly becoming one of the more interesting one for shopping in the city.

## Hotel's Facilities

1.1 Room: floors, 281 hotel rooms

1.2 Restaurant & Bar : Café9, main restaurant for A la carte and international food, Chili Hip, the restaurant on 20th floor with Asian fusion style, Infuze, lobby lounge and bar, Walk, bar on rooftop of the hotel. Conference Rooms: Pavillion room A and Pavillion B

1.3 Others: Spa, Fitness and recreation area.



Figure 3 Room accommodation

Source: "Hotel room", accessed May 1, 2015, available from <http://www.centarahotelsresorts.com>



Figure 4 Moom Sabai (Recreation area)

Source: "Public area", accessed May 1, 2015, available from <http://www.centarahotelsresorts.com>



Figure 5 Cense spa by Cenvaree

Source: "Hotel spa", accessed May 1, 2015, available from <http://www.centarahotelsresorts.com>

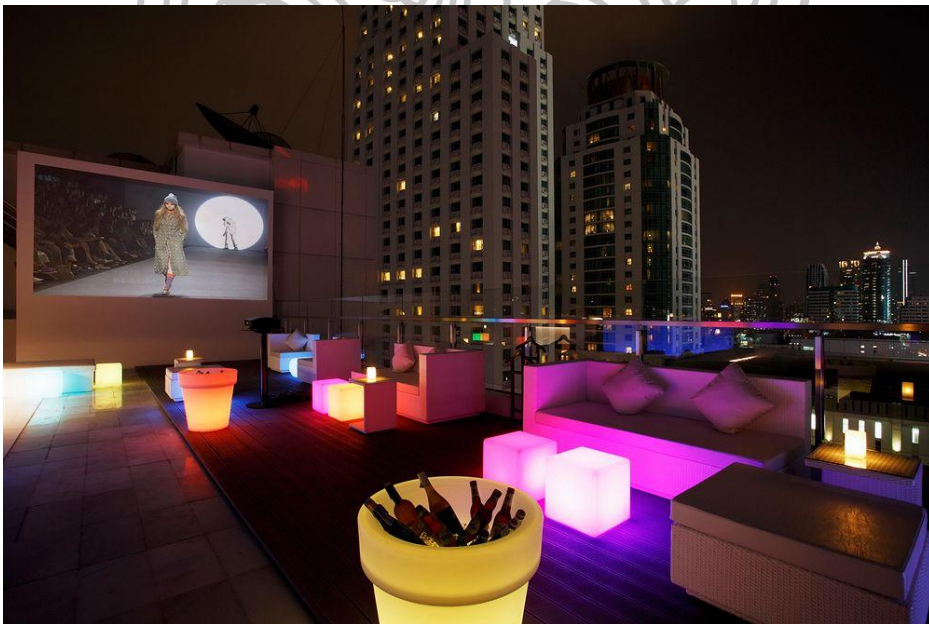


Figure 6 Hotel restaurant and rooftop bar

Source: "Hotel restaurant", accessed May 1, 2015, available from <http://www.centarahotelsresorts.com>

## 2. Standard of front office operations

This topic aims to explain the importance of front desk functions in a hotel, various operations associated with front office, and importance of front desk operations in context to the smooth running of the hotel.

Regardless of the class or type of the hotel, front office is the most visible and essential point of a hotel. The focal point of activity within the front office is the reception desk, which is located in the front lobby of a hotel and dispenses all front of the house activities of the hotel. It is the communication centre of the hotel with great amount of guest contact. Guests interact with the hotel for the first time by interacting with the staff of the front office, and they form the first impression about the hotel based on the efficiency, competency and behavior of the front office staff.

The reception desk performs the functions like the sale of rooms, guest registration, room assignments, handling of guest requests, maintenance of the guest accounts, cashiering along with handling mail and providing information. The financial tasks usually handled by the front desk personnel include receiving cash payments, handling guest folios, verifying cheques and handling foreign currency and credit cards.

### 2.1 Front office functions

The primary function of the front office is that of a facilitator between the guest and other departments of the hotel. Another job of front office desk is also to support and help in providing services to the guests. The number of interactions and transactions between the guest and the hotel during a guest stay, determine the type and nature of front office operations. The stages of guest stay are: pre-arrival, arrival, occupancy, and departure. Various transactions between the guest and the hotel, therefore, depend upon the stage of the guest stay. The transactions can be best understood by going through the guest cycle, as shown in figure 7.

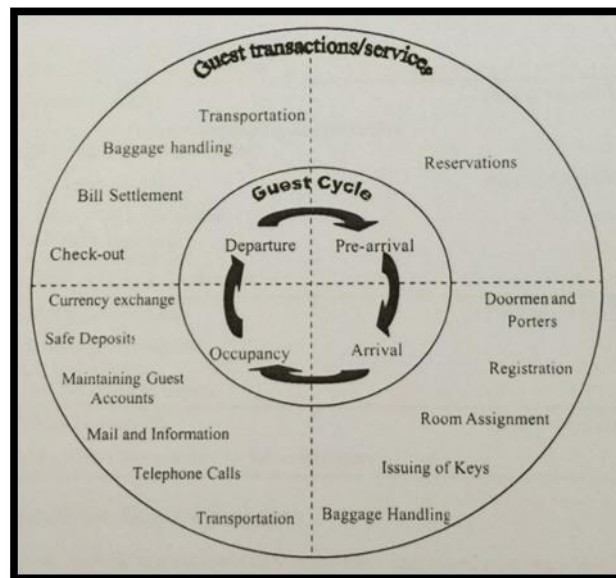


Figure 7 The Guest Cycle

Source: Baker, Huyton & Bradley (2000:105).

“Principles of Hotel Office Operations”

All these services and transactions are handled by the front office department. Michael LKasavana (2008) stated that function and services of the front office department can be differentiated depending upon the area where they are being performed. Some of the functions are performed by the reception desk as front of the house operations and rest are performed as back of the house operations. Figure 8 gives a brief summary of the functions performed by the front office.

| FUNCTIONS   | AREA OF OPERATIONS          |
|---|-----------------------------|
| 1) Sell guest rooms                                       | Front of the house activity |
| - accept reservations                                     |                             |
| - handle walk-in guest                                    |                             |
| - perform the registration process                        |                             |
| 2) Provide information on hotel services                  | Front of the house activity |
| - concerning internal hotel operations                    |                             |
| about external events and locations                       |                             |
| 3) Coordinate guest services                              | Front of the house activity |
| - relation between front and back of the house areas      |                             |
| - handle guest problems and complaints                    |                             |
| 4) Chart room status reports                              | Back of the house activity  |
| - coordinate room sales and house-keeping occupied status |                             |
| - on change status, out of order status                   |                             |
| 5) Maintaining guest accounts                             | Back of the house activity  |
| - constructions of folio and account                      |                             |
| - posting to folios (updating)                            |                             |
| - supervision of credit levels                            |                             |
| documentation of guest's transaction                      |                             |
| 6) Settlement of guest accounts                           | Front of the house activity |
| - preparation of guest statement                          |                             |
| - reconciliation of folio                                 |                             |
| - perform the checkout procedure                          |                             |
| 7) construct guest history file                           |                             |
| - record the guest's personal data for future references  | Back of the house activity  |

Table 1 Summary of front office functions

Source: Kasavana (1985:76).

“VNR’s Encyclopaedia”

### **Front of the house operations**

Front of the house operations are known so because these operations take place in front of the guests. Thus, these operations are related either to direct interaction with the guest or they are being conducted in front of the guest. The front office activities start from the time a guest calls or sends in a request for reservation/accommodation. Staff of the front office department starts interacting with guest by taking in guest information and reservation request, leading to confirmation of reservation and finally to the handling of guest on arrival and guest check-in.

Check-in activity is a must for both, a guest with reservation or a walk in guest, i.e., one without prior reservation. The reservation system of hotels varies but nowadays since it is mostly computerized, therefore, features are the same. Check-in procedures require the collection of a lot of information. This is because information helps in building guest record data and serves the purposes of a ready reckoner in case of any emergency involving the guest. Front office takes in the guest information for future use and provides the guest with information about the hotel and its various services and thus, becomes the connecting link between the guest and the hotel. The pivotal role played by the front office is quite apparent from this very fact that it is the centre of all activities connected with guests in the hotel.

Therefore, decisions regarding the sale of a room to a particular guest, availability and allocation of a room, maintain guest count by coordinating with the housekeeping and room service are the major front of the house activities. Finally, the account settlement or deciding on the time of account settlement is generally a part of check-out process, performed by front office. Thus in short we can say that front office is the first and last place (as in check-in and check-out), where a guest interacts with the hotel.

### **Back of the house operations**

As the name suggests these operations involve the activities which do not take place in front of the guests. The front office activities start the moment an enquiry or request regarding accommodation is made. This enquiry is answered keeping in view converting it into a reservation request. Although reservation is an activity of front



office, major hotel lines/chain of hotels have centralized reservation system, operational 24 hours a day 365 days a year. (Reservation and its various intricacies will be discussed in the later sections). A confirmed reservation leads to browsing of information, i.e., guest record to determine whether this is a repeat guest and if yes what are the personal information and preferences of the guest. This helps you giving personal touch to guest's stay with the hotel.

When the guest checks-in, his or her account gets activated. This account keeps track of the guest's financial interaction with the hotel. These financial interactions involve room rent, room services, laundry, food and beverage at the hotel's outlet and any other facility used by the guest during his or her stay. For instance, these financial transactions begin the moment when he/she while waiting for allocation of a room start making phone calls to his/her associates to inform them the arrival or order for something in the lobby itself. The daily night auditors help the back of the office department in the hotel in maintaining the guest accounts. Many hotels have a credit line extended to their guests or to the companies which they represent. The credit limit is predetermined and the hotel allows the guest to accumulate the amount before asking for either a full or partial payment. Many a times a guest is asked to provide his/her credit card during check-in while cash is expected mode of payment during checkout with multinational brands coming into the concept of property management system has emerged which allows night auditor to flash guest's folio on day to day basis on their T.V. monitors. This kind of arrangement saves lot of guest's time at the time of checkout.

It also co-ordinates with housekeeping and room sales to maintain the status of occupied as well as unoccupied rooms. Finally, the guest record or personal data is maintained by the front office, which is essential a back of the house activity. Thus, the Guest cycle which started by taking guest booking, receiving guests, providing for their stay and billing them on departure gets completed.

### Check-in process

Check-in process is a critical process, since a lot of vital information is exchanged between the guest and the hotel staff during this process, irrespective of the fact whether check in process is manual or computerized. The manual process starts when a guest either walk-in (without reservation) or one with prior reservation walks into the hotel looking for desired or requested accommodation, i.e., depending upon the availability of room the walk-in guest is assigned room whether the guest with prior reservations is usually assigned the room for which he has requested, as shown in figure 9.

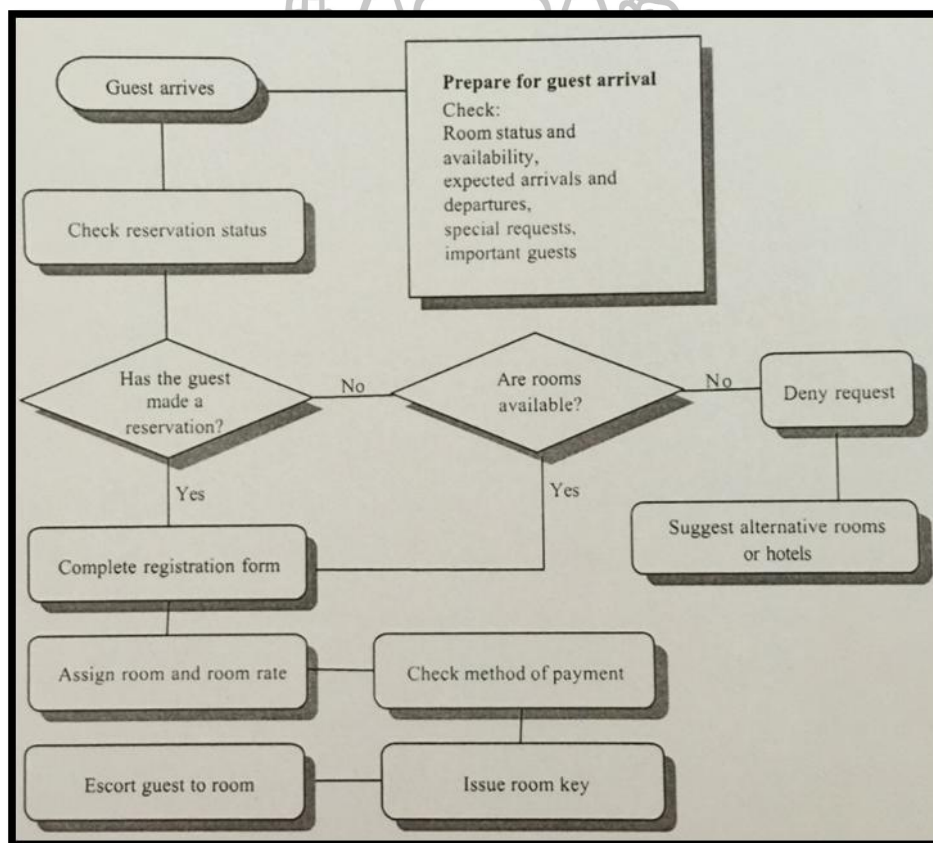


Figure 8 The Check-in Process

Source: Baker, Huyton & Bradley (2000:110).

“Principle of Hotel Front Office Operations”

The minimum information the hotel usually require for manual registration is name of the guest, number of persons in the group, the expected length of stay and

mode of payment. The room is assigned to the guests and usually a porter or bellboy carries their luggage and show the guests their assigned rooms. The front desk in the meantime processes the information received and generate the guest account for the mentioned period of stay.

However, the process of assigning rooms commences even before the arrival of the guest. After the major check-outs of the day, the front office generates a list/printout regarding number of guests staying with the hotel. Then after comparing the reservation requests for the day with this report, assigns the remaining unoccupied rooms to the walk-in guest. In case of computerized check-in procedure, only the walk-in guests need to provide their personal information whereas guests with reservation need to confirm the information available in the computers of the reception/front desk. Once the guest is allotted assigned room, the computer automatically updates the information and for the desired length of stay, room will be shown as occupied.

The help of the front office manager is sought rarely, particularly in the case of over-booking, i.e., when two or more guests arrive for the same room, the manager can either assign another room to the guest or can try to up scale the room type. However, if the hotel is unable to adjust the extra guest special arrangement for the guest at a different hotel of similar standing should be made.

Lately, a guest registration system using Point of System (POS) to hasten check-in process is gaining popularity. This system enables the guest to register at self-service terminals in the lobby or at self-service terminals at the airport or en-route to the hotel. New innovations have also helped transfer the credit card to room keys. According to Tom Van Dyke one popular system asks the guest to insert his or her magnetic stripe credit card into a check-in terminal which calls up the property's computerized reservations list filed by arrival date and last name. When the reservations match is found, the room selecting function of the hotel's Property Management System generates a room assignment and prints a check-in form. The guest removes the completed form, signs it and then is directed to the key pick-up area at or near the front desk.

Whatever may be the method of check-in, the basic idea of check-in is to collect information about the guest and try to keep the operation as simple and convenient as possible while trying to project warmth and friendliness.

### Check-out process

Check-out point is the last contact a guest will have the property and experience at this point will determine what kind of impression will guest carry with him/her. In order words, if it is smooth guest will carry pleasant memories. Thus, to make this point more efficient and error proof, the procedure is divided it in to three parts: guest vacating the room, guest setting the bill, and guest departing.

Guest vacating the room usually depends upon the hotel's check out time. Usually the check-out time is 12 noon. Sometimes depending on the availability of the room and the type of client the check-out time can be extended for the guest on special request. Following a routine check out time helps the hotel since the housekeeping can prepare the room for next guest. Still there are small hotels which provide the guests with flexible check out time. In these cases, next guest allotted this room has to wait in the lobby because the housekeeping of the room takes time.

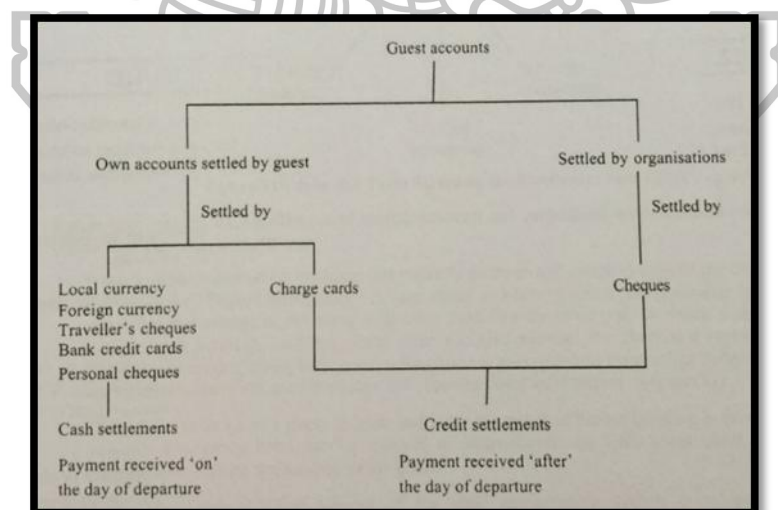


Figure 9 The types of accounts and the settlement methods

Source: Baker, Huyton & Bradley (2000:115).

“Principle of Hotel Front Office Operations”

As the above figure 11 suggests, bill settlement is the next important component of check out process. Usually the bills are updated during the night so as to provide the bills for guests checking out early in the day. It is advisable to ask the guest before time when he or she would be checking out to ensure that the staff has some idea when the guest would be checking out and have a bill ready at check-out. The bill would include the room service charges as well as any other unpaid bills for services rendered by different departments of the hotel. Yet the settlement of the bill can take some time, as the guest would like to recheck the bill before making the payment or may the payment be credited to the account of the company whom the guest is representing.

The actual guest departure, however, takes place only when the guest returns the keys and leaves the premises. The guest is provided with transportation if required and paid for. The guest folio created is updated for future use.

### 3. Service Quality

Quality is an increasingly important element that differentiates between competing services. Unlike tangible goods, though, many services are not easily measured or tested for quality. Often, one cannot even assess their quality until after consuming them. All across the service economy, however, leading companies are obsessed with service excellence. They use service to increase productivity. They use it to differentiate and to earn their customer's loyalty. They seek some shelter from price competition through quality service. Companies ranging from The Ritz-Carlton Company, Southwest Airlines, Land's End, and Walt Disney Company actively market themselves based on excellent service.

Service quality can be defined as a level of service delivery based on customer perception (Zeithaml et al., 2006). Research in the service quality area started to grow in 1970s (Akbaba, 2006). The major reason for this was the increasing role of the service sector in the overall economy. In the first decade of the 21<sup>st</sup> century services accounted for about 80 percent of the US gross domestic product (GDP) (Central Intelligence Agency, 2010; Zeithaml et al., 2006). However, in comparison with the quality of goods, service quality is difficult to measure objectively (Akbaba, 2006). Part

of this difficulty is due to the production and consumption, and perishability (Kotler et al., 2003; Reid and Bojanic, 2009; Zeithaml et al., 2006). These features explain variability in service delivery that leads to the difficulty in maintaining high service quality and the hospitality industry faces these same challenges (Crick and Spencer, 2011; Reid and Bojanic, 2009).

Service quality is a complex, elusive, subjective and abstract concept. It means different things to different people. The most common definition of service quality is the comparison customer make between their expectations and perceptions of the received service (Parasuraman et al., 1988; Grönroos, 1982). Quality is a multi-dimensional concept. Lehtinen and Lehtinen (1982) defined three dimensions of service quality, namely, physical quality, interactive quality and corporate quality. Similarly, Grönroos (1984) argued that service quality comprises of technical quality, functional quality and corporate image.

On the other hand, Parasuraman et al. (1985; 1988) developed the SERVQUAL scale, which became the most popular instrument for measuring service quality. They identified five key dimensions of service quality – reliability, tangibles, responsiveness, assurance and empathy. The SERVQUAL scale consists of 22 items for assessing customer perceptions and expectations regarding the quality of service. A level of agreement or disagreement with a given items is rated on a seven-point Likert scale. The results are used to identify positive and negative gaps. The gap is measured by the difference between perceptions and expectations scores and indicates the level of service quality. If the result is positive, perceived service exceeds expected service. A negative result means low quality of service. According to this instrument, service quality occurs when perceived service meets or exceeds customer's expectations.

The SERVQUAL instrument has been widely applied in a variety of service industries, including tourism and hospitality. Research related to this sector can be divided into measuring service quality in historic houses (Frochot and Hughes, 2000), hotels (Douglas and Connor, 2003; Antony et al., 2004; Juwahee, 2004; Marković, 2004; Nadiri and Hussain, 2005; Olorunniwo et al., 2006; Wang et al., 2007), restaurants (Heung et al., 2000; Fu and Parks, 2001; Namkung and Jang, 2008), travel agencies (Atilgan et al., 2003; Martinez Caro and Martinez Garcia, 2008), diving (O'Neil et al.,

2000), health spas (Snoj and Mumel, 2002; Marković et al., 2004; González et al., 2007), ecotourism (Khan, 2003), theme parks (O'Neil and Palmer, 2003), tourism and hospitality higher education (Marković, 2005; Marković, 2006). The instrument was used to measure hotel employee quality as well (Yoo and Park, 2007).

It should be noted that service quality and customer satisfaction are distinct concepts, although they are closely related. According to some authors, satisfaction represents an antecedent of service quality (Carman, 1990; Bolton and Drew, 1991). In this sense, satisfactory experience may affect customer attitude and his or her assessment of perceived service quality. Thus, satisfaction with a specific transaction may result with positive global assessment of service quality. Other authors argue that service quality is antecedent of customer satisfaction (Churchill and Suprenant, 1982; Anderson et al., 1994; Oliver, 1997; Oh, 1999; Zeithaml and Bitner, 2003; Jamali, 2007). This group of authors suggests that service quality is a cognitive evaluation, which may lead to satisfaction. Hence, customer satisfaction is the result of service quality.

To sum up, the relationship between quality and satisfaction is complex. Some authors have described it as Siamese twins (Danaher and Mattsson, 1994; Jamali, 2007). Although there still remain a lot of unresolved questions, it can be concluded that service quality and customer satisfaction can be perceived as separate concepts that have casual ordering.

### 3.1 Dimension of Service Quality

For service, the assessment of quality is made during the service delivery process. Each customer contact is referred to as a moment of truth, an opportunity to satisfy or dissatisfy the customer. Customer satisfaction with a service can be defined by comparing perceptions of service received with expectations of desired service. When expectations are not met, however, service quality is deemed unacceptable. When expectations are confirmed by perceived service, quality is satisfactory. As shown in Figure 2.3, these expectations are based on several sources, including word of mouth, personal needs, and past experience.

The dimensions of service quality following Parasuraman theory: Reliability, responsiveness, assurance, empathy, tangibles, as shown in Figure 11 were identified

by marketing researchers studying several different services in service industries: retail banking, sports and wellness, and hotels and resorts. They identified five principal dimensions that customer use to judge service quality reliability, responsiveness, assurance, empathy, and tangibles, which are listed in order of declining relative importance to customers.

### 3.2 Perceived Service Quality

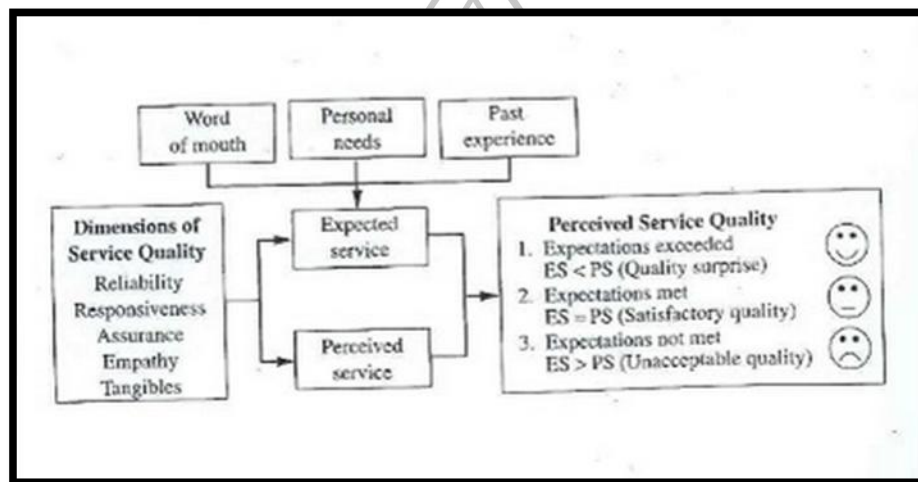


Figure 10 Perceived Service Quality

Source: American Marketing association:

Adapted from Parasuraman, Zeithaml & Berry (1985:48).

“A Conceptual Model of Service Quality and its Implications for Future Research”

Customers use these five dimensions to form their judgment of service quality, which are based on a comparison between expected and perceived service. The gap between expected and perceived service is a measure of service quality; satisfaction is either negative or positive.

Parasuraman, Zeithaml, and Berry (1985) recognized the ideal that service quality is a function of the expectations-performance gap and conducted a broad-based exploratory study in the early 1980s. Their research results began to appear in 1985 and continue today with expansion into e-SQ, or electronic service quality.

Parasuraman and colleagues (1985) conducted studies in several industry sectors to develop and refine SERVQUAL, a multiple-item instrument to quantify customers’



goal 9 as opposed to transaction-specific) assessment of a company's service quality. Their model is also commonly known as the Gap model.

Their scale involved expectations-perceptions gap scores along five dimensions: reliability, responsiveness, assurance, empathy, and tangibles (Parasuraman et al., 1985).

**Reliability:** reliability involves consistency of performance and dependability. It means that the firm performs the service right the first time and that it honors its promises. Specifically, it involves accuracy in billing, keeping records correctly, and performing the service at the designated time.

**Responsiveness:** the willingness or readiness of employees to provide service. It involves timeliness of service, including mailing a transaction slip immediately, calling the customer back quickly, and giving prompt service (e.g., setting up appointments quickly).

**Assurance:** this dimension relates to the knowledge, competence, and courtesy of service employees and their ability to convey trust and confidence. Competence means possession of the required skills and knowledge to perform the service. Courtesy involves politeness, respect, consideration, and friendliness of contact personnel. It also includes trustworthiness, believability, and honesty of service employees.

**Empathy:** the caring and individualized attention provided to customers includes the approachability and ease of contact with the service providers and their efforts to understand the customer's needs.

**Tangibles:** tangibles include the physical evidence of the service, such as physical facilities, appearance of service providers, tools or equipment used to provide the service, physical presentation of the service, and other customers in the service facility.

When Zeithaml, Parasuraman, and Berry asked more than 1,900 customers of five nationally known companies to allocate 100 points across the five service quality dimensions, they averaged as follows: reliability 32%, responsiveness 22%, assurance 19%, empathy 16%, and tangible 11%. Though customers consistently reported that their most important quality dimension was reliability, this area seems to be where many service companies fail.

The SERVQUAL model conceptualizes service quality on the basis of the differences between customer's expectations with respect to the five dimensions and their perceptions of what was actually delivered. When a difference exists, it is characterized as a "gap". This model was fashioned after remarkably consistent patterns emerged from the study's interviews. Though some perceptions about service quality were specific to the industries selected, commonalities among the industries prevailed. The commonalities suggested that a general model of service could be developed.

The most important insight obtained from analyzing the responses was that "a set of key discrepancies or gaps exists regarding perceptions of service quality and the tasks associated with service delivery to consumers. These gap (Figure 12) can be major hurdles in attempting to deliver a service which consumers would perceive as being of high quality" (Parasuraman et al., 1985). The service quality shortfall perceived by customers is defined as Gap5 and the shortfalls within the service provider's organization are defined as Gap1 through 4.

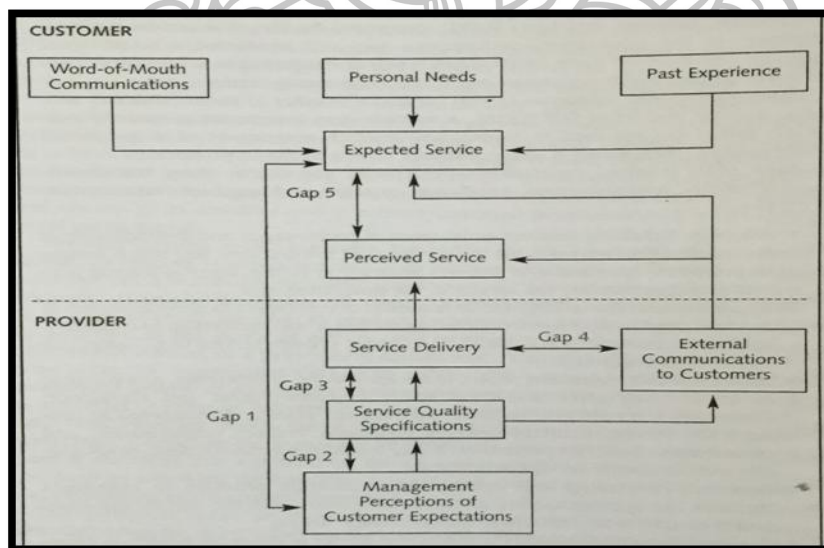


Figure 11 Service Quality Model Source: Valerie, Parasuraman & Berry (1990:46).  
 "Delivering Quality Service. Balancing Customer Perceptions and Expectations"

### Gap 1: Consumer expectation-management perception gap

Service firm executives may not always understand what features connote high quality to customers in advanced, what features a service must offer in order to meet

customer needs, and what levels of performance on those features are needed to deliver high quality service. Lack of a marketing research orientation, inadequate upward communication from contact personnel to management, and too many levels of management separating contact personnel from top managers are some of the reasons for this gap.

**Gap 2: Management perception-service quality specification gap**

A variety of factors – resource constraints, market conditions, or management indifference – may result in a discrepancy between management perceptions of consumer expectations and the actual specifications established for a service. This discrepancy is predicted to affect quality perceptions of consumers. A key way in which this gap can surface is poor understanding of the system being designed (i.e., poor understanding of basic process design principles).

**Gap3: Service quality specifications-service delivery gap**

Even when guidelines exist for performing services well and treating consumers correctly, high-quality service performance may not be a certainty. Executives recognize that the service quality perceived by consumers and employee performance cannot always be standardized.

**Gap 4: Service delivery-external communications gap**

External communications can affect not only consumer expectations about a service but also consumer perceptions of the delivered service. Alternatively, discrepancies between service delivery and external communications – in the form of exaggerated promises or the absence of information about service delivery aspects intended to serve consumers well – can affect consumer perceptions of service quality. Promising more than can be delivered raises initial expectations but lowers perceptions of quality when the promises are not fulfilled.

**Gap 5: Expected service perceived service gap**

Judgments of high and low service quality depend on how customer perceives the actual service performance in the context of what they expected. The quality that a customer perceives in a service is a function of the magnitude and direction of the gap between expected service and perceived service.

It is important to note that the gaps on the marketer side of the equation can be favorable or unfavorable from a service quality perspective; that is, the magnitude and direction of each gap affect service quality. For instance, Gap 3 will be favorable when actual service delivery exceeds specifications; it will be unfavorable when service specifications are not met.

Parasuraman and colleagues found in their focus groups that, regardless of the type of service, consumers used basically similar criteria in evaluating service quality. These criteria fall into SERVQUAL categories as presented in previous paragraph.

A consumer's view of service quality reveals that perceived service quality is the result of the consumer's comparison of expected service with perceived service. The comparison and the perceived service evaluation are not unlike that performed by consumers when evaluating goods. What differs with service is the nature of the characteristics upon which they are evaluated.

SERVQUAL results can be used to identify which components or facets of a service the company is particularly good or bad at, relative to customer expectations. It can be used to monitor service quality over time, to compare performance with that of competitors, or to measure customer satisfaction with a particular service industry generally.

An organization or industry group can use the information collected through SERVQUAL to improve its positions by acting upon the results and ensuring that it continuously surpasses customers' expectation. Additionally, the expectations perceptions results, along with the demographic data, may facilitate effective customer satisfaction.

It is important that service providers decide upon a target level of service quality and then communicate the level of service offered to both consumers and employees. This quality goal allows employees to know what is expected of them, and customers will have an idea of the level of service they can expect.

The SERVQUAL model highlights the difficulties in ensuring a high quality of service for all customers in all situations. More specifically, it identifies gaps where a shortfall between expectations of service level and perception of actual service delivery may occur (Palmer and Cole, 1995:153-154). The culmination of these four gaps in service

quality result in Gap 5: the potential discrepancy between the expected and the perceived service from the customer's standpoint.

How can we serve you better?

Is there a service or amenity you would like to add?

How did you book your stay with us?

If visit Bangkok again, would you return to Centara Watergate Pavillion Hotel Bangkok?

Yes  No

Room No: \_\_\_\_\_

Arrival Date: \_\_\_\_\_

Departure Date: \_\_\_\_\_

Name: \_\_\_\_\_

Company: \_\_\_\_\_

Address: \_\_\_\_\_

Telephone: \_\_\_\_\_

Fax number: \_\_\_\_\_

E-mail address: \_\_\_\_\_

**ARRIVAL:**

|                                       | Exceeded Expectations | Met Expectations | Did not Meet Expectations |
|---------------------------------------|-----------------------|------------------|---------------------------|
| Airport greeting (if hotel staff)     |                       |                  |                           |
| Hotel transportation (if hotel staff) |                       |                  |                           |
| Front entrance / lobby                |                       |                  |                           |
| Check-in                              |                       |                  |                           |
| Luggage service                       |                       |                  |                           |
| Efficiency of staff                   |                       |                  |                           |
| Friendliness of staff                 |                       |                  |                           |

**DEPARTURE:**

|                        | Exceeded Expectations | Met Expectations | Did not Meet Expectations |
|------------------------|-----------------------|------------------|---------------------------|
| Check-out              |                       |                  |                           |
| Luggage service        |                       |                  |                           |
| Airport transportation |                       |                  |                           |
| Efficiency of staff    |                       |                  |                           |
| Friendliness of staff  |                       |                  |                           |

**GUEST ROOM:**

|                       | Exceeded Expectations | Met Expectations | Did not Meet Expectations |
|-----------------------|-----------------------|------------------|---------------------------|
| First impression      |                       |                  |                           |
| Cleanliness of room   |                       |                  |                           |
| Turndown              |                       |                  |                           |
| Friendliness of staff |                       |                  |                           |
| Maintenance           |                       |                  |                           |
| Amenities             |                       |                  |                           |
| Mini bar              |                       |                  |                           |

**TELEPHONE SERVICE:**

|  | Exceeded Expectations | Met Expectations | Did not Meet Expectations |
|--|-----------------------|------------------|---------------------------|
|  |                       |                  |                           |

**BARS & RESTAURANTS:**

**Cafe 9**

|                          | Exceeded Expectations | Met Expectations | Did not Meet Expectations |
|--------------------------|-----------------------|------------------|---------------------------|
| Quality of food & drinks |                       |                  |                           |
| Quality of service       |                       |                  |                           |
| Friendliness of staff    |                       |                  |                           |

**INFUZE**

|                          | Exceeded Expectations | Met Expectations | Did not Meet Expectations |
|--------------------------|-----------------------|------------------|---------------------------|
| Quality of food & drinks |                       |                  |                           |
| Quality of service       |                       |                  |                           |
| Friendliness of staff    |                       |                  |                           |

**LIBRA**

|                          | Exceeded Expectations | Met Expectations | Did not Meet Expectations |
|--------------------------|-----------------------|------------------|---------------------------|
| Quality of food & drinks |                       |                  |                           |
| Quality of service       |                       |                  |                           |
| Friendliness of staff    |                       |                  |                           |

**Chit**

|                          | Exceeded Expectations | Met Expectations | Did not Meet Expectations |
|--------------------------|-----------------------|------------------|---------------------------|
| Quality of food & drinks |                       |                  |                           |
| Quality of service       |                       |                  |                           |
| Friendliness of staff    |                       |                  |                           |

**IN-ROOM DINING:**

|                          | Exceeded Expectations | Met Expectations | Did not Meet Expectations |
|--------------------------|-----------------------|------------------|---------------------------|
| Quality of food & drinks |                       |                  |                           |
| Quality of service       |                       |                  |                           |
| Friendliness of staff    |                       |                  |                           |

**MEETING FACILITIES:**

|                       | Exceeded Expectations | Met Expectations | Did not Meet Expectations |
|-----------------------|-----------------------|------------------|---------------------------|
| Rooms                 |                       |                  |                           |
| Food & Drinks         |                       |                  |                           |
| Quality of service    |                       |                  |                           |
| Friendliness of staff |                       |                  |                           |
| Equipment             |                       |                  |                           |

**FITNESS CENTRE:**

|                       | Exceeded Expectations | Met Expectations | Did not Meet Expectations |
|-----------------------|-----------------------|------------------|---------------------------|
| Cleanliness           |                       |                  |                           |
| Maintenance           |                       |                  |                           |
| Equipment selection   |                       |                  |                           |
| Friendliness of staff |                       |                  |                           |

**CENSE BY SPA CENVAREE:**

|                       | Exceeded Expectations | Met Expectations | Did not Meet Expectations |
|-----------------------|-----------------------|------------------|---------------------------|
| Quality of treatment  |                       |                  |                           |
| Quality of service    |                       |                  |                           |
| Friendliness of staff |                       |                  |                           |

**PUBLIC AREAS:**

|             | Exceeded Expectations | Met Expectations | Did not Meet Expectations |
|-------------|-----------------------|------------------|---------------------------|
| Cleanliness |                       |                  |                           |
| Maintenance |                       |                  |                           |
| Ambiance    |                       |                  |                           |

**CENTARA WATERGATE PAVILLION HOTEL BANGKOK**

GENERAL MANAGER  
CENTARA WATERGATE PAVILLION HOTEL BANGKOK

567 RATCHAPRAPHOP ROAD, MAKKASAN, RATCHATHHEWI BANGKOK 10400 THAILAND  
T + 66 (0) 625 1234  
F + 66 (0) 625 1235  
E cwb@chr.co.th

**CENTARA WATERGATE PAVILLION HOTEL BANGKOK**

We Value Your Suggestions

Welcome to the Centara Watergate Pavillion Hotel Bangkok

We value your visit and will do our utmost to ensure your comfort. We would appreciate your evaluation of our performance, services and facilities. Tell us if we are meeting your needs and expectations. Please take a few minutes to complete this form. You may leave it with the Front Desk or mail it to us later. Thank you for choosing to stay with us.

General Manager

Figure 12 Customer Satisfaction Questionnaire  
Source: Centara Watergte Pavillion hotel Bangkok

Measuring the gap between expected service and perceived service is a routine customer feedback process that is practiced by leading service companies. For example, Centara hotels and resorts, a Thai hotel chain operating hotels and resorts worldwide, uses the questionnaire shown in Figure 13. This questionnaire is sent to all guests immediately after their departure from the hotel to assess the quality of their experience. Note that the first question explicitly asks the guests to evaluate the gap between his or her expectations and the actual Centara experience.

#### 4. Measuring Service Quality

Although measurement of customer satisfaction and service quality are both obtained by comparing perceptions to expectation, subtle differences between the two concepts are seen in their operational definitions. While satisfaction compares consumer perceptions to what consumer should expect from a firm that delivers high-quality services. Given these definitions, service quality appears to measure a higher standard of service delivery.

Douglas Hoffman and John Bateson (2006) stated that a frequently used and highly debated measure of service quality is the SERVQUAL scale. According to its developers, SERVQUAL is a diagnostic tool that uncovers a firm's broad weaknesses and strengths in the area of service quality. The SERVQUAL instrument is based on five service quality dimensions that were obtained through extensive focus group interviews with consumers. The five dimensions include tangibles, reliability, responsiveness, assurance, and empathy, and they provide the basic skeleton underlying service quality.

Following the research of Parasuraman and colleagues, the SERVQUAL instrument consists of two sections: a 22 item section that records customer expectations of excellent firms in the specific service industry, and a second 22 item section that measures consumer perceptions of a particular organization in that service industry (i.e., the firm being evaluated). Results from the two sections are then compared to arrive at "gap scores" for each of the five dimensions. The larger the gap, the farther consumer perceptions are from expectations, and the lower the service quality evaluation. In contrast, the smaller the gap, the higher the service quality evaluation.

Customer expectations are measured on a 7 point scale with the anchor labels of “not at all essential” and “absolutely essential”. Similarly, customer perceptions are measured on another 7 point scale with anchor labels of “strongly agree” and “strongly disagree”. Hence, SERVQUAL is a 44 item scale that measured customer expectations and perceptions regarding five service quality dimensions.

### **The tangibles dimension**

Because of the absence of a physical product, consumers often rely on the tangible evidence that surrounds the service in forming evaluations. The tangibles dimension of SERVQUAL compares consumer expectations and the organization’s performance regarding the organization’s ability to manage its tangibles. An organization’s tangibles consist of a wide variety of objects such as carpeting, desks, lighting, wall colors, brochures, daily correspondence, and the appearance of the firm’s personnel. Consequently, the tangibles component in SERVQUAL is two dimensional – one focusing on equipment and facilities, the other focusing on personnel and communications materials.

The tangibles component of SERVQUAL is obtained via four expectations questions and four perception questions. Keep in mind that the expectation questions apply to excellent organizations within a particular industry, while the perception questions apply to the specific organization under investigation. Comparing the perception scores to the expectations scores provides a numerical variable that indicated the tangibles gap. The smaller the number, the smaller the gap, and the closer consumer perceptions are to their expectations. The questions that pertain to the tangibles dimension are as follows:

#### **Tangibles Expectations**

- E1. Excellent companies will have modern-looking equipment.
- E2. The physical facilities at excellent companies will be visually appealing.
- E3. Employees of excellent companies will be neat in appearance.
- E4. Materials associated with the service (such as pamphlets or statement) will be visually appealing in an excellent company.

### **Tangibles Perceptions**

- P1. CWB has modern-looking equipment.
- P2. CWB's physical facilities are visually appealing.
- P3. CWB's employees are neat in appearance.
- P4. Materials associated with the service (such as pamphlets or statements) are visually appealing at CWB.

### **The reliability dimension**

In general, the reliability dimension reflects the consistency and dependability of an organization's performance. Does the firm provide the same level of service time after time, or does quality dramatically vary with each encounter? Does the organization keep its promises, bill its customers accurately, keep accurate records, and perform the service correctly the first time? Nothing can be more frustrating for customers than unreliable service providers.

A constantly amazing observation is the number of businesses that fail to keep their promises. In many instances, the consumer is ready to spend money if only the service provider will show up and conduct the transaction as promised. As guests, they already planned the whole schedule during the trip, they expected when arriving the hotel, they should get ready room for check in. In many cases, the hotel cannot provide the ready room for guest when they arrived because last night the hotel is full or the previous guest just check out late. All too often, guests have to wait for long time and finally they must reschedule...missing some places or business meeting. Further aggravating this process is that reception, the guests, must initiate the rescheduling process. Often the reception offers no apology and provides little explanation other than, "last night, the hotel is fully booking, now we are follow up your rooms with housekeeping".

Consumers perceive the reliability dimension to be the most important of the five SERVQUAL dimensions. Consequently, failure to provide reliable service generally translates into an unsuccessful organization. The questions used to assess the reliability gap are as follows:



### **Reliability Expectations**

- E5. When excellent companies promise to do something by a certain time, they will do so.
- E6. When customers have a problem, excellent companies will show a sincere interest in resolving it.
- E7. Excellent companies will perform the service right the first time.
- E8. Excellent companies will provide their services at the time they promise to do so.
- E9. Excellent companies will insist on error-free records.

### **Reliability Perceptions**

- P5. When CWB promises to do something by a certain time, it does so.
- P6. When customers have problem, CWB shows a sincere interest in solving it.
- P7. CWB performs the service right the first time.
- P8. CWB provides its services at the time it promises to do so.
- P9. CWB insists on error-free records.

### **The responsiveness dimension**

Responsiveness reflects a service organization's commitment to provide its services in a timely manner. As such, the responsiveness dimension of SERVQUAL concerns the willingness and/or readiness of employees to provide a service. Occasionally, customers may encounter a situation in which employees are engaged in their own conversations with one another while ignoring the needs of the customer. Obviously, this is an example of unresponsiveness.

Responsiveness also reflects the preparedness of the organization to provide the service. Typically, new restaurants do not advertise their "opening night" so that the service delivery system can be fine-tuned and prepared to handle larger crowds, thereby minimizing service failures and subsequent customer complaints. The SERVQUAL expectation and perception items that address the responsiveness gap are as follows:

### **Responsiveness Expectations**

- E10. Employees of excellent companies will tell customers exactly when service will be performed.
- E11. Employees of excellent companies will give prompt service to customers.

E12. Employees of excellent companies will always be willing to help customers.

E13. Employees of excellent companies will never be too busy to respond to customer requests.

#### **Responsiveness Perceptions**

P10. Employees of CWB tell customer exactly when services will be performed.

P11. Employees of CWB give customer prompt service.

P12. Employees of CWB are always willing to help you.

P13. Employees of CWB are never too busy to respond to customer requests.

#### **The assurance dimension**

SERVQUAL's assurance dimension addresses the competence of the firm, the courtesy it extends its customers, and the security of its operations. Competence pertains to the organization's knowledge and skill in performing its service. Does the firm possess the required skills to complete the service on a professional basis?

Courtesy refers to how the organization's personnel interact with the customer and the customer's possessions. As such, courtesy reflects politeness, friendliness, and consideration for the customer's property (e.g., receptions always smile and chitchat with guests with politeness and friendliness).

Security is also an important component of the assurance dimension. Security reflects a customer's feeling that he or she is free from danger, risk, and doubt. Hotels provide an accommodation to guests with life and property security, guests feel safe during the stay. In addition to physical danger, the security component of the assurance dimension also reflects financial risk issues (e.g., will the hotel fail after guest made the reservations) and confidentiality issues (e.g., are guest information to stay in the hotel kept private and confidential). The SERVQUAL items utilized to address the assurance gap are as follows:

#### **Assurance Expectations**

E14. The behavior of employee of excellent companies will instill confidence in customers.

E15. Customers of excellent companies will feel safe in their transactions.

E16. Employees of excellent companies will be consistently courteous with customers.

E17. Employees of excellent companies will have the knowledge to answer customer questions.

#### **Assurance Perceptions**

P14. The behavior of employees of CWB instills confidence in customers.

P15. Customers feel safe in transactions with CWB.

P16. Employees of CWB are consistently courteous with you.

P17. Employees of CWB have the knowledge to answer guest's questions.

#### **The empathy dimension**

Empathy is the ability to experience another's feelings as one's own. Empathetic organizations have not lost touch with what is like to be a customer of their own firm. As such, empathetic firms understand their customer needs and make their services accessible to their customers. In contrast, organization that do not provide their customers individualized attention when requested and that offer operating hours convenient to the organization and not its customers fail to demonstrate empathetic behaviors.

The SERVQUAL empathetic dimension addresses the empathy gap as follows:

#### **Empathy Expectations**

E18. Excellent companies will give customers individual attention.

E19. Excellent companies will have operating hours convenient to all their customers.

E20. The employees of excellent companies give customers personal attention.

E21. Excellent companies will have the customer's best interest at heart.

E22. The employees of excellent companies will understand the specific needs of their customers.

#### **Empathy Perceptions**

P18. CWB gives customers attention.

P19. CWB operating hours convenient to all its customers.

P20. CWB employees give customers personal attention.

P21. CWB has customers best interest at heart.

P22. Employees of CWB understand customer specific needs.

## 5. Customer satisfaction

Customer satisfaction has been popular topic in marketing practice and academic research since Cardozo's(1965) initial study of customer effort, expectations and satisfaction. Despite many attempts to measure and explain customer satisfaction, there still does not appear to be a consensus regarding its definition (Giese and Cote, 2000). Customer satisfaction is typically defined as a post consumption evaluative judgement concerning a specific product or service (Gundersen, Heide and Olsson, 1996). It is the result of an evaluative process that contrasts prepurchase expectations with perceptions of performance during and after the consumption experience (Oliver, 1980).

The most widely accepted conceptualizations of the customer satisfaction concept is the expectancy disconfirmation theory (Barsky, 1992; Oh and Parks, 1997; Mcquitty, Finn and Wiley, 2000). The theory was developed by Oliver (1980), who proposed that satisfaction level is a result of the difference between expected and perceived performance. Satisfaction (positive disconfirmation) occurs when product or service is better than expected. On the other hand, a performance is worse than expected results with dissatisfaction (negative disconfirmation).

Studies show that customer satisfaction may have direct and indirect impact on business results. Anderson et al. (1994), Yeung et al. (2002), and Luo and Homburg (2007) concluded that customer satisfaction positively affects business profitability. The majority of studied have investigated the relationship with customer behavior patterns (Söderlund, 1998; Kandampully and Suhartono, 2000; Dimitriades, 2006; Olorunniowt al., 2006; Chi and Qu, 2008; Faullant et al., 2008). According to these findings, customer satisfaction increases customer loyalty. Influences repurchase intentions and leads to positive word-of-mouth.

Given the vital role of customer satisfaction, it is not surprising that a variety of research has been devoted to investigating the determinants of satisfaction (Churchill and Suprenant, 1982; Oliver, 1980; Barsky, 1995; Zeithaml and Bitner, 2003). Satisfaction can be determined by subjective (e.g. customer needs, emotions) and objective factors (e.g. product and service features). Applying to the hospitality industry, there have been numerous studied that examine attributes that travelers may find important

regarding customer satisfaction. Atkinson (1988) found out that cleanliness, security, value for money and courtesy of staff determine customer satisfaction. Knutson (1988) revealed that room cleanliness and comfort, convenience of location, prompt service, safety and security, and friendliness of employees are important. Barsky and Labagh (1992) stated that employees, cleanliness and timeliness. Choi and Chu (2001) concluded that staff quality, room qualities and value are the top three hotel factors that determine traveler's satisfaction.

### **The importance of customer satisfaction**

The importance of customer satisfaction cannot be overstated. Without customers, the service organization has no reason to exist. Every service business needs to proactively define and measure customer satisfaction. It is naïve to wait for customer to complain in order to identify problems in the service delivery system or to gauge the organization's progress in customer satisfaction based on the number of complaints received. Consider the following figures gathered by the Technical Assistance Research Program (TARP):

The average business does not hear from 96 percent of its unhappy customers.

For every complaint received, 26 customers actually have the same problem.

The average person with a problem tells 9 or 10 people. 13 percent will tell more than 20.

Customers who have their complaints satisfactorily resolved tell an average of five people about the treatment they received.

Complainers are more likely to do business with you again than noncomplainers: 54-70 percent if resolved at all, and 95 percent if handled quickly.

The TARP figures demonstrate that customers do not actively complain to service firms themselves. Instead, consumers voice their dissatisfaction with their feet, by defecting to competitors, and with their mouths, by telling your existing and potential customers exactly how they were mistreated by your firm. Based on the TARP figures, a firm that serves 100 customers per week and boasts a 90 percent customer satisfaction rating will be the object of thousands of negative stories by the end of a year. For example, if 10 dissatisfied customers per week tell 10 of their friends of the

poor service received, by the end of the year 5,200 negative word of mouth communications will have been generated.

The TARP figured are not all bad news. Organizations that effectively respond to customer complaints are the objects of positive word of mouth communications. Although positive news travels at half the rate of negative news, the positive stories can ultimately translate into customer loyalty and new customers. A firm should also learn from the TARP figures that complainers are the firm's friends. Complainers are a free source of market information, and the complaints themselves should be viewed as opportunities for the organization to improve its delivery systems, not as a source of irritation.

#### **What is Customer Satisfaction and dissatisfaction**

Keith Hunt (1991) stated that although a variety of alternative definitions exist, the most popular definition of customer satisfaction and dissatisfaction is that it is a comparison of customer expectations to perceptions regarding the actual service encounter. (Alternative definitions are provided in Figure 14) Comparing customer expectations with their perceptions is based on what marketers refer to as the expectancy disconfirmation model. Simply stated, if customer perceptions meet expectations, the expectations are said to be confirmed, and the customer is satisfied. If perceptions and expectations are not equal, then the expectation is said to be disconfirmed.

Although the term disconfirmation sounds like a negative experience, it is not necessarily so. There are two types of disconfirmations. If actual perceptions were less than what was expected, the result is a negative disconfirmation, which results in customer dissatisfaction and may lead to negative word of mouth publicity and customer defection. In contrast, a positive disconfirmation exists when perception exceed expectations, thereby resulting in customer satisfaction, positive word of mouth publicity, and customer retention.

| Alternative Satisfaction Definitions |   |
|--------------------------------------|---|
| Normative deficit definition         | Compares actual outcomes to those that are culturally acceptable.   |
| Equity definition                    | Compares gains in a social exchange - if the gains are unequal, the loser is dissatisfied.  |
| Normative standard definition        | Expectations are based on what the consumer believes he/she should receive - dissatisfaction occurs when the actual outcome is different from the standard expectation. |
| Procedural fairness definition       | Satisfaction is a function of the consumer's belief that he/she was treated fairly.   |

Table 2 Alternative Satisfaction Definitions

Source: Hunt (1991:109-110).

“Customer satisfaction, Dissatisfaction, and Complaining Behavior”

Every day, consumers utilize the disconfirmation paradigm by comparing their expectations with perceptions. While dining at a resort restaurant on the west coast of Florida, our waiter not only provided everything we requested but also was very good at anticipation needs. My three year old niece had had enough fun and sun for the day and was very tired. She crawled up into a vacant booth located directly behind our table and went to sleep. The waiter, noticing her absence from our table and on his own initiative, placed a white tablecloth over her to use as a blanket. This particular incident combined with other incidents throughout the evening lead to a positive disconfirmation of our expectations. That evening's great service reinforced the notion that with so much poor service all around, customer really notice when the service is excellent.

### **The Benefits of customer satisfaction**

Following the research of Geoffrey (2000), although some may argue that customers are unreasonable at times, little evidence can be found of extravagant customer expectations. Consequently, satisfying customers is not an impossible task.

In fact, meeting and exceeding customer expectations may reap several valuable benefits for the organization. Positive word of mouth generated from existing customers often translates into more new customers.

Companies who command high customer satisfaction ratings also seem to have the ability to insulate themselves from competitive pressures, particularly price competition. Customers are often willing to pay more and stay with a firm that meets their needs than to take the risk associated with moving to a lower priced service offering. Finally, organizations that pride themselves on their customer satisfaction efforts generally provide better environments in which to work. Within these positive work environments, organizational cultures develop where employees are challenged to perform and rewarded for their efforts.

In and of themselves, customer satisfaction surveys also provide several worthwhile benefits. Such surveys provide a formal means of customer feedback to the firm, which may identify existing and potential problems. Satisfaction surveys also convey the message to customers that the organization cares about their well-being and values customer input concerning its operations. However, the placement of customer feedback forms by some organizations makes customers wonder if they really want the feedback.

Other benefits are derived directly from the results of satisfaction surveys. Satisfaction results are often utilized in evaluating employee performance for merit and compensation reviews and for sales management purposes, such as the development of sales training programs. Survey results are also useful for comparison purposes to determine how the organization stacks up against the competition. When ratings are favorable, many organizations utilize the results in their corporate advertising.

## **6. Customer expectations**

Organizations need to understand expectations and, if appropriate, manage those expectations. Indeed it may be appropriate to try to rein-in customers' expectations in order to keep them at the right level that can be met or just exceed by service delivery. This is a key challenge for service operations managements.



### Levels of expectations

Robert Johnston and Graham Clark (2005) stated that expectations exist somewhere on a range or continuum, between ideal and intolerable (see figure 15). An intolerable train journey may be one that arrives very late, or even not at all, where the carriages are filthy and the staff abusive. An ideal train journey might be clean, on time, very fast, and include chauffeur – driven transport at either end. The positioning of our expectations, i.e. what we believe to be likely, will vary depending upon which country customers in and the price they are paying.

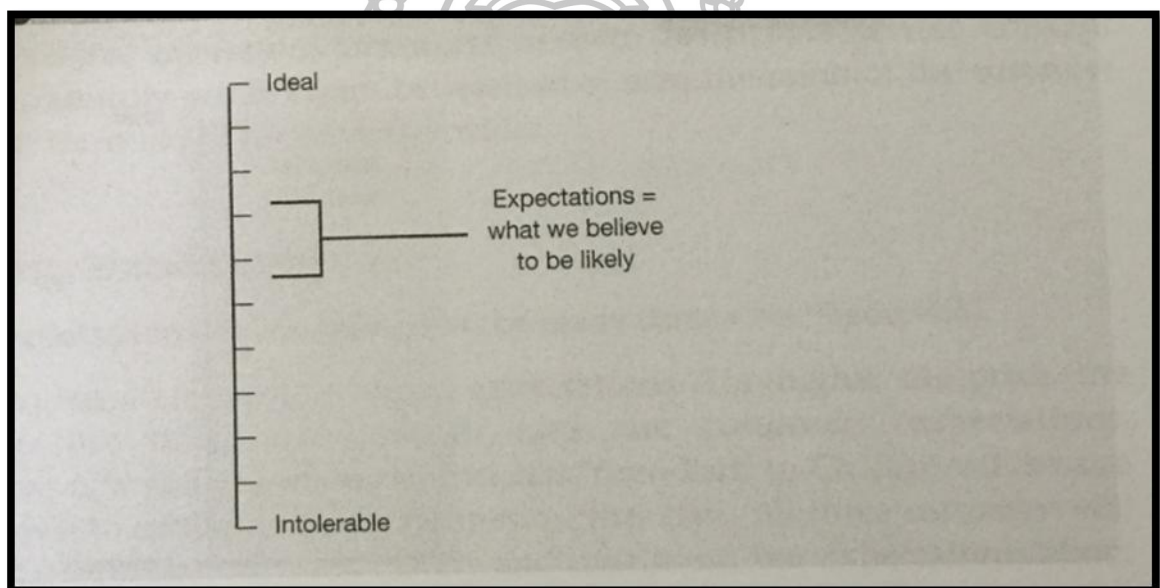


Figure 13 Range of expectations

Source: Johnston & Clark (2001:113). “Service Operations Management”

Some points on this continuum could be defined as follows:

**Ideal:** The best possible.

**Ideal feasible:** What should happen given the price or the industry standard.

**Desirable:** The standard that the customer wants to receive.

**Deserved:** The level of performance that the customer ought to receive, given the perceived costs.

**Minimum tolerable:** The minimum tolerable standards – those that must be achieved.

**Intolerable:** The standards the customers should not receive.

It has been suggested that our expectations are not a single point on this scale but a range (Figure 16) between what customer believe to be likely (will happen or predictive expectations) and what they believe should happen (ideal feasible or normative expectations). Customers will also be able to differentiate between a “should” expectation that may be formed as a result or little or no actual experience, and a “will” expectation based on experience with the service.

The critical point here is that we should be careful when asking customers about their expectations. The following questions, for example, would each provoke a different response as they refer to different point on the scale: What would customer like? What should be provided? What would be acceptable?

This range or zone of expectations, as shown in Figure 2.5 Range of expectations, is usually referred to as the zone of tolerance (Zeithaml et al. 1993). This zone of “acceptable outcomes” is shown in figure 16: Range of expectations and the zone of tolerance or acceptable outcomes.

The importance of this zone of tolerance is that customers may accept variation within a range of performance and may increase or decrease in performance within this area will only have a marginal effect on perceptions (Strandvik 1994). Only when performance moves outside of this range will it have any real effect on perceived service quality.

It has been suggested that the width of this zone of tolerance is inversely proportional to a customer’s level of involvement and commitment (Johnston 1995).

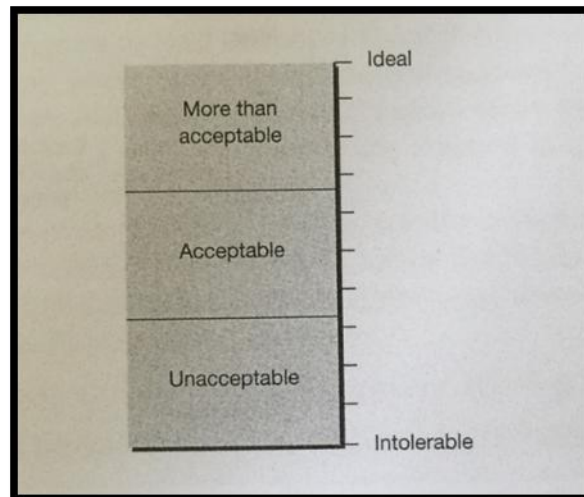


Figure 14 Range of expectations and the zone of tolerance or acceptable outcomes  
 Source: Johnston & Clark (2001:114). “Service Operations Management”

This involvement refers to a customer’s level of interest in a service, the importance they attach to it, and their emotional commitment to the service. For example, participants who have been sent on a training course, possibly against their will, may become hypercritical of details of training materials and course content because they have no real commitment to the objectives of the program. Mature students, on the other hand, who are probably paying for a postgraduate business qualification, may be more supportive. This does not mean that they will necessarily accept poor quality, but the process by which they raise the issues and seek for a joint solution will often be quite positive. The fact that they have personally invested time and money in the course certainly changes their commitment to it and its success.

### Influencing expectations

Customer's expectations will be influenced by many things (see figure 17).

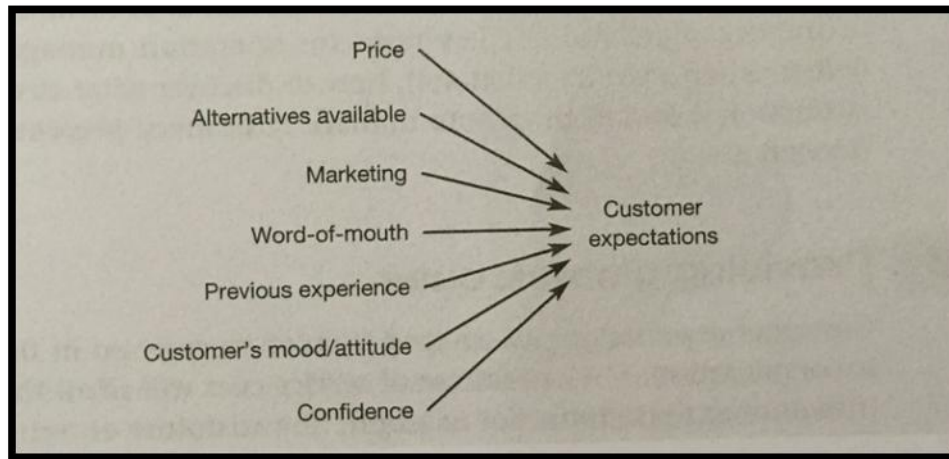


Figure 15 Expectations – key influences

Source: Johnston & Clark (2001:115). “Service Operations Management”

**Price** often has a large influence on expectations. The higher the price, the higher up the continuum towards ideal are customers' expectations. Expectations of a staying in regular and executive floor will be at a different level. Both customers will have similar expectations about comfort and room cleanliness, but expectations about room detail, attentiveness of the service and check-in may vary considerably. Price is perhaps one of the most important influences as customers are concerned not just about the service (outcome and experience) but also its value.

**Alternative services available** will also help define and set expectations. If customers have recently arrived at the hotel to check in as a returning guest and reception called them by name, they may expect this level of service in the hotel by other staffs.

**Marketing** can have a considerable influence on expectation. Marketing, image, branding and advertising campaigns help set expectations, often at great cost to the organization.

**Word-of-mouth marketing**, which is less controllable, can have a profound effect on a customer's expectations. Indeed, in some situations, word-of-mouth may have a stronger influence than organizational marketing.

**Previous experience** will help shape expectations, as prior knowledge makes them not only clearer and sharper but allows customers more accurately to position them on the scale. Previous experience also acts as a moderator on marketing information either from the organization or word-of-mouth. It is important to note that previous experience may not be of the service provider in question but other service providers. Our expectations for how customers will be treated when they walk into the hotel, such as the hotel building, staff's friendliness and service quality. This aspect is often forgotten by service organizations that continue to think that because they are as good as other organization in their sector, this is good enough

**Customer's mood and attitude** can affect their expectations. Someone in a bad mood or with a poor attitude to an organization may have heightened expectations; someone less concerned and more tolerant may have a wider zone of tolerance and thus a wider range of expectations.

**Confidence** about an organization, even before customer used an organization, will also influence their expectations. If they confidence in the hotel because of its reputation: strong hotel chain, good review on tripadvisor and good marketing. For example, customers may have a higher set of expectations as to how they will be treated.

Expectations are dynamic. They are not fixed at a single point on a continuum between intolerable to ideal, and will change over time and indeed during the service itself. Customers are continually experiencing many service situations and consuming services. Their expectations are under continual review and change. What an organization may have defined as adequate last month may be inadequate this month. As more organizations dealing with customer complaints, for example, try to resolve them by phone rather than letter, customers will start to expect similar treatment, whatever the industry.

## **7. The improvement process of front office operation and service quality**

In an attempt to achieve sustained competitive advantage, hospitality organizations are now investing quite heavily in a host of service quality improvement initiatives. O'Neil (2001) observed that that the hospitality industry has been investing

heavily in raising quality standard through front office part and human resource development.

International hotel chains, such as Hilton, Marriott, and Starwood, have realized that service quality is the essence of the business. Improvement process is necessary required to anticipate guest's expectation. These hotels keep focusing and developing training program of employees to be effective in service quality. Human resources have worked hard to improve training in the organization because employee's performance can reflect overall of hotel image.

However, most of Thai hotel chains have ignored improvement process because they do not want to waste the big amount of budget on this topic. These hotels have focused on hotel revenue and sales & marketing. Hotel management just would like to sell the room as much as possible. Finally, they have nothing to attract guests to stay because of poor service quality. The researcher observe that employees in the organization work unprofessionally and do not understand service quality because they have never been trained for professional skills.

Centara hotel and resorts has realized on its important and has vision to provide good service quality from Thai hotel origin to guests. Training and human resources have worked together to implement improvement process to be effective with the current situation. Hotel management aims to provide training to all employees because finally, they can provide the good service quality to guests.

This topic aims to explain the improvement processes: orientation program and standard operating procedures, developing a training program, and internal audit brand quality and standard.

#### **Orientation program and standard operating procedures**

David A. DeCenzo (2010) stated that the person who is hired to work in the front office is in a unique position. In no other department of the hotel is each employee expected to know the operations, personnel, and layout of the facilities of every other department. The front office employee is constantly bombarded with questions from guests and other employees concerning when a certain banquet or reception is being held, where key supervisor are, or how to find the lounge or pool area. The orientation process introduces new hires to the organization and work environment and is vital in

providing employees with background information about the property. This program helps new hires become aware of the activities, procedures, people, and layout of the hotel. It is a critical first step in training new employees.

Of the utmost importance is ensuring that orientation is thorough and well designed. An employee who is given a brief introduction to the people who work the same shift, a quick tour of the location of the guest room, and information concerning the time clock can hardly be expected to be competent. By the time orientation is complete, new employees should be able to answer guest's questions easily. If they do not have answers at their fingertips, they should know how to find them quickly. For example, if someone asks for the general manager by name and the new front desk clerk responds, "Who is that?" and inefficient and unprofessional image of the organization is conveyed. The new employee should know who that person is and how to reach him or her. Moreover, orientation should prepare all new hired to provide correct and complete information to guests, the general public, or other employees.

Orientation programs for front office employees differ from one establishment to another. However, the following outline can be used to develop service quality. This outline incorporates factors common to all properties, such as job analysis and job descriptions, positive hospitality character traits and practicing promotional skills.

#### **Job analysis and job descriptions**

A front office management should begin by preparing job analysis and description of each position in a department. Identify the responsibilities and objectives of each and then consider the personal qualities, skills and experience needed to perform those duties. For example, a front office management may want front desk clerk to sell the more expensive suites or room and other services of the hotel. To accomplish this objective, an individual must have an outgoing personality or be willing to accept new responsibilities as a challenge or an opportunity to grow. The front office management may wish the front desk clerks to be more efficient in handling clerical duties neatly and accurately.

### **Positive hospitality character traits.**

A front office management must think the character traits necessary to deliver hospitality on a daily basis. These traits include maturity, an outgoing personality, and patience as well as a willingness to accept constructive criticism. The employee should also feel comfortable selling, as he or she must promote the hotel's services.

Outgoing employees are able to seek out other individuals and make the initial effort to set a relationship in motion. Employees who are extroverts enjoy meeting guests and making them feel welcome. This is the type of employee who, in many cases, can turn a difficult situation into a challenge. For example, if a guest says there is no way he or she will be walked to another hotel. "After all, a reservation is a commitment", an outgoing person may be better at persuading the guest that the alternative hotel will surely "meet the highest standards" than saying nothing at all.

Mature employees are able to assess the big picture and quickly analyze a situation before acting. Instead of reacting to a situation, this type of employee allows a guest to vent his or her concerns before offering a response. Mature employees also possess and exhibit patience in situations that require guests be allowed time to think or carry out a request. Guests may be confused about geographic directions in an unfamiliar surrounding; a mature employee gladly repeats and offers written directions or sketches to allow the guest time to absorb the information.

### **Practicing promotional skills**

Employees who possess a positive attitude toward constructive criticism prosper and progress in a hotel career. All employees occasionally make errors in judgment and fail to meet standards. Employees who want to continue to learn seek a supervisor's insights into why a particular situation resulted from their actions.

Front desk clerks who are comfortable with practicing promotional skills are a great asset to a front office management. This type of person accepts the challenge to sell products and services throughout the hotel and seek ways to meet or exceed sales quotas. This quality allows a front desk clerk to understand the total effort necessary to produce a profit for a hotel.



### **Developing a training program**

Every organization needs well-adjusted, trained, and experienced people to perform its activities. As jobs in today's dynamic organizations have become more complex, the importance of employee education has increased. On the whole, for example, the front desk staffs can deliver the good service quality to guests and drive guests' satisfaction because they are well trained for professional skills. This can illustrate the importance of training in the organization. These maintenance and human errors could be prevented or significantly reduced by better employee training.

Employee training is a learning experience: it seeks a relatively permanent change in employees to improve job performance. Thus, training involves teaching new skills, knowledge, attitudes, and behavior. This may mean changing what employees know, how they work, or their attitudes toward their jobs, coworkers, managers, and the organization. Managers, possibly with human resource management assistance, decide when employees need training and what form that training should take.

The training program can improve the skills and attitudes necessary for better guest service, make front desk staff for the clear understanding about jobs, and deliver the good service quality to guests.

#### **On the job training**

For many situations, the most effective way to train an employee involves putting the employee in the workplace and providing training with a fellow employee to improve work and service quality. On the job training is probably the oldest and most frequently used type of training. It can be quite informal and involves the trainee working alongside more experienced employees or trainers in the actual work environment. Small organizations may use on the job training as their primary or only training method because they may not know that there are other methods available. It is appropriate for many entry level jobs, but there are other training tools that can be more effective. Employees who facilitate on the job training need to be trained themselves on the best way model, teach, and reinforce the skills. Trainers also need to understand that they are representatives of the organizational culture as well as an expert in performing the task.

### **Job rotation**

Job rotation has long been considered a valuable tool to increase employee motivation. Job rotation involves lateral transfers that allow employees to work at different jobs and provide exposure to a variety of tasks. As with any training, front office management should take care to make sure the trainers not only know the job, but how to train others as well. Employers often move new hires through a rotation of different roles in the organization such as reception, guest relations, and reservation before they settle into a permanent position. This allows employees to develop a broad understanding of how jobs at the organization are interrelated and how one job may depend on the quality output from another.

### **Internships**

Internships are opportunities for students in higher education to utilize their instruction and training in a chosen profession as part of their education. Internships vary from very unstructured to highly structured, and may include college credit. Organizations usually value internships as a way to reduce recruitment expenses without creating an obligation of regular employment. Interns also provide a valuable real-world experience and greatly enhance their value to prospective employers, particularly in difficult economic times.

### **Internal audit brand quality and standard**

Internal audit brand quality and standard provides management with an objective snapshot of the service experience. While posing as guests, these trained observers methodically sample both the service product and its delivery and then compile a detailed report of their service encounters. This program reports generally include numerical rating of the observations so that the quality of the service experience can be compared overtime as figure 18 and 19, overall rating of internal audit, and overall review for check in process.

| OVERALL SCORE ROOMS RELATED SERVICE |           |             |             |           |
|-------------------------------------|-----------|-------------|-------------|-----------|
| Categories                          | Weighting | This Review | Last review | Evolution |
| OVERALL SCORE                       | 100.0%    | 60.2%       | 60.6%       | -0.4%     |
| STANDARD COMPLIANCE                 | 60.0%     | 65.0%       | 65.6%       | -0.6%     |
| CLEANLINESS / TIDINESS              | 0.0%      | n/a         | n/a         | n/a       |
| CONDITION                           | 0.0%      | n/a         | n/a         | n/a       |
| EMPLOYEES GENERAL                   | 40.0%     | 53.1%       | 53.1%       | 0.0%      |

Figure 16 Overall rating of internal audit

Source: Internal audit brand quality and standard, Centara Watergate Pavillion hotel Bangkok

|   |
|---|
| <p><u>Reviewer:</u><br/> <b>The overall combined score is %. % for standard compliance, % for cleanliness and tidiness, % for condition and % for employees.</b></p> <p>- As I walked towards the entrance of the hotel carrying a large bag, there were two security guards with walkie talkies seated on the border. None of them stood up or called a Bell boy to come and assist me with the luggage. As I arrived at the hotel entrance, a Bell employee promptly welcomed me back to the property and took over the bag before inviting me to follow him to the check in area. Inside the elevator he made pleasant small conversation and made me feel welcome at the property. Good job.</p> <p>- At the Reception area, the employee disappeared with the luggage without providing me with a luggage tag. I approached the Front desk and was welcomed with a Thai wai (not always done to all guests however) then invited to take a seat at the lobby. I was taking a seat, an employee offered a cold moist scented towel as well as a welcome drink. I asked what the beverage was and the employee knowledgeably answered it was a fruit punch (good knowledge). A Receptionist then approached and enquired as to my room type preference (non smoking / twin or single bed). He then invited me to follow him to the room.</p> <p>- The Receptionist displayed proper door etiquette and made pleasant conversation about the traffic in Bangkok and mentioned my room was on the 12th floor. At the room, he let me enter first and invited me to take a seat. He then presented a registration card confirming I had booked for 3 nights. He also mentioned the check-out time was 14:00 and said that should I wish a late check-out I should inform the Front Desk in advance. There was no question asked as to my estimated departure time however. The employee then asked if I wanted a wake-up call for the following day which I declined. He offered to make a room orientation to which I assented. He pointed at the minibar location stating the beverages inside the fridges were chargeable but the two bottles of Singha water and the coffee / tea facilities were complimentary. He then pointed at the make up the room and do not disturb signs and indicated the location of the safe (he opened the incorrect closet door demonstrating a lack of knowledge of the room amenities location). The Receptionist then mentioned the location of breakfast as well as the opening hours but did not indicate any other facilities or mentioned some were closed. He finally explained how to lock the safe before mentioning his name and the number to contact for further assistance. At the same time, the Bell employee placed the bag on the luggage rack in silent. The Receptionist wished me a pleasant stay and left the room.</p> |
|---|

Figure 17 Overall review for check in process

Source: Internal audit brand quality and standard, Centara Watergate Pavillion hotel Bangkok

This program is used at random, so that employees cannot dress up their performance as if for a VIP. In addition, quality checker can be scheduled for specific times to assess the quality of service during various shifts, under diverse conditions, with different employees, and through the eyes of different types of quality checker.

This program can also observe other properties in a particular market and systematically gather information on competitors service level, facilities, prices, and special packages. Some hotels use this program to test the ability of their own organizations to respond to anticipated service problems and service delivery failures. For example, the quality checker can create a problem or intensify a situation by asking certain questions or requesting unique types of services to assess employee responses under pressure. They can also gauge the effectiveness of a particular training program by compare the property before and after the training is introduced.

In summary, chapter two starts with hotel's overview to present information of Centara Watergate Pavillion hotel Bangkok and front office operations process to guideline front office functions between guests and front staffs. Literature review gives information about service quality, measuring service quality, customer satisfaction, and customer expectation following the research topic. The information is linked with improvement process to develop effectively.

The next chapter explain about research methodology and process of this research. This research is qualitative in its method to analysis data.

## CHAPTER 3

### RESEARCH METHODOLOGY

The research requires a variety of concrete observations to analyze the standard operations of Front Office Department and service quality. This research concentrates on studying concepts and facts about the theory SERVQUAL and service quality those are key to establish the improvement process of front office operation and service quality which could maximize the benefits in the organization. The research is qualitative in its methods and includes the investigation of service quality dimensions and its characteristics related to improvement process. The several steps in the research are as follow:

The analytical and improvement process of service quality of front office department has been designed at Centara Watergate Pavillion hotel Bangkok during 3 months of observation from January – March 2015 where the researcher has observed and participated in front office operations. The method of data collection is based on qualitative process. The qualitative method includes: observation (Participation), research actions, and in – depth Interview.

In this chapter, the researcher presents the research methodology process, and the topics are sequenced as below:

#### 1. Sample

The topic aims to explain the sample group used in the study, who represents the front office operations and training side for improvement process.

#### 2. Research Instrument

The topic aims to explain the research instrument used in this study: observation, research action, depth interview, analysis process, and the stage of analysis.

#### 3. Collection of Data

The topic aims to explain the collection of data process.

#### 4. Analysis of Data

The topic aims to explain the analysis of data process.

##### 1. Sample

The sample used in this study is based on 3 departments of the hotel representing the front office operations and training side of the hotel. Front office department represents the relation between standard of operation process and service quality. Human resources and training department represents the training and improvement program as these are the main actor of the improvement process. The interviewer has decided to interview 6 persons of both manager and officer levels from front office department and 4 persons of both manager and officer levels from human resources and training department.

As only 10 samples are chosen, the researcher has to assume that samples are the most representing of front office operations, service quality, and improvement process.

##### 2. Research Instrument

###### 2.1 Observation (Participation)

The researcher chose Centara Watergate Pavillion hotel Bangkok for a case study. This 4stars hotel has been opened since 2012, and managed by Centara hotels and resorts. The management's vision is "We aspire to operate our business ethically and sustainably in a balanced manner across the entire portfolio, and are committed to integrating sustainable practices throughout our hotel operations whilst delivering excellent service for our guests". The researcher has focused on front office operations to implement this vision because the effective service operations can make guest's satisfaction and impression.

During the observation about the operations process and service quality in front office department, which is the main department for guest contact area, the researcher observes morning shift (7.00 AM – 5.00 PM) in January, afternoon shift (1.00 PM – 11.00 PM) in February, and night shift (10.00 PM – 8.00 AM) in March to observe 24 hours service operation in front desk. The main duties of reception are check-in, check-out

and assist guests for any inquiries during the stay. The researcher could notice that most receptions came from different hotel with different working experience, some receptions are fresh graduated students, and few receptions who were transferred from another property of Centara chain, can work professionally with the standard operating procedures of the hotel brand. When guests come to contact front desk for the same purpose, they can receive the different experience depending on reception who is service provider. Nowadays, the service quality becomes the influence factor to choose the hotel. Most of guests review the hotel overview, including hotel service through tripadvisor, booking.com, and agoda before choosing the hotel because they have expected the impressive stay experience. However, the hotel has received many complaints from guests about unimpressive experiences and ineffective service from front office operations, such as slow check-in, impolite manner, and wrong information. They might share this unimpressive experience on the internet and decrease the hotel ranking. The researcher has realized these problems and tried to find the solution. Following all these observations, the researcher decided to discuss with the front office management to improve service operations of the department by these processes: review the standard operating procedures, guideline reception to work effectively, and develop training program to improve staff's performance.

## **2.2 Research Actions**

In order to solve the problems from the observations and improve front office operations and service quality, the researcher have decided to review the standard operating procedures, guideline reception to work effectively, and develop training program to improve staff's performance.

Firstly, the researcher reviewed the standard operating procedures, which are approved from Centara hotels and resorts management, and described clearly for every process of front office operations, such as check-in, check-out, and cashier process. The main purpose of SOPs is the regularly recurring work processes that are to be conducted or followed strictly within every property of Centara hotels and resorts. The researcher discussed with front office management about the benefits from the development and use of SOPs that minimizes variation and promotes quality

through consistent implementation of a process and procedure within the organization, even if there are temporary or permanent personnel changes. SOPs can indicate compliance with organizational requirements and can be used as a part of a personnel training program, since they should provide detailed work instructions. It minimizes opportunities for miscommunication and can address safety concerns.

Secondly, the researcher discussed with front office management to guideline reception to work effectively. From the observation, the researcher could notice that most receptions came from different hotel with different working experience, some receptions are fresh graduated students; consequently, they might work with the familiar experience from the previous workplace which is not related with the SOPs of Centara hotels and resorts. Also, some receptions, who are fresh graduated students, can learn the service operations from the wrong example. Supervisors or receptions, who can work professionally with the standard operating procedures of the hotel brand, should notice the operation process in their shift and guideline or supervise their staffs to work effectively and correctly under the standard operating procedures. This solution can reduce the human mistake and support every front staff to work in the same direction.

Finally, the researcher has worked together with front office management to develop training program, the main proposes are front office operations and service quality. The training topics are designed from the current problems, front office operations, and update information following the current situation. The department training is an important tool to train staffs and improve their performance following department goal. The researcher spent 30 minutes for a class and 3 classes per week. During the class, researcher explains to the front staff about work task, front office operation, and the way to improve service quality. Also the problems from work are discussed for the solution and explanation for the correct answer. The researcher could notice that front staffs understand clearly about work, work properly, and improve their skills after the training program.

In summary, the research action can minimize the problem in the front office operations concerned with the service quality. They can work effectively, reduce mistake, and improve service quality.



### 2.3 In-Depth Interview

The researcher contacted Centara Watergate pavillion hotel Bangkok to make appointments to interview 3 heads of their departments, 3 managers, 2 supervisors, and 2 officers.

To prepare in-depth interview, the researcher has prepared a list of questions concerning front office operations, service quality, and improvement process of Centara Watergate Pavillion hotel Bangkok. The sample consists of 3 heads of their departments, 3 managers, 2 supervisors, and 2 officers inside the hotel, who represent the hotel concerning the thesis topic. The researcher later interviews interviewees and collects the information by recording in order to analyze them and support the research.

#### The Researcher interview

The interview will be divided into 2 parts with 10 different respondents in this research.

#### Department interview

Interview 3 departments: Front office department, Human resources department, and Training department

#### Front office department

- |                                       |              |
|---------------------------------------|--------------|
| 1. Front office manager               | Respondent 1 |
| 2. Assistance of front office manager | Respondent 2 |
| 3. Duty manager                       | Respondent 3 |
| 4. Night manager                      | Respondent 4 |
| 5. Guest service supervisor           | Respondent 5 |
| 6. Guest service agent                | Respondent 6 |

#### Human resources

- |                                |              |
|--------------------------------|--------------|
| 7. Human resources supervisor  | Respondent 7 |
| 8. Human resources coordinator | Respondent 8 |

#### Training department

- |                                   |               |
|-----------------------------------|---------------|
| 9. Corporate Director of training | Respondent 9  |
| 10. Cluster training manager      | Respondent 10 |

## 2.4 Analysis process

The results are analyzed from literature review, observation, research action, and depth interview of 3 heads of their departments, 3 managers, 2 supervisors, and 2 officers of Centara Watergate Pavillion hotel Bangkok, who gave important information and opinions.

## 2.5 The stage of analysis

The stage of analysis is drawing conclusion and suggestions for the service quality in front office department. With the help of this research, front office management might be able to find appropriate and set up efficient front office operations and avoid human and costly mistakes. The theory SERVQUAL and training program would improve the front staff performance, reduce complaints, and increase the guest satisfaction in positive way.

This research is collected the information from primary data in In-Depth Interview, in Structure Interview. It can be divided in 3 point following:

- Service quality and standard operation procedures
- Service quality through theory SERVQUAL
- Service quality improvement process in front office department

**There are about 26 questions such as:**

1. What do you think about service quality and front office department?
2. Are you satisfied with the actual service quality in front office department? Why? If you are not satisfied, how can you solve the problem?
3. Do you think that front office staffs work following the standard operation procedures?
4. How do you use the standard operation procedures to be effective for front office operations?
  - In your opinion, what are benefits of the standard operation procedures?
  - In your opinion, what are problems when front office staffs do not work following standard operation procedures?
5. How do you think about the physical point of the hotel?
  - The building design

- The facilities in the hotel
- Public area in the hotel

6. How do you think about lobby area? Is that modern looking and satisfied for guest? Why do you think that? What is the reason & evidence to support this argument?

7. How are the room design and amenities in the hotel? Is that met the guests expectation what they see in the picture and what they see in the hotel? Why do you think that? What is the reason & evidence to support this argument?

8. What is the standard of staff grooming as the hotel representative? Do you that the guests impress the staff grooming?

9. What you think about the service quality consistency?

- How can you maintain the service quality in the peak time or busy situation?

Do you think that guest will receive the same service quality in the slow period and peak time?

- Do you think that you can provide the room to guest following the hotel policy at 14.00 hrs? If not, how can you make guest satisfied?

10. When guests request anything, can you provide them immediately? Do you have a record to make sure that guests receive the service already?

11. When you promise guest to do anything, are you willing to do it? Do you think that it is important?

12. When guests have problem during stay in the hotel, are you sincere to help them, even the problem is not happened from the hotel?

13. Is the reception available for 24 hours service? Can you provide prompt service to guest during the stay?

14. How can you respond or show the attention to guest during the busy time?

15. Do you think that receptions are always willing to help guest? How?

16. What is the process to make sure that all guest information in system is updated correctly?

How do you keep the information confidently?

17. Can receptions have the knowledge to answer customer questions with the correct information?
18. How do you provide the security to guest during the stay in the hotel?
19. What do you think about WOW service and front office operations?
20. How do you show the individual and personal attention to guests?
21. How do you respond and understand the specific needs of guest?
22. What is service quality improvement process in front office department?
  - How do you improve service quality and front office operations?
23. In your opinion, human resources have any functions to improve staff performance?
  - Orientation and human resources part can support staff to work better?
24. Do you have training program in the department? Is it effective to improve service quality?
  - How can you design training program following the problems in the department?
  - How do you develop training program to be effective to solve problems?
25. How can you maintain the service quality of front office operations? Is it effective?
  - Do you know internal audit brand quality and standard? So you think that it is effective?
26. In your opinion, what is the benefit in the organization, which has good service quality?

Table 3 List of questions

| Questions  | Items | Number of items  |
|--|-------|------------------|
| <p><b>1. <u>Service quality and standard operation procedures</u></b></p> <p>1. What do you think about service quality and front office department?</p> <p>2. Are you satisfied with the actual service quality in front office department?</p> <ul style="list-style-type: none"> <li>- Why?</li> <li>- If you are not satisfied, how can you solve the problem?</li> </ul> <p>3. Do you think that front office staffs work following the standard operation procedures?</p> <p>4. How do you use the standard operation procedures to be effective for front office operations?</p> <ul style="list-style-type: none"> <li>- In your opinion, what are benefits of the standard operation procedures?</li> <li>- In your opinion, what are problems when front office staffs do not work following standard operation procedures?</li> </ul> | 4     | 1<br>2<br>3<br>4 |
| <p><b>2. <u>Service quality through theory SERVQUAL</u></b></p> <p><b>The tangibles dimension</b></p> <p>1. How do you think about the physical point of the hotel?</p> <ul style="list-style-type: none"> <li>- The building design</li> <li>- The facilities in the hotel</li> <li>- Public area in the hotel</li> </ul>   | 17    | 5                |

| Questions  | Items | Number of items |
|--|-------|-----------------|
| <p>2. How do you think about lobby area? Is that modern looking and satisfied for guest? Why do you think that? What is the reason &amp; evidence to support this argument?</p>  |       | 6               |
| <p>3. How are the room design and amenities in the hotel? Is that met the guests expectation what they see in the picture and what they see in the hotel? Why do you think that? What is the reason &amp; evidence to support this argument?</p>   |       | 7               |
| <p>4. What is the standard of staff grooming as the hotel representative? Do you that the guests impress the staff grooming?</p>   |       | 8               |
| <p><b>The reliability dimension</b></p>  |       |                 |
| <p>5. What you think about the service quality consistency?</p> <ul style="list-style-type: none"> <li>- How can you maintain the service quality in the peak time or busy situation?</li> <li>- Do you think that guest will receive the same service quality in the slow period and peak time?</li> <li>- Do you think that you can provide the room to guest following the hotel policy at 14.00 hrs.? If not, how can you make guest satisfied?</li> </ul> |       | 9               |
| <p>6. When guests request anything, can you provide them immediately? Do you have a record to make sure that guests receive the service already?</p>   |       | 10              |

| Questions   | Items | Number of items |
|---|-------|-----------------|
| 7. When you promise guest to do anything, are you willing to do it? Do you think that it is important?  |       | 11              |
| 8. When guests have problem during stay in the hotel, are you sincere to help them, even the problem is not happened from the hotel?            |       | 12              |
| <b>The responsiveness dimension</b>   |       |                 |
| 9. Is the reception available for 24 hours service?<br>Can you provide prompt service to guest during the stay?                                 |       | 13              |
| 10. How can you respond or show the attention to guest during the busy time?  |       | 14              |
| 11. Do you think that receptions are always willing to help guest? How?   |       | 15              |
| <b>The assurance dimension</b>  |       |                 |
| 12. What is the process to make sure that all guest information in system is updated correctly?<br>How do you keep the information confidently? |       | 16              |
| 13. Can receptions have the knowledge to answer customer questions with the correct information?  |       | 17              |
| 14. How do you provide the security to guest during the stay in the hotel?  |       | 18              |
| <b>The empathy dimension</b>  |       |                 |
| 15. What do you think about WOW service and front office operations?  |       | 19              |
| 16. How do you show the individual and personal attention to guests?  |       | 20              |
| 17. How do you respond and understand the specific needs of guest?  |       | 21              |

| Questions   | Items | Number of items                              |
|---|-------|--|
| <p><b><u>3. Service quality improvement process in front office department</u></b></p> <p>1. What is service quality improvement process in front office department?</p> <ul style="list-style-type: none"> <li>- How do you improve service quality and front office operations?</li> </ul> <p>2. In your opinion, human resources have any functions to improve staff performance?</p> <ul style="list-style-type: none"> <li>- Orientation and human resources part can support staff to work better?</li> </ul> <p>3. Do you have training program in the department? Is it effective to improve service quality?</p> <ul style="list-style-type: none"> <li>- How can you design training program following the problems in the department?</li> <li>- How do you develop training program to be effective to solve problems?</li> </ul> <p>4. How can you maintain the service quality of front office operations? Is it effective?</p> <ul style="list-style-type: none"> <li>- Do you know internal audit brand quality and standard? So you think that it is effective?</li> </ul> <p>5. In your opinion, what is the benefit in the organization, which has good service quality?</p> | 5     | <p>1</p> <p>2</p> <p>3</p> <p>4</p> <p>5</p> |
| Total   | 26    |  |



### 3. Collection of Data

The research requires a variety of primary and secondary data to analyze the theory SERVQUAL and the standard of service quality in front office department. The primary data of this research has collected the information from observation (Participant) and actions in front office department of Centara Watergate Pavillion hotel Bangkok from January – March 2015 and Depth interview 3 heads of their departments, 3 managers, 2 supervisors, and 2 officers from July –September 2015.

The secondary data has been collected from online journals of emerald insight, internet researches and text books from Silpakorn University library.

### 4. Analysis of Data

Data analysis is an important of the problem solving process which use raw data to extract useful information in order to analyze them.

In the first place, the researcher will collect all the required information from the depth interview made with all the respondents. The second step will be transcribed and written down all the information obtained during the interviews and make sure that the interview is transcribed correctly because it could lead to uncertain results. At the end, the data contents will be finally analyzed, categorized and summarized from both primary and secondary data to implement the research objectives.

Analysis of data uses the result from the depth interview divided into 3 topics of the 10 operational and managerial positions at Centara Watergate Pavillion hotel Bangkok.

However, the researcher collects the important data that related with the objectives of this research, such as the standard operation procedure of Front Office Department and the linkage with service quality, service quality dimensions through the theory SERVQUAL, and the improvement process to summarize the result of the study.

In summary, chapter three mentions about research methodology. This research is based on qualitative method: Observation (Participation), research actions, and in – depth Interview because 10 respondents from concerned departments can transfer

their experience concerned with thesis topic. Then the researcher analyze the information for the result.

The next chapter is data analysis and findings. The researcher use SWOT analysis and in-depth interview to summarize the finding in this chapter.



## CHAPTER 4

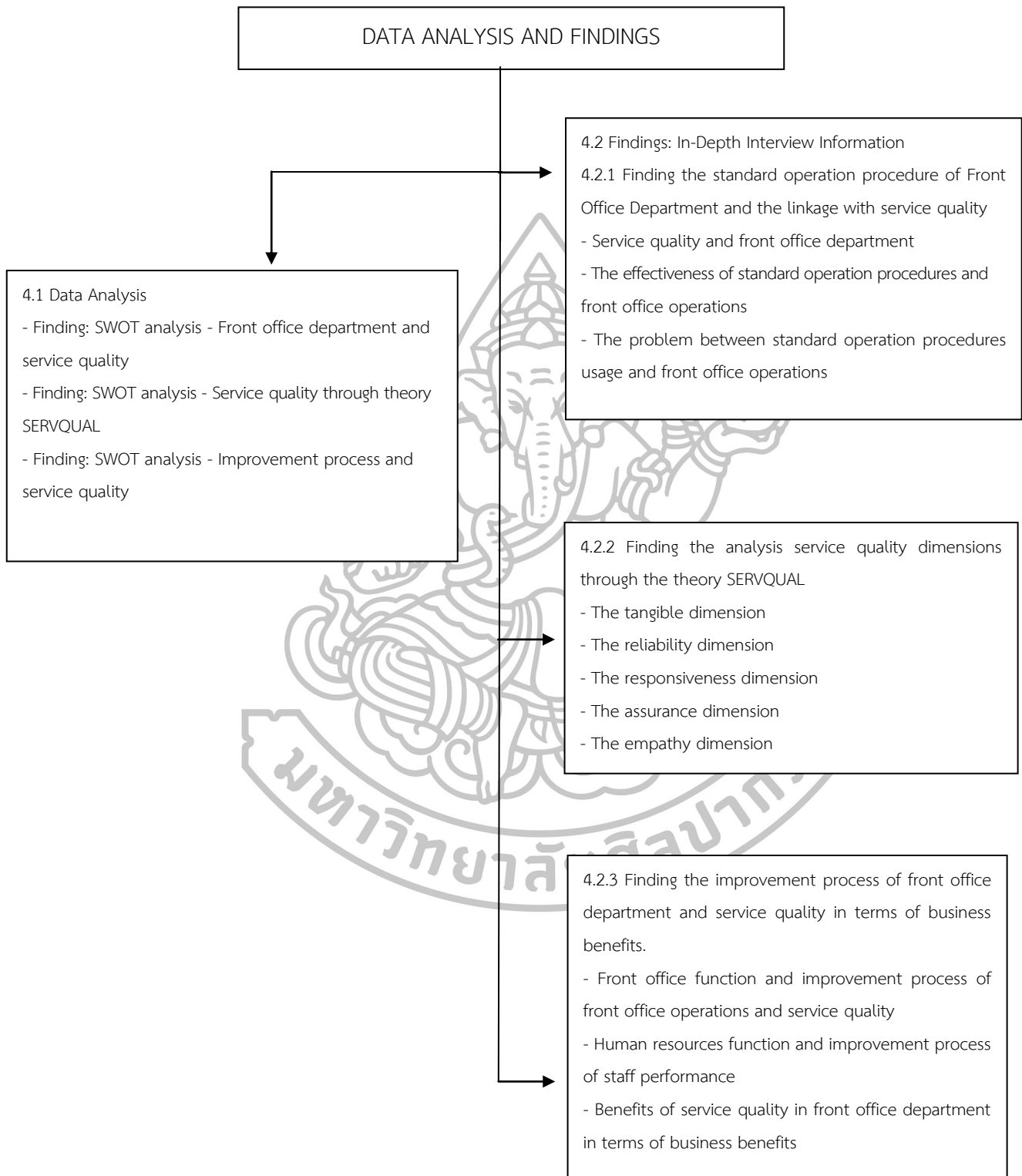
### DATA ANALYSIS AND FINDINGS

This chapter is composed of data analysis and findings from depth interview of 10 respondents from 3 departments including front office, human resources, and training departments of Watergate Pavillion hotel Bangkok to illustrate the finding and research result about service quality, guest's satisfaction, and improvement process.

The researcher used SWOT analysis to generate meaningful information, identify both internal and external factors for each category, and implement thesis objective. A SWOT analysis is a structure planning method used to evaluate clearly the strengths, weaknesses, opportunities and threats involved in a business venture. The Data analysis in the first part includes findings of SWOT analysis of front office department and service quality, service quality dimensions through the theory SERVQUAL, and improvement process and service quality.

For the second part, the data analysis includes finding: In-Depth interview information, which is divided into 3 parts: service quality and standard operation procedures, service quality through theory SERVQUAL, and service quality improvement process in front office department. These criteria topics collect important and useful information to implement research objective.

### Conceptual framework of data analysis and findings



## 1. Data Analysis of SWOT analysis

### 1.1 Finding: SWOT analysis - Front office department and service quality (From observation and in-depth interview)

Front office department is composed of several strong points of service quality. Front office department has an organizational chart to administer many staffs to work together in the department and describe each position job task clearly. For example, front office manager and duty team monitor over all of service operations to make sure that guests receive the service following the standard of the brand, supervisor corrections service operations of front staff officers. The department has standard operation procedure to guideline front staffs to work with the same direction, protect the mistake, and provide the service quality to guests. Property management system is used to support front operations effectively. The system is high technology, fast, and stable for accurate front office operations: check-in, check-out, and reservations. The system can record accurately guest information. Some front office staffs are transferred from Centara Grand hotel at Central World. They are familiar with the standard of the brand. Some front office staffs have ever worked in 5 stars hotel. Both of them can provide the service quality effectively to guest and be a good example for colleague to follow. Guest Relations can speak at least 3 languages to communicate to guests, who cannot speak English. Front office works as teamwork to support each other. Daily brief is used to discuss, share problems, and update important information. Problems are discussed for the solution to improve service quality in the positive way.

Also, the front office department has many opportunities to support front office operations and service quality. Front staffs are support and improved from training program from human resources and corporate office. Brand and standard audit are used to service measurement and make sure that front office staffs work effectively with the standard of brand. Corporate office always supports front office department to work effectively and service quality. They always visit the property and meeting with property management for the current situation, problems, and solution. Career path is design to promote staffs to higher position and motif them to work in the hotel. Hotel chain career path is design to promote staffs to higher position, transfer to another property, and motif them to work in the brand. They can work effectively and

improve themselves and service quality to receive higher position. Internship program recruits trainee from university to have work experience in the real service operation, the program can help to promote and attract fresh graduated student to apply for a job.

On the other hand, the front office department is composed of several weak points of service quality. The hotel do not have concierge counter because this position is combined with guest service agent. However, there are many mistakes for parcel record, restaurant booking, and tourist information because this function has many details. Some front office staffs are freshly graduated student, no have work experience about hotel background. They do not know how to provide front office operation following the standard of the brand, and lack of professional skills. Front office staffs lack of well training to prepare staff before start working in the real situation. New front office staffs should be trained for a week about front office operations, brand standard, and service quality before stand by at the reception area. Lack of manpower is a key problem for service quality. Each shift has 2 staffs only for check in, check out, and guest inquiry. Sometimes, guests must wait for the service.

Also, the front office department has many threats of service quality. The salary and service charge range are low when comparing with the hotel nearby. Front office staffs lack of motivation and always looking for a new job with better salary and service charge range. Turn-over rate is very high because some front office staffs move to 5 star hotel with higher salary or go to study abroad. Key performance indicator of the brand and department are very high, such as upsell amount, hotel member card, and guest compliment. It can cause pressure to staffs and make staffs less attention on service quality. Social media and internet site are influent media to share information and stay experience to the internet social. Some complaints are spread quickly and derange the hotel image. Service charge is low because of social problems, such as unstable politic in 2014, and virus MERS epidemic in 2015, affects that tourists do not travel in Bangkok.

## 1.2 Finding: SWOT analysis - Service quality through theory SERVQUAL (From observation and in-depth interview)

The researcher analyzed service quality through theory SERVQUAL, the hotel is composed of several strong point of SERVQUAL. For tangible dimension, the hotel is designed for modern style, the room is designed in white tone and modern looking to make guest feel comfortable, and easy for maintenance. Moom Sabai is outstanding recreation area for refreshment, near the lobby. Guests can take sun bath, relax themselves with water, and exhale the outdoor weather. Front staffs wear the same uniform with clean and tidy appearance as the main contact center for everyone, who visits the hotel. Reception counter is cleaned and tidy. All stationary is fulfilled and ready for service. For reliability dimension, front staffs always keep the promise with the guests, they follow up and make sure that it has done finally. When guests have problem, they help the guests sincerely to solve it, even this problems are not happened from hotel. For responsiveness dimension, reception is available 24 hours service for globalization trend and guest service because airline and transportations are 24 hours service. Front staffs are trained for prompt service and willing to help guest. For assurance dimension, guest passport is copied for reference. Front staffs can update guest information following copied passport. Supervisor checks again to make sure guest profile is update correctly. Some front staffs can answer and provide correct information to guests. Security staffs stand by in hotel to make sure guest security during stay. For empathy dimension, hotel has royalty program to take care returning guests, such as Privilege of Centara the1 card. Hotel provides special amenity for VIP, honeymoon, anniversary, and birthday guest. Front staffs always helps guest for special requests, such as balloon decoration, rose bouquet, and rose petal decoration on bed. They always show special feeling to guest when they do not feeling well or have problems during stay.

Also, the hotel has many opportunities to support service quality through theory SERVQUAL. For tangibles dimension, the hotel has building assurance to cover maintenance cost when anything in the hotel is broken and declined. Corporate office always support for room maintenance and how to clean the room in the good condition. For reliability dimension, guests feel happy and impressed with service and

repeat stay in hotel. Prompt and sincere service can increase compliments on social media and internet side for positive ranking of the hotel. For responsiveness dimension, some front staffs have positive attitude to provide prompt service and service mind. Human resources provide training program, focused on prompt service and guest anticipation, such as with pleasure slogan. For assurance dimension, the reputation of the brand is stable, so guests feel secured to choose the hotel to stay. Human resources always support for training, and update important information to front office department, such as operation time of nearby department store. For empathy dimension, royalty program, privilege of Centara the1 card can support the hotel for repeating guests. Special services from hotel can make guest impressed during the stay. Guests can write positive comment to support the hotel ranking.

On the other hand, the hotel is composed of several weak points of SERVQUAL. For tangibles dimension, the hotel lacks of important facilities, such as swimming pool and business center. The hotel has opened for 2 years, but room condition is declined and maintenance cost is high. The hotel entrance is small and not outstanding, beside the department store, it is difficult to notice and walk path is small. For reliability dimension, in the busy situation, front office cannot provide service in the promised time, guest have to wait for long time. Some problems is not solved professionally, guests can feel unimpressive. For example, when guest do not receive the room at 14.00 hrs, front staff cannot confirm the time when the room is ready or provide the room following guest request. For responsiveness dimension, in night shift, there is just 1 front staff for guest service, sometime, the situation is too busy for 1 staff handle. Some front staffs lack of the prompt service attitude and service mind. For assurance dimension, some guest information, such as time of stay, guest preference, and tax invoice record, are not record and show up automatically when guests repeat stay. There is not concierge service, some tourist and airline information should be updated every 3 months. For empathy dimension, royalty program, privilege of Centara the 1 card has just launched for 2 years, the system is still not stable. Special amenity for VIP, honeymoon, anniversary, and birthday sets up is not wow service when comparing with other hotel. CWB just provides half pound cake, dried fruits, and a set of



chocolate. When guests request special sets up, not every front staffs are well trained how to prepare it to guests.

Also, the hotel has many threats of SERVQUAL. For tangibles dimension, group tour always come to check-in for 100-120 guests, but the reception area is small and uncomfortable in the peak time, seat is available just 42 seats. Mice market prefers for meeting room 500 – 1,000 guests, but the meeting room is maximum just 120 guests. This is threat to expand Mice market. For reliability dimension, some hotel policy or some promises are difficult to follow up and complicated, it can cause pressure to staff. For responsiveness dimension, normally, people prefer to have day off in weekend and festive period to travel or have activities with family, but front office department must stand by manpower all time. Some front staffs decide to resign to work in the organization, which has day off in weekend and festive period. Guests always expect for prompt and fast service. If guests come together in the same time to contact front desk. They might wait for long time and feel disappointed. For assurance dimension, tourism information and basic knowledge are complicated and updated all time. It requires attention to provide the right information to guests. Some security problems are hard to control, for example, taxi drivers refuse passenger or bring passenger to the wrong place. The security issue in Bangkok is not stable, the explosion at BTS Siam happened on 1 February 2015, and the explosion at Erawan shrine. The tourists feel unsecured to stay in Bangkok, especially Ratchaprasong area. For empathy dimension, to provide special set up to guest room correctly, front staffs should work coordinate with other department concerned, but still have human mistake: send it to wrong room number. Guest request is different expected following nationality and culture. Some case is difficult to handle or met guest expectation.

### **1.3 Finding: SWOT analysis - Improvement process and service quality (From observation and in-depth interview)**

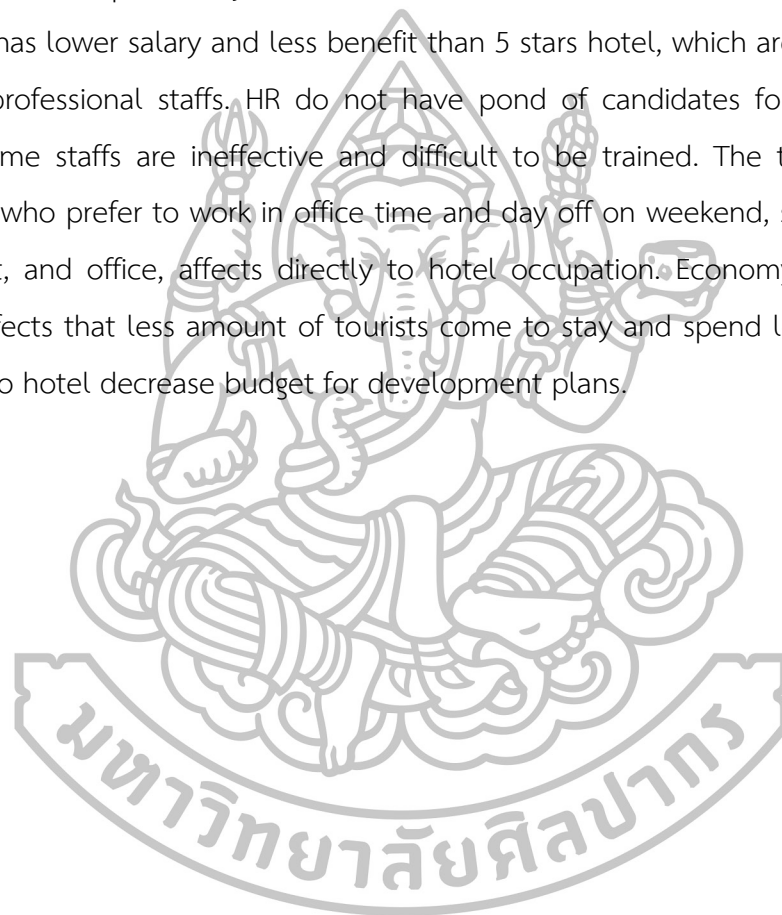
The hotel has focused on human resources and improvement process in the organization, the improvement is composed of several strong points. The hotel is under the famous brand “Centara hotels&resorts”, the brand has SOP to improve staff performance and service quality. Training department, corporate office always works together with human resources of the hotel property to support each other to train staffs and improve them. Orientation for new staff is very useful for product knowledge, organizational culture, and job task. There are variety training programs: on the job training, rotation, and HR training. Internal brand audit quality is effective to maintain brand standard. The audit comes to check the hotel 2 times a year and summarize the overall service of the hotel. The hotel can know weak and strong point to improve and solve problems.

Also, the hotel has many opportunities to support improvement process and service quality. Management team of Centara hotels&resorts has vision to improve business and service quality through organizational development and culture development programs. Management Development Program is design to improve hotel staff of Centara hotels&resorts. Hotel staffs are trained by famous institutes: Dhurakij Pundit University and Swiss College of Hospitality Management. Succession plan to promote efficient staffs to higher position, or transfer to another property in Centara chain, the program makes staffs keep improving themselves and create human resources in the organization. Good relationship between HR, training corporate office, and front office team to work together for training program.

On the other hand, the hotel is composed of several weak points of improvement process and service quality. The technology and Human resources system still need to be developed to support the training program more effective. Low budget for staffs activities, training, and development. Since the hotel has opened for 2 years but there is not hotel staff party and hotel outing. Some development training programs for employees are not matched with the current problems. The hotel faces high turn-over rate because there are many new hotels in Bangkok. The human resources competition in the hotel industry is high to recruit effective staffs. Human resources cannot create

staff engagement in the organization, the staff royalty is very low from the resign record. Since the hotel has opened for 2 years, but just only 15% staffs from hotel opening team still work.

Also, the hotel has many threats of improvement process and service quality. Comparing with international chain hotels, they have higher salary base and benefits. Most of hotel staffs prefer to join international chain hotels than Thai chain hotels. 4 stars hotel has lower salary and less benefit than 5 stars hotel, which are not enough to attract professional staffs. HR do not have pond of candidates for recruitment process. Some staffs are ineffective and difficult to be trained. The trend of new generation, who prefer to work in office time and day off on weekend, such as bank, government, and office, affects directly to hotel occupation. Economy slow down situation affects that less amount of tourists come to stay and spend less money in the hotel, so hotel decrease budget for development plans.















| Factor  | Respondent |   |   |   |   |   |   |   |   |    |
|---|------------|---|---|---|---|---|---|---|---|----|
|   | 1          | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
| 3. Do you have training program in the department? Is it effective to improve service quality?<br>- How can you design training program following the problems in the department?<br>- How do you develop training program to be effective to solve problems? | ▼          | ▼ | ▼ | ▼ | ▼ | ▼ | ▼ | ▼ | ▼ | ▼  |
| 4. How can you maintain the service quality of front office operations? Is it effective?<br>- Do you know internal audit brand quality and standard? So you think that it is effective?   | ▼          | ▼ | ▼ | ▼ | ▼ | ▼ | ▼ | ▼ | ▼ | ▼  |
| 5. In your opinion, what is the benefit in the organization, which has good service quality?  | ▼          | ▼ | ▼ | ▼ | ▼ | ▼ | ▼ | ▼ | ▼ | ▼  |

The questions are divided into 3 groups: Service quality and standard operation procedures, service quality through theory SERVQUAL, and improvement process of front office department and service quality.

## 2. Data Analysis of in-depth interview

### 2.1 Finding the standard operation procedure of Front Office Department and the linkage with service quality

The researcher has focused to collect the information through qualitative method and summarized the finding about the standard operation procedure of Front Office Department and the linkage with service quality as below.

#### Service quality and front office department

At present, hotel has been experiencing dramatic changes such as guest's expectation, guest's satisfaction, and service quality. These factors lead hotel management to pay more attention to service quality, especially guest contact area, like front office department. This department is a main guest contact area, image of the hotel, and provides service to guests since arrive to depart. Most activities in front desk area are related between guests and front staffs, such as check-in, check-out, and guest's enquiries (Respondent 2, 3, 7, 9, 10). If front staffs can work effectively following standard operation procedures, they can provide good service quality from their knowledge to guests. For example, once guest arrive the hotel, reception should provide check-in service following standard of the hotel, appropriate manner, and explain hotel information. It affects for guest's expectation, and increase guest's satisfaction and decision to return stay in this hotel (Respondent 1, 2, 3, 5, 6, 8, 10).

Centara hotels and resorts, Thai Hotel chain, have focused to provide hospitality service with Thai manners: Wai, smile, and eye contact. Most of guests are foreigners around the world, like Europe, Asia, and America, they always think about image and expect about Thai hospitality and kindness of Thai people. Once they arrive Thailand and experience with the local Thai people, they are impressed and named Thailand as land of smile. Hotel business has realized about this strong point and bring it as point of sales for hotel. Front office department has trained staffs for basic service quality with Thai manner, and kindness to guests. When guests contact front desk or stay in the hotel, front staffs should greet them with Wai, smile, and eye contact to represent the Thai hospitality together with service quality. Minimum service requirement is a tool to fix service standard in Centara hotels and resorts, it sets some

key standard for some departments so as to monitor areas of concern and keys of success. One key standard of success is smile, smile and eye contact to all guests. Also, Centara 5 spirits mention about significance of Thai smile. It can summarize that Thai hospitality is a key of service quality in front office department (Respondent 4, 6, 9, 10).

Front office management has focused to improve service quality following guest's expectation. Nowadays, hospitality environment, both small and large hotel businesses are required to become more efficient and participate in a competitive global market where guest expectations are continually increasing. Guests always review the hotel information, like location, facilities, and service quality during the stay. When they had read the review about the hotel, and decided to pay money for the hotel. They have expectation to receive service quality and impressive experience. Front office is a main part to anticipate guest's expectation because front office operations are concerned about guest's experience during stay in the hotel. Front office management has realized about this topic and has supported front staffs to service met guest's expectation. Lately, they have launched new core values, which are key concept of service operations: know the heart, touch the heart, from the heart, open your heart. They believe that front staffs should notice what guest like to provide service following guest's request. Once they provide the right service to guests sincerely, guests feel comfortable and attached with the Centara hotels and resorts (Respondent 3, 5, 6, 7).

**The actual service quality and problems of front office department at Centara Watergate Pavilion hotel Bangkok are summarized as below:**

The turn-over rate in front office department is high. The hotel has opened for 2 years and the service charge is below the expectation, averagely 6,000-7,500 THB per month. However, when comparing with the nearby hotels such as Berkley Pratunam, Novotel Platinum, and Glow Pratunam, their service charge is averagely 8,000-12,000 THB. Most of front staffs resign and move to nearby hotels to get higher salary. Also, fresh graduated students always decide quickly. If they feel uncomfortable during the probation period, they always resign after start working 1-2 months and prefer to work

in office time. The turn-over rate of front office is averagely 15% and overall of hotel is averagely 30% (Respondent 2, 4, 7, 10).

The unstable of manpower in front office affects service quality because of the high turn-over. Normally, the amount of reception should be 13 persons to work in morning, afternoon, and night shift. Nowadays, there are just 8-10 persons only because the turn-over rate in front office is high. Normally, the average work duration of front office is 1-1.5 year, but at Centara Watergate Pavillion hotel Bangkok, they resign after start working 1-2 months. Human resources cannot fill staffs on time, it causes the problem about unstable of manpower to service guests. Once the staff is not enough to service guests, it cause problems about work load, low service quality, and guest's complaint. This situation makes pressure atmosphere in workplace and discourage current front staffs to continue work following the service quality. (Respondent 2, 4, 75, 10).

Front staffs are unprofessional, and lack of confident to provide service quality to guests. In the organization which faces high turn-over rate, and unstable of manpower, it is difficult to control service quality and staff's performance following the standard of the brand. The hotel does not provide high salary and service charge, so the pond of candidate is limited. Most of recruited front staffs are fresh graduated student, and hotel staffs from 3 stars hotel, they lack of experience in big organization, where has vision, mission, and key performance indicator. When they start working in the real situation, they might feel uncomfortable and stressed because they required time and training to adjust themselves with the standard of the brand. (Respondent 1, 2, 3, 5, 7, 9, 10)

### **The effectiveness of standard operation procedures and front office operations**

The standard operation procedures are approved from hotel management, adapted following the goal of organization. Centara Watergate Pavillion hotel Bangkok is a hotel under the chain Centara hotels & resorts, the goal is "Through the professionalism and warmth of Centara and its people, provide high quality, international standard hospitality, enriched with Thai family traditions to create

memorable experience and achieve above market performance”. SOP is effective and guidelines staffs to achieve the goal of organization. Front office department is the main contact area between hotel and guest and front office operations are complicated, SOP is useful tool to teach what should do and do not to avoid guest’s dissatisfaction, also guidelines front staff about correct front office operation (Respondent 1, 3, 6, 9, 10).

Head of department should understand clearly SOP and transfer to their staffs. The effectiveness of SOP should begin from head of department to their subordinate, head of department is a main power to support SOP usage in the organization. They should understand it clearly, and have sense to transfer to their department. Once the organization has adjusted or updated SOP, head of department is the first group to be trained and acknowledge for this adjustment. Later, they can transfer this knowledge to their department and make it effectively because head of department is close with their subordinate and monitor the performance of department. If front staffs have any problems, head of department can notice and fix it immediately (Respondent 1, 2, 5, 7, 8, 9, 10).

Front staffs work following SOP effectively and realize about its benefits. Front office department has many operation processes, concerned with PMS, paper work, and payment. It requires time, and training to be familiar with SOP and work following it effectively. However, if they have attention and realize about its benefits, they can follow SOP wholeheartedly. The main benefits are instruction staffs to work for the same direction, general policy for the standard, and avoid mistake (Respondent 2, 3, 4, 6, 9, 10). 90% of respondents believe that front staffs work following SOP effectively.

### **The problem between standard operation procedures usage and front office operations**

SOP causes pressure to some front staffs. Most of front staffs are fresh graduated students, who have no work experience and front office operations. Some are move from non- chain 3 stars hotels, where do not have SOP or standard of the brand. Once they start working at Centara Watergate Pavillion hotel, they must learn everything quickly to work, and also adapt themselves for work culture, such as

colleague, boss, and work environment. To follow SOP and standard of the brand, front staffs should learn, practice, and pay attention during the probation period. However, it requires time and training to see the result and improvement obviously. Most of new front staffs are lack of confidents, and awkward to work in the real situation. Reception area is a main point of guest contact, where many situations happen whenever. They might feel uncomfortable, and stressed during the probation period. Moreover, if they are focused about SOP and standard of the brand, they feel worse and resign finally. Nowadays, front office team has realized about this problem and monitored everybody closely. They can discuss and suggest for the solution that everyone work effectively and happily (Respondent 1, 2, 3, 5, 7, 9).

SOP requires time and training to follow it effectively. Following the statistic of human resources department, Centara hotels & resorts corporate office, shows that the more staffs receive training, the more they can work effectively. Management always wants the overall of the organization to be satisfied; good hotel ranking, high occupancy, and effective staff, but human resources require time to develop the result obviously. Centara hotels & resorts have focused to improve staff's performance, so the training programs are developed continuously. Everything is planed step by step, training programs are required time for teaching process, understanding, and measurement after training. Especially front office department, it is composed of many positions to work together, such as guest service agent, guest relations officer, and duty manager. They come from different organization, and different work experience. SOP and training can melt them together for the same direction to work following the standard of the brand. The research shows that front staffs take 3 months to know the direction to work under SOP, and 6-12 months to work with SOP effectively. Some training programs take time 4 hours or 1 day, it is difficult to send participate from front office because the manpower is not enough and the traffic at front desk is busy. (Respondent 1, 2, 4, 5, 9, 10).

SOP should be flexible and adaptable following the situation. Standard operation procedure is approved from the hotel management following the goal of the organization, and guidelines the same direction to provide same service quality to guests. SOP is written clearly about front office operations, such as check-in process,

check-out process, and cashier handling process. In normal situation, the result is satisfied when front staffs work following SOP because it can protect mistake and make sure for the same experience. However, guests are around the world with different cultures and specific needs. For example, Chinese guests do not like the room at corner, or the room with number 4. Japanese guests prefer twin bed and bath tub, even honeymoon trip. Sometimes front staffs should be flexible following situation and common sense to anticipate guest's requests. For example, SOP about deposit guarantee, it requires 1,000 THB per night. Some case, guest stay for long period, 7-14 days, so it is uncomfortable to leave a big amount of money for deposit. Guest might feel unsatisfied with the hotel SOP. (Respondent 1, 3, 4, 6, 7, 9).

## **2.2 Finding the analysis service quality dimensions through the SERVQUAL theory.**

The theory SERVQUAL is selected in this research because it concludes both concrete and abstract and illustrate dimensions of service quality. The researcher has summarized dimensions of services quality of Centara Watergate Pavillion hotel Bangkok as below.

### **The tangible dimension**

The tangible dimension is related about physical building, room design, and appearance of front staff. The researcher has summarized this service dimension as below.

#### **Physical building**

Firstly, the building design is modern as a city hotel. The hotel is located in center of city, the transportation is convenient, such as taxi, sky train, airport rail link. The building is modern, and outstanding for guest's attention (Respondent 1, 2, 3, 4, 5, 6, 7, 8, 9, 10). The building is functional, where has department store area. The building is separated for 2 areas: hotel and department store area. The landlord in center of city is quite expensive, the concept to maximize the function is adapted with this building. Guests can stay in the hotel, and go shopping in the department store area (Respondent 1, 2, 5, 6, 7). The hotel part is behind the building, and the entrance is

small. Normally, the hotel entrance should be elegant and outstanding. However, the hotel entrance is behind the building, that might cause the problem for guests who arrive there first time (Respondent 1, 2, 7, 8).

Secondly, the hotel provides basic facilities following the basic requirement. When guests come to stay in the hotel, the facility is important issue to provide the convenience to guests. Centara Watergate hotel Bangkok has basic facility, such as room, restaurant, spa, and fitness. It is enough for the basic requirement in 4stars hotel (Respondent 1, 3, 6, 7, 8, 9, 10). However, the hotel should add some facility, such as swimming pool and business center. Normally, the hotel should have swimming pool and business center, that is important for leisure and business guest. Some limitations of the physical building do not support this facility. Guests might feel disappointed and prefer to stay at some hotels with fully facility. (Respondent 1, 2, 3, 4, 5, 6, 7, 8, 9, 10).

Lastly, public, and lobby area are modern, and clean. These areas are the main area in the hotel, guests always stay there for some activities, like waiting point, reading book, and talking with friend. The lobby area is decorated in modern style, it provides many corners and decorations to take photo. Nowadays, travel and social media are trend of society, they take photo to keep memory and share in public. This area is maintained cleanliness and tidiness by housekeeping and front desk, it is daily job task to help each other for cleanliness in public area from figure 20. It is quite important for hotel business to maintain these quality, guests feel clean and safe to use these areas (Respondent 1, 2, 3, 4, 5, 6, 7, 8, 9, 10).





Figure 18 Cleanliness in public area

Source: Centara Watergate Pavillion hotel Bangkok

### Room design and amenities

Room design is modern and decorated with white tone. The modern concept can support the total concept of the hotel design to the same way. Guests feel comfortable to stay in the room, the room design is suitable for every guest's purposes, like business, leisure, conference. The white tone in room makes the room clean and bigger, guests feel clear and clean during the stay. Also, the room provides basic amenities for guest's convenience, like comfort bed, flat screen television, safety box, and telephone. Most of guests are happy about the room and write the review that they are impressed with the room (Respondent 1, 2, 4, 5, 6, 7, 8, 9, 10).

Guests are always satisfied about room design what they see on internet, and what they see the real room. Online travel agent and internet reservation are main market of the hotel business because the growing of internet usage have been increasing continuously from figure 21. The figure show that the percentage of online travel agent is the main market of hotel: quarter1-61%, quarter2-64%, quarter3-61%, and quarter4-48%. Hotel website is a main source to present hotel picture, information, and promotion, guests can visit it to review the hotel to stay. Many hotel pictures are upload for guest's information, they are adapted to present the positive dimension of the hotel. Once guests arrive at the hotel, the room is satisfied following their expectation. From figure 22, the researcher compares the room picture on internet and real room, they are quite similar and real because the hotel has opened for 2 years, and the room is new and well maintained. (Respondent 2, 3, 4, 5, 6, 7, 8, 9, 10).

**Percentage of Hotel Shoppers Visiting Hotel Suppliers, OTA Hotel Paths, or Both Supplier/OTA**  
 (Jan 2014- Dec 2014)

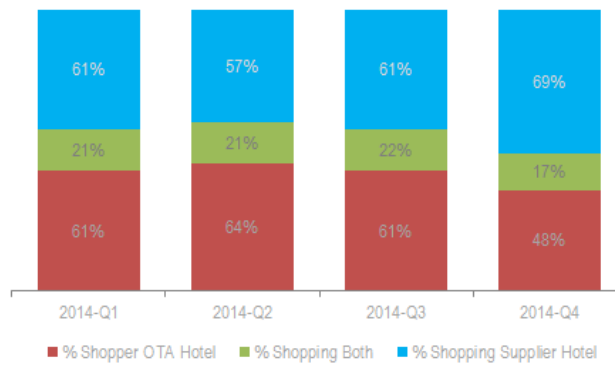


Figure 19 Percentage of hotel shoppers and online travel agent

Source: Compete millward digital report



Figure 20 Superior family room picture on internet, and real room

Source: Centara Watergate Pavillion hotel Bangkok

However, the researcher has read some guest's complaints about room expectation. Some guests come to stay with 2 adults and 2 children, and book for superior room, which has 26 sqm. They might feel uncomfortable to stay because the room is too small. Also, superior family room is advertised for 2 double bed inside, but the bed size is just super single. If guests are European, who are big, they might uncomfortable to stay (Respondent 1, 3, 4, 5).

### **Standard of staff grooming**

Standard of staff grooming is concerned about cleanliness and tidiness because front desk is the main center for guest contact. Activities in front desk are between receptions and guests, like check-in, check-out, and guest inquiries. Consequently, receptions should wear hotel uniform properly to represent hotel image. When staffs start working in the hotel, they will receive staff handbook, which advises clearly about staff grooming. Especially, guest contact area, reception should wear hotel uniform, and maintain cleanliness and tidiness themselves, like hair, body smell, and facial make up for woman. The standard of staff grooming can guideline staff to have well grooming (Respondent 1, 2, 3, 4, 5, 6, 7, 8, 9, 10).

Staff grooming is related with guest's satisfaction. Hotel business is concerned about sanitary and hotel image, so service provider should have well grooming with cleanliness and tidiness. From figure 23, front staffs should wear hotel uniform properly with clean appearance because the hotel uniform can indicate position and job task clearly. Guests can know who is reception or bell boy to ask for assistance. Empirical study reveals that staff grooming affects guest's satisfaction. When guests see that front staffs have well grooming, they feel secure and trust about service quality. (Respondent 1, 2, 3, 4, 5, 6, 7, 8, 9, 10).



Figure 21 Standard staff grooming

Source: Front desk department, Centara Watergate Pavillion hotel Bangkok

### **The reliability dimension**

The reliability dimension is related about ability to perform the promised service dependably and accurately. The researcher has summarized this service dimension as below.

#### **Maintenance of service quality in the peak time and busy situation**

Maintenance of service quality is a key for reliability dimension because guests always expect to receive the same service during the stay in every hotel property under the same brand (Respondent 1, 2, 4, 5, 7). Once guests stay in the hotel and receive the same service experience every time, they feel stable in service and trust the quality of the hotel brand. Front staffs should control service consistency to be stable in busy situation, such as peak period, high occupancy day, and festive period. Also, front staffs might work 6 days continuously, or work for long time continuously, they have to control their uncomfortable feeling to service guests with the consistency.

Centara hotels and resorts have realized the importance of the service consistency and keep improving this service dimension continuously. The brand has many hotel properties both in Thailand and foreign country, so hotel management would like to make sure that guests come to stay and receive the same service quality in every hotel

property. Service consistency depends on staffs attitudes, and experience to maintain it, especially in the peak and busy situation. Training plays a major role to improve staff performance in this dimension because front staffs can learn both knowledge and technique to understand work clearly and increase consistency themselves (Respondent 1, 6, 7, 8, 9, 10).

The service consistency to provide the room on time following hotel policy is necessary require for guests. Nowadays, the transportation is convenient and globalized, so guests can choose the flight all day to travel. They always plan for their trip what time to visit tourist place. If guests arrive the hotel at check-in time, and the room is not ready, consequently they might feel disappointed and the plan is not smooth. From figure 24 Guest feedback, after arriving at the hotel at 8 o'clock in the morning, they waited for the room until 2.30 o'clock in the afternoon. They are not happy with the hotel service and send the feedback to the hotel, it show about the low service consistency about unavailable room and no welcome drink upon check-in. However, front staffs should monitor the situation, coordinate with housekeeping department, and provide the room on time following hotel policy. Unfortunately, if the hotel cannot provide room on time, they should explain the reason to guests and compensate them, such as late check-out, room upgrade, and free dinner. (Respondent 1, 2, 3, 4, 5 ,6)



Figure 22 Guest feedback 2015

Source: Front office department, Centara Watergate Pavillion hotel Bangkok

### **Same service quality in slow and peak period**

Guests should receive the same service quality in slow and peak period. Front desk in the main center between hotel and guests, there are many activities happen in this area, such as check-in, check-out, and guest's inquiries. In the early morning, a few guests come to contact front desk, the surrounding is smooth. However, in the midday, many guests come to check-in and check-out in the same time, so the surrounding is busy. Some guests have to wait for long time to receive the service. Normally, front staffs should provide the service to be stable following SOP, it can make sure that guests receive the same experience (Respondent 1, 2, 3, 4, 5, 6). When guests come to contact during the busy period, front staffs should noticed them by eye contact and hurry to service them as soon as possible. Also, the service process is same standard for every guest.

When guests request anything, they receive it correctly. During the stay, guests might contact front desk at the lobby, or by telephone to request anything, like ice bucket, luggage service, and room make up. Front staffs should provide it immediately and correctly because it is important between hotel and guest's feeling. Sometimes, language is the problem, front staffs do not understand what guests request because of their English accent, especially Chinese, Indian, and pure British. At the hotel, the record is required to take note what guests request and receive. Once the hotel receives any complaints from guests, they can track it from the record. The process when guests require anything, front staffs call to call center department. They note important information, such as guests name, room number, item request, and time. It can make sure that guests receive it correctly (Respondent 1, 2, 3, 4, 5, 6, 7, 8, 9, 10).

### **Sincerity of front staffs to help guests**

Front staffs should have service mind and positive attitude, it is basic requirement for service provider, who have seen many people around the world. They come from different culture and different expectation. When they stay in the hotel, they contact front desk to request anything, or solving any problems, which might not happen from the hotel. For example, Chinese guest contact front desk that he took wrong luggage from the airport, he would like some assistance to take his luggage from airport and send the wrong luggage back to the owner. This problem is not related with the hotel

directly, but front staff can help them sincerely to solve the problem (Respondent 1, 3, 4, 5, 7, 8, 9, 10). Guests can feel impressed and come back to stay in the hotel for next visit. From figure 25, core values slogan is composed of “from the heart”, it means that staffs should be sincere to service guests from their heart. Once guests receive the sincere service from staffs, they are impressed and trust in reliability of front office department. They are sure to receive the same service and sincerity from staffs.



Figure 23 Core Values slogan

Source: Training department, Centara hotels and resorts, corporate office

Front staffs should have hospitality mind to help guests. Most of guests are foreigners, they are away from home during the trip in Thailand. Sometimes, when they have problem, they do not know how they should do to solve it. For example, guests are stolen bag during shopping in Pratunam area. They contact front desk for this problem, front staff should ask what they lose, like wallet, passport, and camera. Front staffs should bring guests to police station and help them for translation. Front staffs should show hospitality to provide basic information to guests, so they feel about warm hospitality during stay in the hotel (Respondent 2, 5, 6, 7, 8).

### **The responsiveness dimension**

The responsiveness dimension is related about willingness to help guests and provide prompt service. The researcher has summarized this service dimension as below.



### **24 hours front desk to provide prompt service to guests**

Reception works for 24 hours because the world and the business are globalized. Nowadays, the expand of business and airline industry are growing continuously, they have travelled for 24 hours, and the airline is available at all time. Guests can use the internet to book air ticket and hotel for last minute booking. Hotel business has to adapt itself for this change, so reception works in shift, like morning, afternoon, and night. Manpower is managed properly in each shift to provide service to guests effectively (Respondent 1, 3, 5, 8, 10).

Reception can provide prompt service to guests at all time. Front desk is the main center to contact for any activities of the hotel, guests might come to check-in, check-out, and ask for any assistance anytime. Also, when guests stay in the hotel, they might have emergency incident anytime, such as accident, heart attack, and luggage lost. Consequently, reception is ready to provide prompt service anytime. Guests feel secured with the hotel because they can contact reception for any assistance at all time (Respondent 1, 2, 3, 4, 6, 9, 10).

### **Attention to guests during busy time**

Reception can show attention to guests during busy time by verbal and non-verbal communication. Sometimes, guests might contact front desk while reception are busy with group check-in, or explain tourist information to others guests. If reception do not pay attention to waiting guests, they might feel disappointed and being ignored. It affects guest's satisfaction and royalty guests because they feel poor with the hotel service and brand standard. Once guests contact front desk during the busy situation, reception should notice them and use verbal communication, reception can say "Could you please wait a moment, I will service you soon." Guests are acknowledged wait for next queue. Reception should communicate with guests to show attention, so guests feel about profession of staff while waiting for service (Respondent 3, 4, 5, 7, 9)

Non-verbal communication is used to show attention to guests during busy time. Training department describe about non-verbal communication in minimum service requirement, from figure 26, it mentions about wai, smile, and eye contact to show attention to guests. Staff should greet every guest by Thai greeting, Wai. They can smile

and eye contact to guests to show attention, so guests feel impressed about Thai hospitality (Respondent 1, 2, 4, 5, 6, 8, 10).

| Minimum service requirement (MSR) |  |
|-----------------------------------|--|
| <b>Wai</b>                        | We will give a Wai to our internal and external guests.    |
| <b>Smile</b>                      | We will actively greet guests and smile.                   |
| <b>Eye contact</b>                | We will make eye contact when interacting with our guests. |

Table 5 Minimum service requirement

Source: Training department, Centara hotels and resorts, corporate office

#### **Willingness to help guests**

Every reception is willing to help guests but depend on attitude and experience. Once guests contact front desk for any assistance, or ask about direction, it requires basic knowledge and experience to help them. Some reception would like to help guests, but they lack of knowledge and experience. They are not sure and ask senior staffs to help them to provide right information to guests (Respondent 1, 2, 3, 8, 9, 10).

Reception are willing to help guests, the department have focused on sense of service mind, and hospitality because reception must see many guests from around the world with different couture and expectation. When guests stay in the hotel, they might have any problems, and inquiries. Receptions should have knowledge to help them effectively. It can create impression between guests and hotel Respondent (1, 2, 3, 4, 5, 6, 7).

#### **The assurance dimension**

The assurance dimension is related about knowledge and courtesy of front staffs and their ability to convey trust and confidence. The researcher has summarized this service dimension as below.

### Guest information in system

Guest information is basic required in PMS correctly because hotel has to keep this data for security dimension, like case investigation, natural disaster, and terrorist. The information update is start upon check-in, front staffs should ask guest passport to copy, attached with registration card and correspondent of booking. Front staffs update and check information to the system, including residential address, phone number, and email. Supervisor always checks again whether all information is updated correctly.

For the security for guest's information, front desk always keep it as confidential, cannot tell guest's information to everybody because guest passport and credit card number are private issue. In case, visitor asks for guest's information, we always investigate or ask guest's permission first. From figure 27, after guests had checked out from the hotel, the document was kept in the storage room of front office for hotel data and record (Respondent 1, 2, 3, 4, 5, 6, 7, 8, 9, 10).



Figure 24 Storage room to keep guest document

Source: Front office department, Centara Watergate Pavillion hotel Bangkok

### Knowledge to answer correct information to guests

Reception can answer questions with the correct information. Normally, they can provide hotel information, such as restaurant, room description, and room rate. Also,

the tourism information is basic that everyone knows from experience. Most of guests always contact front desk to ask about sight seeing, department store, and nearby sky train. They are away from home and expect that front desk can answer them for the correct information (Respondent 1, 3, 6, 8, 9, 10).

Front office department have focused on training to improve staff knowledge and information. Some information is complicated and required special knowledge, front office department keeps updating and briefing to them. For example, front staffs should book taxi for guest to the right airport, they should know which airline goes to Don muang or Suvarnabhumi airport. Also, front office department always update all information and current situation in briefing room to front staffs, so they can answer guest's questions with correct information (Respondent 2, 7, 8, 9, 10).

#### **Security during stay in the hotel**

During the stay, guests have to use key card to access the floor and room. Nowadays, the hotel in Bangkok has realized about security of guest, electronic key card is used in every room for guest security. Upon check-in, guests receive electronic key card to access their floor and open the room. It can protect outside people to go up on the floor and make private in hotel area. If guests contact front desk to ask new key card, receptionists should ask date of birth, and passport before giving key card (Respondent 1, 2, 3, 4, 5, 6, 8).

The hotel provides security staffs 24 hours to check the security in the hotel. Nowadays, there are unstable situation in Bangkok, so security staffs are required for guest's security. Security staffs check the car before driving to the hotel, fire exit and security system, and outside and inside people. During stay in the hotel, guests can see that security staffs stand by in the hotel, so guests can contact them anytime in case of emergency (Respondent 1, 3, 4, 6, 7, 8, 9, 10).

#### **The empathy dimension**

The empathy dimension is related about caring, and individualized attention. The researcher has summarized this service dimension as below.

### **WOW service and front office operation**

Wow service is combined between Thai hospitality and Sop of the organization. Front staffs should Wai, smile, and provide service following SOP. Wow service in front office operations starts when guests arrive, during stay, and depart from the hotel. If front staffs can work effectively, it can help to create Wow service between guest and hotel (Respondent 1, 3, 5, 6, 10).

However, in this hotel, there are many barriers for Wow service: limit of manpower and property. Most of guests go outside for travelling, they just use the hotel to sleep. The hotel has plan to improve Wow service, but still in the experimental process and require time for the obviously result (Respondent 4,6,7).

### **Individual and personal attention to guests**

Receptions should recognize returning, special and VIP guests, they can call guests by name, remember their special requests and details. Normally, hotel provides special set up to guests, like VIP, honeymoon, and birthday set up. Front staffs set welcome card with guest name from management with hotel amenity to show personal attention, so guests will feel impressed that the hotel recognizes them and feel like home. System can support front office department about return guests, details, and special requests. Receptions can note it into the system to remind and remember this information (Respondent 1, 3, 6, 10).

### **Respond and understand the specific needs of guest**

The researcher finds that receptions should have special feeling to guests. If they can remember details, guest will feel impressed about the empathy. For example, when guests come to check-in, reception should ask guests for room arrangement: smoking room, 1 king bed and any requirement. Then we can provide the right room to the right person (Respondent 1, 2, 3, 4).

Guests come from different countries with different cultures, the nationality report figure 28 shows that the hotel guests are composed of diversity nationality: Asian 53.55%, European 27.72%, and Australian 5.15%. Front staffs should learn and understand their nature, and specific need to respond their need correctly. For example, Chinese guests do not like corner room, Japanese guests prefer room with bathtub, and Arabic guests prefer big room. Front staffs should be trained about

diversity culture and cultural specific need. If they can understand it clearly, they can service guests effectively. Guests are happy to stay in the hotel.

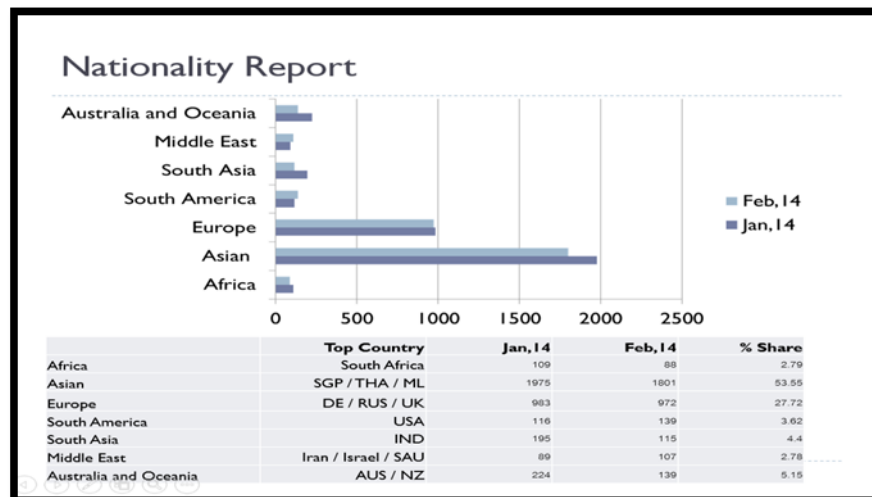


Figure 24 Nationality report

Source: Front office department, Centara Watergate Pavillion hotel Bangkok

### 2.3 Finding the improvement process of front office department and service quality in terms of business benefits.

The improvement process is important function to improve staff performance and service quality in the organization. The researcher has summarized the improvement process of front office operation and service quality in terms of business benefits.

#### Front office function and improvement process of front office operations and service quality

Firstly, when they notice the problems or any complaints from guests, they bring up these issues to discuss together in front office department. Front office is a main center to provide service from hotel to guests, every guest has experience about front desk service during the stay. Some guests are happy, and some, unhappy with the hotel service and write their negative experience on the internet reviews, such as tripadvisor, kayak, or agoda. When front office manager receives this comment or notices that some guests are not satisfied with the front office operations, they always discuss about negative comment in briefing room with the team for the solution and avoid it again. Front office is composed of many people work together as teamwork, so discussion and briefing are generally required to understand the same thing, and

work effectively. Normally, work shift is separated for morning, afternoon, and night, everybody must join briefing before start working. Problems are discussed during the briefing to share in team, and teach how to solve it correctly, and how to deal with difficult guests. They can share opinion and experience together to improve service quality in front office department (Respondent 1, 2, 4, 5, 6).

Secondly, they design training program following the current problems and situations because front office operations should be update following the standard of the brand, and the globalization of business. Front office department has realized that training is necessary to improve staff's performance to work effectively and clear understanding of service quality, so the training program is designed correctly following the current problems and situations in front office department. Nowadays, the movement of manpower in reception is high and unstable, most of them are new and not familiar with SOP and front office operations. So, front office team has discussed to design training program, most of topic are relevant with the basic job task, such as check-in, check-out, and cashier handling. Also, the globalization of business is important for front office operations. The competition in hotel business is strong, the business has to adapt itself for the current trend of market, such as Centara the 1card, and Centara application. Both of these strategies support guests more comfortable, and convenience. However, front staffs must be trained well to be familiar with the hotel campaign, and have knowledge to anticipate guest's enquiry (Respondent 1, 2, 3, 4, 5, 6, 7, 8, 9, 10).

Lastly, they provide training program to improve service quality in front office department. Once they know current problems in the department, design the training topic correctly. Then they develop the training program to be effective as much as possible. Department training is main tool about job learning, standard operation procedures, and service quality because the cost is not expensive, it is managed by front office team. Training class is composed of soft files (powerpoint and online document), and hard file (paper), front office staffs participate in learning activities, such as roll play, game, and opinion. The trainers are senior and experience staffs in the department, they have work experience, sense of teaching to transfer knowledge to front staffs. Front staffs feel free to ask for the solution, once they have problems,

or questions about work. Following the hotel process, the department training program is set monthly following the problems and situation, and training plan and topic are sent to human resources department for their acknowledgement (Respondent 1, 2, 3, 4, 5, 6, 7, 8, 9, 10).

#### **Human resources function and improvement process of staff performance**

Firstly, human resources provide orientation to welcome new staffs to the organization. Everyone comes from different background to work together, stay together, and help each other. The function of human resources start at the first step when new staffs come into the organization, orientation prepare every staff to work happily and stay for long time in the organization. From figure 29, it show the overall of the orientation process, it starts with the hotel background to give information to new staffs, hotel policy to work together without problems, and welcome them to the work department. Orientation is important, and general standard for every organization because new staffs require the process to guideline them about culture, environment, and work. They can feel confident, engaged, and happy to be in the organization (Respondent 1, 2, 3, 4, 5, 6, 7, 8, 9, 10).





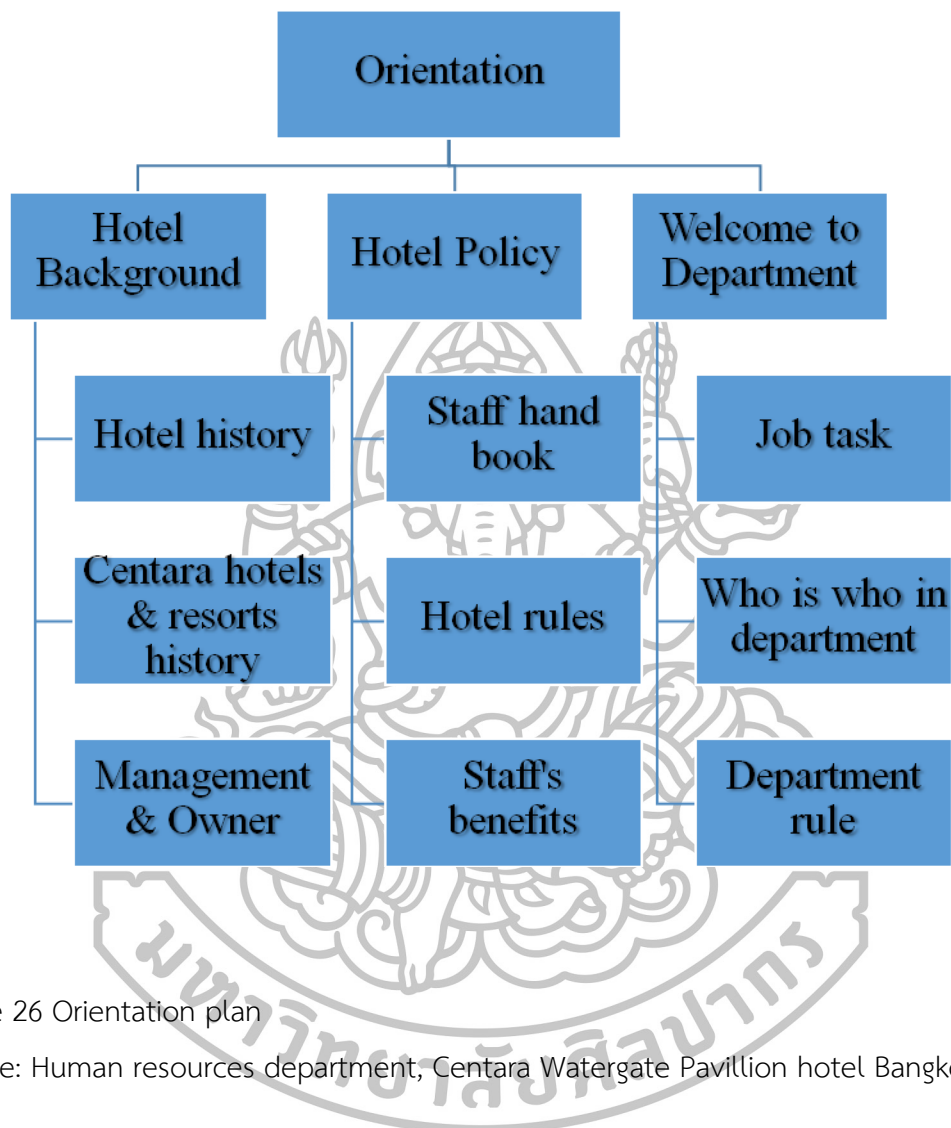


Figure 26 Orientation plan

Source: Human resources department, Centara Watergate Pavillion hotel Bangkok

Secondly, they provide training and improvement process of staff performance. Human resources and training department have work together to improve staff's performance. Centara hotels & resorts has focused on this point and develop it continuously because human resources and staff's performance are base of organization to grow up together. Normally, corporate office always sets the training program to every property both in Thailand and abroad equally for the same standard of the chain. The training topic and detail are updated following the current situation. For example, the organization had revised core values to be more simple and easy to

remember, corporate office visited every property to train these core values. Instructional media is required and adapted with the current trend, social media is used for training purpose. Human resources have campaign “Centara Start channel”, the campaign monitors outstanding staffs to reward them and present on facebook to encourage everyone to improve themselves. Also, short film contest is one step of human resources as activity to improve staff’s performance. Every property submitted the short film, made by themselves to represent service quality and signature of the brand. Human resources have a major role for training and improvement process in the organization (Respondent 1, 2, 3, 4, 5, 6, 7, 8, 9, 10).



Figure 27 Core Values Training at Centara Grand Beach resort Huahin

Source: Training department, Centara hotels and resorts, corporate office



Figure 28 Centara Star Channel on Facebook

Source: Training department, Centara hotels and resorts, corporate office

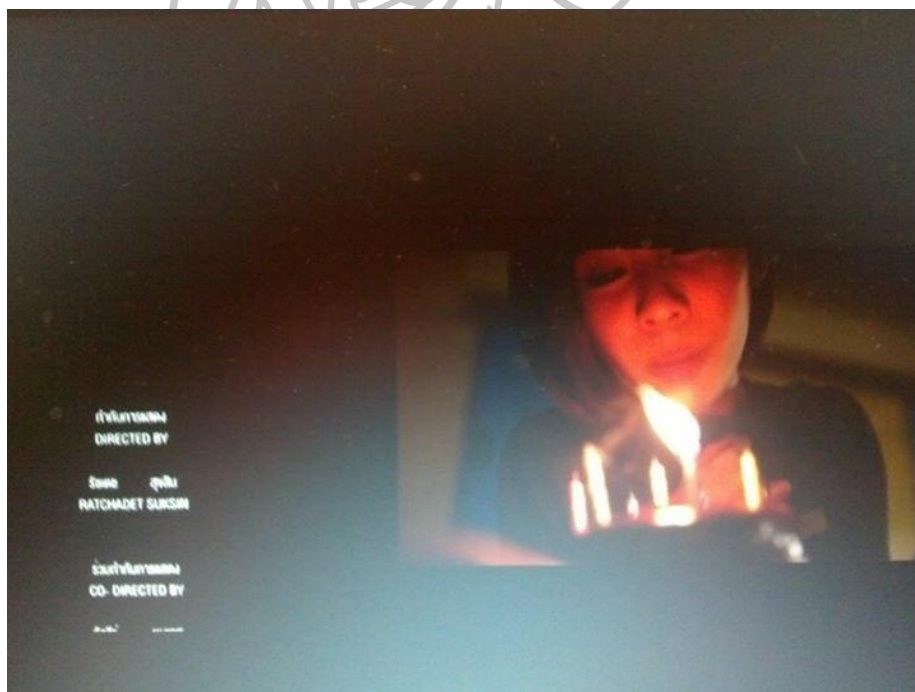


Figure 29 Centara Short film contest

Source: Training department, Centara hotels and resorts, corporate office

Lastly, service quality maintenance and internal brand audit quality are required to follow up the result. Centara hotels & resorts have focused to service improvement

and standard of the brand, so the training is developed continuously. However, to maintain service quality sustainable together with the brand, human resources should follow up the result and refresh it after training. Training can transfer knowledge and show the correct process in front office operations, but after training class, front staffs have to practice, and be familiar with it. Human resources and front office management should follow up the result, support staffs to practice, and evaluate them to improve themselves continuously. Also, internal brand audit quality is used together with the training, the inspection has 4 times a year: January, April, July, and October. The inspector, who is service quality officer of Centara hotels & resorts, comes to stay for 1 night to review the service quality and standard of the brand. He walk around the hotel, observe the situation, and check the overall of the hotel, the report is described the scroll, weak, and strong points to improve. From figure 33, the report summarizes the total score of this review, comparing with the last review to show the progress, so it is the direction of the training and service maintenance of the hotel. (Respondent1, 2, 3, 4, 5, 6, 7, 8, 9, 10).

| OVERALL SCORE ROOMS RELATED SERVICE |           |             |             |           |
|-------------------------------------|-----------|-------------|-------------|-----------|
| Categories                          | Weighting | This Review | Last review | Evolution |
| <b>OVERALL SCORE</b>                | 100.0%    | 63.3%       | 54.3%       | 9.0%      |
| <b>STANDARD COMPLIANCE</b>          | 60.0%     | 70.2%       | 55.1%       | 15.1%     |
| <b>CLEANLINESS / TIDINESS</b>       | 0.0%      | n/a         | n/a         | n/a       |
| <b>CONDITION</b>                    | 0.0%      | n/a         | n/a         | n/a       |
| <b>EMPLOYEES GENERAL</b>            | 40.0%     | 53.1%       | 53.1%       | 0.0%      |

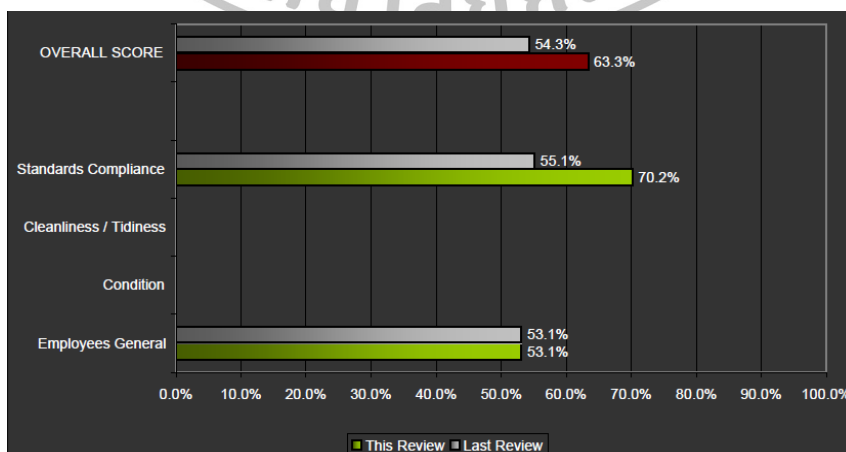


Figure 30 Internal brand audit quality report summary, room and service related

Sources: internal brand audit quality report 2015

### **Benefits of service quality in front office department in terms of business benefits**

Firstly, service quality can increase positive way of hotel overall. Nowadays, hotel management has focused on ranking and review on social media and public sites, it is affected when guests read the review to choose the hotel. Centara Watergate Pavillion hotel Bangkok is ranked 80 of hotel in Bangkok on tripadvisor, guests can read many positive reviews about the hotel before making decision because they have focused on service quality as the main factor, especially front desk area. Many empirical researches mention that when guests are happy during the stay, they will tell their friends 10 persons. However, if they are not happy, and have unimpressive experience, they will tell their friends 100 persons. Once front staffs can provide service quality about front office operation: smooth check-in, accurate payment during check-out, and correct information for any enquiries, guests feel so impressed about hotel service that they describe their experience on internet review, and word of mouth. The hotel has strong positive review and trustable image to get advantage in business competition. (Respondent 1, 2, 7, 9, 10).

Secondly, service quality can increase hotel market and revenue. Nowadays, the competition in the hotel business is strong, the expansion of both international and local hotel chain into Bangkok city is increasing. Kasikorn Bank research (2015) mentions that Hotel business grows 7.1-10% from last year. International market is 4.9 – 7.6%, and local market is 11.9 – 15.2%. Centara hotels and resorts have realized this fact and improve the service quality following expectation for both international and local markets. The hotel is famous for Thai people because of the convenience location, good quality, and service, guests feel secure to stay here. Also, the brand has expanded to international markets, like China, South Africa, and India. Service quality can support the image of the brand for the business competition. From figure 34, financial reports, Centara hotels & resorts, reveal that the total revenue and hotel profit are stable (Respondent 2, 3, 5, 6, 7, 9, 10).

 **Financial Highlights**

Unit : Baht Million

|                                      | 2014         | 2013                    | 2012                    | 2011         | 2010                    |
|--------------------------------------|--------------|-------------------------|-------------------------|--------------|-------------------------|
|                                      | Consolidated | Consolidated (Restated) | Consolidated (Restated) | Consolidated | Consolidated (Restated) |
| Revenues from sales <sup>1)</sup>    | 17,992.3     | 17,095.9                | 14,389.2                | 11,163.2     | 9,140.9                 |
| Total revenues                       | 18,282.8     | 17,457.0                | 14,829.1                | 11,455.3     | 9,399.9                 |
| Gross profit                         | 10,136.2     | 9,694.5                 | 7,951.9                 | 6,133.2      | 5,006.4                 |
| EBITDA                               | 3,572.8      | 3,796.5                 | 3,017.1                 | 2,349.2      | 1,667.4                 |
| Core Net profit (loss) <sup>2)</sup> | 1,255.1      | 1,358.8                 | 1,064.1                 | 605.4        | (30.6)                  |
| Net profit                           | 1,188.5      | 1,346.4                 | 1,595.8                 | 550.4        | (55.8)                  |

Figure 31 Financial reports, Centara hotels & resorts

Sources: “Financial highlights 2014”, accessed May 1, 2015, available from <http://www.centarahotelsresorts.com/investors.html>

Lastly, service quality can increase the stable of the organization. In the organization, where has good service quality, staffs can work smoothly and effectively: reduce work load, human mistake, and guest complaint. The hotel is stable about human resources because staff are happy to work and engaged with the organization, so it reduce cost of staff training, and increase the sustainable development in human resources. Also service quality can support hotel to gain more revenue and the stable of service charge. The hotel has improved service quality continuously, front office department can receive more compliments and work effectively following SOP. Consequently, it affects positive way to financial status, and hotel service charge, averagely service charge 5,600 – 6,000 THB in 2014, and 7,000-7,500 THB in 2015. Hotel staffs receive more salary and are encouraged to improve service quality themselves (Respondent 1, 4, 5, 6, 7, 8, 9, 10).

In summary, chapter four is data analysis and findings. The researcher analyze data from in-depth interview to summarize findings following research objectives: standard operation procedure of front office department and the linkage with service quality, service quality dimensions through the SERVQUAL theory, and improvement process of front office department and service quality in terms of business benefits.

The next chapter is future researches recommendation and conclusion. The researcher review all information to write recommendation and conclusion of this research.



## CHAPTER 5

### FUTURE RESEARCHES RECOMMENDATION AND CONCLUSION

The chapter 5 is composed of 5 different parts which are managerial implication and recommendation, limitation of the study, future research, recommendations, and conclusion. Managerial Implication and recommendation are referred to the practical use of the information in this thesis. Limitation of the study is influences, and conditions that the researcher cannot control. The future researches part will give empirically advices and recommendation to people who would like to continue further researches about this subject. The recommendation part will give advices to hotel management and front office department that would like to have clearer understanding and improve service quality and front office operations. The conclusion part will summarize of all necessary notions of this research.

#### **1. Managerial Implication and recommendation**

The study is relevant to service quality and operation process in front office department. It provides insights and methodology for measuring the standard operation procedures in front office department, and the influence factor following the “SERVQUAL” theory to illustrate service dimensions: tangible, reliability, responsiveness, assurance, and empathy. These factors are useful to analyze strong and weak points of service quality of the department, and implement improvement process in the organization effectively. Thus the study could help the organization to improve staff’s performance, service quality in front office operations, and guest’s satisfaction to maximize hotel benefits.



## **2. Limitation of the study**

The respondents in this research are composed of 10 staffs in front office, human resources, and training department at Centara Watergate Pavillion Hotel Bangkok because of the limited time. If the researcher can expand the amount of respondent, concerned department, and guest sides, the result would be generalized and more accurate because the data information is combined from hotel and guests.

This research only focused on measuring service quality and guest's satisfaction in front office department only. However, others departments, like house-keeping, food & beverage, and spa plays a major role related with the topic, they were not included in the scope of the present research.

This research is conducted within the context of the 4stars Thai hotel chain. It adds knowledge to the literature of service quality and improvement process. However, its results cannot be completely relevant, consistent and applicable to all service businesses due to the limitation of sample size, selection procedure, and its focus on only the 4 stars Thai hotel. Further study is required to compare with this research.

## **3. Future research**

The researcher would like to give recommendation for further research regarding this topic. If future researches are made, the researcher would advise to use a larger sample than this research: more sample, compare between international and Thai hotel chain, and compare 4stars and 5 stars. It would help to have a better understanding and result of service quality of front office department and improvement process.

Another recommendation would be regarding the method, the researcher would advise to use both qualitative and quantitative method to collect information. It should collect from both hotel and guest sides for the accurate and clearly results, so the future research will surely have a better comprehension of the research topic.

Lastly, the researchers, who are interested in this topic, can expand the research from hotel business to others service businesses, such as airline, restaurant, and

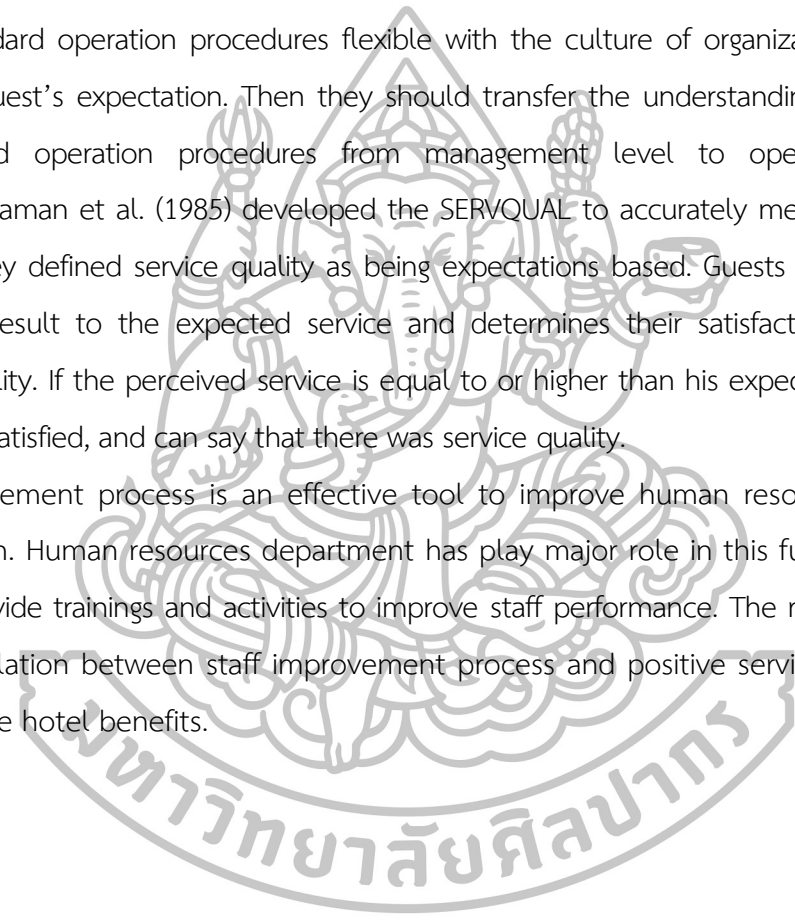
tourism. It should be useful for service business to analyze the market, which is the main business in Thailand, and select the strategy to success their business target.

#### 4. Recommendations

Hotel management should focus on service quality for hotel competition. The way to improve service quality in front office department, hotel management should adapt standard operation procedures flexible with the culture of organization, current situation, guest's expectation. Then they should transfer the understanding and usage of standard operation procedures from management level to operation level.

Parasuraman et al. (1985) developed the SERVQUAL to accurately measure service quality. They defined service quality as being expectations based. Guests compare the perceived result to the expected service and determines their satisfaction with the service quality. If the perceived service is equal to or higher than his expectations, then guests are satisfied, and can say that there was service quality.

Improvement process is an effective tool to improve human resources in the organization. Human resources department has play major role in this function, they should provide trainings and activities to improve staff performance. The research finds that the relation between staff improvement process and positive service quality, it can increase hotel benefits.



### 5. Conclusion

1. The linkage between SOP of front office department and service quality

- Guideline staffs to work for the same direction
- Adapt and flexible following culture and goal of hotel
- Head of departments should support their staffs to understand it

**Problems from SOP**

- Cause pressure to some staffs
- Require time and training
- Should be flexible in some situation

**Tangible**

- The building, room design, and public area are modern, and clean.
- The hotel provides basic facilities, but should add

2. The SERVQUAL theory illustrates dimensions of service quality

3. Improvement service

**Front office function**

- Notice guest's complaints, and problems
- Design training following current problems
- Provide training program to improve service quality.



Maximize hotel benefits: positive image of hotel, increase hotel market and revenue, and stable of the organization.

This study can be of great use to front office manager in analyzing service dimensions, providing the service quality, and implement improvement process in the department. The primary objective of the study is to analyze the service quality and the standard operations of Front office department, to analyze the problems and barriers of service operation of front office department through the theory “SERVQUAL”, and to implement improvement process of front office operation and service quality to maximize hotel benefits.

Following objective 1, findings indicate the linkage between standard operation procedures of front office department and service quality. Standard operation procedures are approved from hotel management to guideline staffs to work for the same direction. They are adapted and flexible following the culture and goal of organization. Head of departments should support their staffs to understand it clearly and work effectively to maximize service quality in the organization. However, the researcher finds some problems from SOP usage as following: SOP causes pressure to some front staffs because most of front staffs are fresh graduated students, who have no work experience and front office operations, and some are move from non- chain 3 stars hotels. SOP requires time and training to follow it effectively. SOP should be flexible and adaptable following the situation.

The researcher finds that standard operation procedures is effective to use in front operation process, but it should be flexible in some situation. For example, deposit guarantee for check-in, SOP requires 2,000 THB per night. If guests stay for long period and must leave big amount of money for deposit guarantee, guests might not have money for shopping and spend outside. Moreover, most of front staffs have work hard to achieve service quality with SOP, they require work experience, time, and training to improve themselves for SOP usage.

Following objective 2, the theory “SERVQUAL” has been recognized as a critical tool for service dimension (Grönoos, 1990; Parasuraman et al., 1988). It can illustrate dimensions of service quality in the organization, the researcher has adapted the theory to measure service dimension of front office department in the hotel as following:

### **Tangible dimension**

The building design is modern as a city hotel. The hotel is located in center of city, the transportation is convenient. The hotel provides basic facilities following the basic requirement, but should add swimming pool, and business center. Room design, public area, and lobby area are modern, and clean following guest's expectation. Standard of staff grooming is standardized following the brand about cleanliness and tidiness because front desk is the main center for guest contact.

### **Reliability dimension**

Maintenance of service quality is a key for reliability dimension because guests always expect to receive the same service during the stay in every hotel property under the same brand, so Centara hotels and resorts have realized the importance of the service consistency and keep improving this service dimension continuously. The research finds that most of front staffs can provide same service quality in slow and peak period with their sincerity.

### **Responsiveness dimension**

Reception works for 24 hours to provide prompt service to guests because the world and the business are globalized. Guests can arrive the hotel, or request any assistance anytime. Also, reception can show attention to guests during busy time by verbal and non-verbal communication. Every reception is willing to help guests but depend on attitude and experience.

### **Assurance dimension**

Guest information is basic required in PMS correctly because hotel has to keep this data for security dimension, like case investigation, natural disaster, and terrorist. Reception can answer questions with the correct information. Normally, they can provide hotel information, such as restaurant, room description, and room rate. The hotel provides security staffs 24 hours to check the security in the hotel, so guests can feel secure during the stay in the hotel.

### **Empathy dimension**

Front office department aims to provide Wow service to guests, combined between Thai hospitality and Sop of the organization. Front staffs should Wai, smile, and provide service following SOP. Receptions should recognize returning, special and

VIP guests, they can call guests by name, remember their special requests and details. The researcher finds that receptions should have special feeling to guests. If they can remember details, guest will feel impressed about the empathy.

Following objective 3, improvement process in front office operations should be coordinated between front office, human resources, and training department for the effective results. the “SERVQUAL” theory, and standard operation procedures are important to provide service quality following guest’s expectation and increase guest’s satisfaction during the stay. The organization should improve service quality and staff performance through improvement process, such as front office department training, human resources functions, and internal audit brand quality and standard. These are key factor to maximize hotel benefits: positive image of hotel, increase hotel market and revenue, and stable of the organization.

The researcher finds that front desk department has improvement process: training, briefing, and brand audit to improve service quality. They work together with human resources and training department for implement improvement process. They create some activities and projects, like Star channel, and short film contest. It is interesting and creative for training front staffs for service quality. Internal audit brand quality and standard requires to follow up training result because the hotel is a new property in competitive area, and total score is 63%. Improvement process is required and useful to improve service quality to achieve the goal of the hotel.

In summary, service quality and guest’s satisfaction have been identified as key factors in the battle for competitive differentiation and guest retention. Lam and Zhang (1999) claim that overwhelming guest demand for service quality has in recent years become increasingly evident to professionals in the hotel industry. The research finds that dimensions of service quality of the SERVQUAL theory is affected guest’s satisfaction directly, so the hotel can develop service quality following this theory. Finally, they can receive the result in positive way obviously: guest’s compliment, guest’s comment, and royalty guest program.

## References

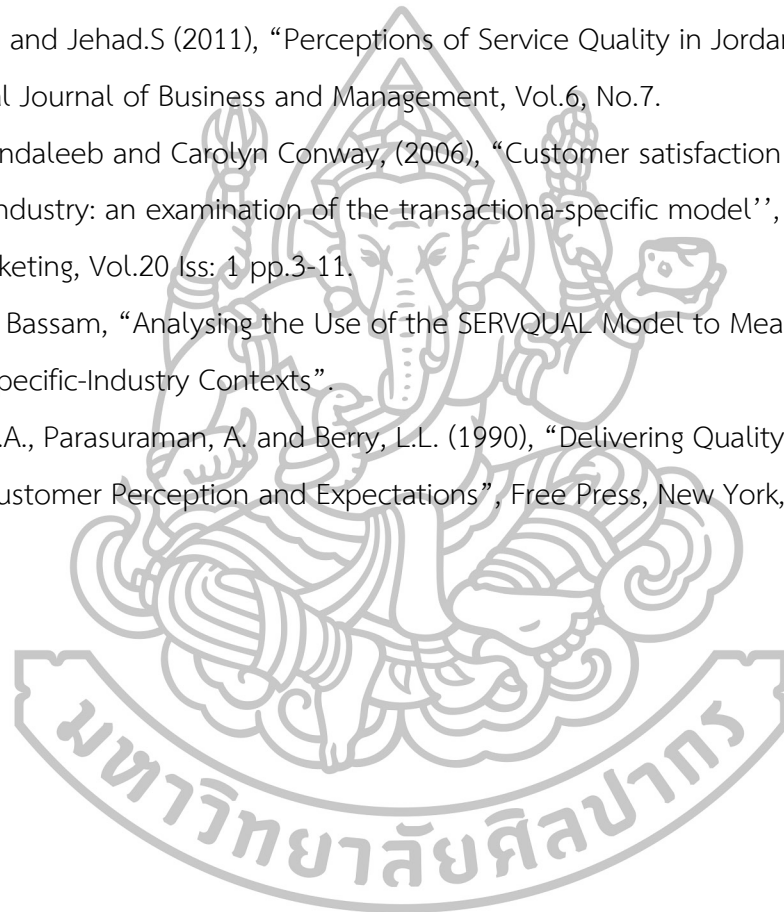
- AsadMohsin and Tim Lockyer. (2010). "Customer perception of service quality in luxury hotels in New Delhi, India: an exploratory study." *International Journal of Contemporary Hospitality Management*. 22, 2: 160-173.
- Brogowicz A.A., Delene L.M. and Lyth D.M., "A Synthesized Service Quality Model with Managerial Implications", *International Journal of Service Industry Management*, Vol. 1, No.1, 1990, pp. 27-46
- C.N. Krishna, Gantasala, G., V.Prabhakar, (2010), "Service Quality (Servqual) and its Effect on Customer satisfaction in Retailing", *European Journal of Social Science*, Vol.16, No.2.
- Cronin, J.J. and Taylor, S.A. (1992), "Measuring service quality: a re-examination and extension", *Journal of Marketing*, Vol.56 No.7, pp.56-68.
- David, A., Stephen, P., Susan, L. (2013) "Human Resource management", Wiley, pp.193-238.
- Dale, B.G. &Boaden R.J. (1994). A generic framework for managing quality improvement. In B.G. Dale (Eds.) *Managing quality* (2<sup>nd</sup> ed.), Hertfordshire: Prentice Hall International U.K.
- Desombre. T. & Eccles, G., (1998), "Improving Service Quality in Trust Hospitals: Lessons From The Hotel Sector". *International Journal of Health Care Quality Assurance*, Vol.11, pp.21-27.
- Douglas, H., John, E. (2006) "Service Marketing Concept, Strategies, cases" Thomson South-Western, New York, NY, pp.300-356.
- Erto, P. &Vanacore, A. (2002). A probabilistic approach to measure hotel service quality. *Total Quality Management*, Vol.13, No.2, pp.165-174.
- Feigenbaum A.V. (1991). *Total quality control*. 4th ed. New York: McGraw Hill.
- Ford, R. & Bach, S. (1997). *Measuring hotel service quality: Tools for gaining the competitive edge*. *Florida International University Hospitality Review*, Vol.15, No.1, pp.83-95.
- Gavin Eccles and Philip Durand, (1997), "Managing Service Quality", vol.7 No.5, pp.224-226.

- Gronroos, C. (1983). *Strategic management in the service sector*. Cambridge, Marketing Science Institute.
- Ajchara Charaj-apirakkul. (2015). Front office manager of Centara Watergate Pavillion hotel Bangkok. Interview, June 15.
- Nitikan Kaocanong. (2015). Assistance of front office manager of Centara Watergate Pavillion hotel Bangkok. Interview, June 15.
- Phachara Kaewkote. (2015). Duty manager of Centara Watergate Pavillion hotel Bangkok. Interview, June 15.
- Prachan Lompakvan. (2015). Night manager of Centara Watergate Pavillion hotel Bangkok. Interview, June 15.
- Athitaya Tichinpong. (2015). Guest service supervisor of Centara Watergate Pavillion hotel Bangkok. Interview, June 15.
- Wilai Ratanawongsaroj. (2015). Guest service agent of Centara Watergate Pavillion hotel Bangkok. Interview, June 15.
- Nopporn Wornphien. (2015). Human resources supervisor of Centara Watergate Pavillion hotel Bangkok. Interview, June 15.
- Chanlanda Saetae. (2015). Human resources coordinator of Centara Watergate Pavillion hotel Bangkok. Interview, June 15.
- Ratchadet Suksin. (2015). Corporate Director of training of Centara hotels & resorts. Interview, June 15.
- Chatchai Sangphet. (2015). Cluster training manager of Centara hotels & resorts. Interview, June 15.
- James Fitzsimmons et al., (2014), "Service Management", McGraw-Hill, Singapore, SG, pp.143-179.
- JoseeBloemer et al., (1999), "Linking perceived service quality and service loyalty: a multidimensional perspective", *European Journal of marketing*, Vol.33 No. 11/12, pp.1082-1106.
- Knutson, B.J., Beck, J.A., Kim, S.H. & Cha, J. (2009). Identifying the Dimensions of the Guest's Hotel Experience. *Cornell Hospitality Quarterly*, Vol.50, No.3, pp.44-55.
- Levitt, T. (1972). Production line approach to service. *Harvard Business Review*, Vol.50, No.5, pp.41-52.



- Lewis, R.C. and Booms, B.H. (1983), "The marketing aspects of service quality", in Berry, L.L., Shostack, G.L. and Upah, G.D. eds. *Emerging perspectives on services Marketing*, American Marketing Association, Chicago, IL, pp.99-104.
- Luthans, F. & Davis, T.R. (1990). *Service management effectiveness; balancing strategy, organization and human resources, operations and marketing* (1<sup>st</sup> ed.). San Francisco, Jossey-Bass.
- Mei, A.W.O., Dean, A.M., & White, C.J. (1999), "Analyzing service quality in the hospitality industry", *Managing Service Quality*, 9 (2), pp. 136-143.
- Nicholls, J.A.F., Gilbert, G.R. & Roslow, S. (1998). Parsimonious measurement of customer satisfaction with personal service and the service setting. *Journal of Customer Marketing*, Vol.15, pp.41-50.
- PardisMohajerani & AlirezaMiremadi, (2012), "Customer Satisfaction Modeling in Hotel Industry: A Case Study of kish island in Iran", *International Journal of Marketing Studies*, Vol.4, No.3.
- Parasuraman, A., Zeithaml, A.V. and Berry, L.L. (1985), "International Journal of Marketing Studies A conceptual model of service quality and its implications for future research", *Journal of Marketing*, Vol. 49, pp.41-50.
- Parasuaman, A., Zeithaml, A.V. and Berry, L.L. (1988), "SERVOQUAL: A multiple item scale for measuring consumer perception of service quality.", *Journal of retailing*, 64 (spring): 12-40.
- Parasuaman, A., Zeithaml, V. & Berry, L. (1994), "Reassessment of expectations as a comparison standard in measuring service quality: Implications for future research", *Journal of Marketing*, 58, pp.111-124.
- Parker, A. (1996), "The changing face of the hotel industry", in Kotas", *The International Hospitality Business*, pp.39-41.
- Peter Kangis, VassilikiPassa, (1997), "Awareness of service charges and its influence on customer expectations and perceptions of quality in banking", *Journal of Service Marketing*, Vol. 11 Iss: 2, pp.105-117.
- Richard L. Oliver, (1980) "A cognitive Model of the Antecedents and Consequences of Satisfaction Decisions", *Journal of Marketing Research*, Vol.17 No.4, pp.460-469.

- Richard, M., Kathryn, K., Madeleine, P., Steve, W. (2006), "Successful service Operations Management", Thomson South-Western, New York, NY, pp.178-208.
- Robert, J., Graham, G. (2005), "Service Operations Management Improving Service Delivery", Pearson Education, Harlow, HW, pp.104-137.
- Robinson, S. (1999). Measuring service quality: current thinking and future requirements. *Marketing Intelligence and Planning*, Vol.17, pp.21-32.
- Suleiman A. and Jehad.S (2011), "Perceptions of Service Quality in Jordanian Hotels", *International Journal of Business and Management*, Vol.6, No.7.
- Syed SaadAndaleeb and Carolyn Conway, (2006), "Customer satisfaction in the restaurant industry: an examination of the transaction-specific model", *Journal of Service marketing*, Vol.20 Iss: 1 pp.3-11.
- Tameem Al Bassam, "Analysing the Use of the SERVQUAL Model to Measure Service Quality in Specific-Industry Contexts".
- Zeithaml, V.A., Parasuraman, A. and Berry, L.L. (1990), "Delivering Quality Service Balancing Customer Perception and Expectations", Free Press, New York, NY.



## Biography

Name Viroj Thoraninpanich  
 Place of birth Bangkok  
 Home address 406/711 Udelight onnut Suangluang, Bangkok 10250  
 E-mail rojinter@hotmail.com

### Educational Background

2011: Silpakorn University, Bangkok, Thailand  
 Bachelor of Arts, French major  
 2015: Silpakorn International College, Bangkok, Thailand  
 Master of Business Administration in Hotel and Tourism management

### Employment

April 2011- Oct 2012 Guest Relations Officer  
 Centara Grand hotel@Central World, Bangkok, Thailand  
 Dec 14 – present Guest Relations Supervisor  
 Centara Watergate Pavillion hotel Bangkok, Thailand

### Computer

- Proficient with Microsoft Office and PowerPoint
- Experienced with Opera, Commarche, and revenue system

| Language | Speaking  | Writing   | Reading   |
|----------|-----------|-----------|-----------|
| English  | Excellent | Excellent | Excellent |
| French   | Excellent | Excellent | Excellent |
| Thai     | Excellent | Excellent | Excellent |